

The Coalition for Peace and Coexistence Inc.

Advancing Neutral Dialogue and Lasting Peace

Incorporated Association No: A0127612T | ABN: 82 674 110 533

Building Bridges: A Gaza Coalition for Peace and Coexistence

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Executive Summary

The Coalition for Peace and Coexistence (CPC) is launching a coordinated initiative to strengthen humanitarian aid delivery and advance peacebuilding efforts within Gaza. This project responds to urgent human needs while laying the groundwork for long-term stability, dignity, and coexistence.

The immediate objective is to create a coalition of local organisations, community leaders, and international partners to improve coordination, transparency, and effectiveness in the distribution of aid. By pooling resources and fostering collaboration, we seek to ensure that assistance reaches those most in need and is delivered in a manner that upholds human dignity.

Beyond immediate relief, this initiative also seeks to integrate peacebuilding into humanitarian action. Through dialogue, joint planning, and trust-building measures, the coalition aims to create spaces for cooperation across social, political, and ideological divides. The long-term vision is to build resilient community structures that are capable of sustaining peace, addressing grievances, and reducing cycles of violence.

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التحالف من أجل السلام والتعايش - جمعية مسجلة • הקואליציה לשלום ולדו-קיום - עמותה מאוחדת
منظمة غير حكومية، غير حزبية، مستقلة • ארגון עצמאי, בלתי מפלגתי, לא ממשלתי
Independent, Nonpartisan, Non-Governmental Organization

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Core Objectives:

- Establishing a neutral and transparent coordination mechanism for aid distribution.
- Strengthening the capacity of local organisations to work collaboratively and effectively.
- Embedding principles of nonviolence, mutual respect, and coexistence within humanitarian practice.
- Laying the foundations for sustained peacebuilding by creating shared initiatives that unite diverse stakeholders.

By combining humanitarian response with peace-oriented strategies, the coalition aims not only to address today's urgent needs but also to lay the groundwork for a more just and hopeful future for all.

Implementation Plan & Governance

Objective:

To provide a clear roadmap for establishing, coordinating, and scaling the CPC Gaza Coalition while ensuring effective governance, accountability, and alignment with CPC values.

Phased Implementation Timeline

Phase 1 – Core Coalition Formation

- Formalize agreements with the initial 7 organisations via signed **MOUs**.
- Conduct orientation sessions for coalition members covering CPC values, legal obligations, anti-terror compliance, and operational procedures.
- Establish secure communication channels (encrypted email, messaging apps, document sharing platforms).
- Identify pilot projects for coordinated aid delivery or small-scale peacebuilding initiatives.

Phase 2 – Pilot Operations & KPI Tracking

- Launch pilot initiatives under close supervision.

- Begin **KPI monitoring** (coalition size, aid deliveries, beneficiaries reached, collaboration quality, stakeholder satisfaction, value alignment).
Conduct regular virtual meetings for coordination, feedback, and troubleshooting.
- Implement **incident reporting and corrective action** procedures.

Phase 3 – Expansion & Network Building

- Invite additional organisations based on trust, alignment with CPC values, and pilot success.
- Scale up aid coordination and peacebuilding initiatives gradually.
- Conduct quarterly reviews of operations, KPIs, and risk management.
- Share progress reports with all stakeholders, highlighting impact, challenges, and lessons learned.

Phase 4 – Long-Term Sustainability

- Establish a governance structure to oversee coalition operations permanently.
- Continue capacity-building programs for local partners.
- Institutionalize best practices for coordination, neutrality, and conflict-sensitive operations.
- Explore partnerships with international organisations to strengthen resources, legitimacy, and reach.

Operations Management

Staff and Volunteers

The CPC Gaza Coalition will, in its initial stages, operate on a volunteer basis, with the option to expand to paid staff positions in the future should this be deemed necessary by both the Strategic Advisory Council (SAC) and through a formal vote of the Coalition.

At present, the Coalition for Peace and Coexistence (CPC) functions as a volunteer-led organisation, and this principle will be maintained in the operation of the Gaza Coalition. The Gaza Coalition will operate as an independent subsidiary branch of the broader CPC network, clearly distinguished from the CPC as a registered NGO. Oversight and governance will be exercised directly by CPC Headquarters, primarily through the Executive Department and other relevant members, on a strict “need-to-know” basis.

To safeguard confidentiality and foster trust, interactions between CPC members and the Gaza Coalition will be carefully managed and limited to essential communication channels. A designated **Manager of the Gaza Coalition** will be appointed by the CPC and will report directly to the CEO or to the Director of the Diplomatic Department on issues of strategic significance, identified risks, or other matters as appropriate.

Fundraising and Revenue

The CPC maintains a firm policy of not transferring funds directly into Gaza. Consequently, the Gaza Coalition will not receive financial resources from the CPC in the foreseeable future.

Fundraising activities undertaken by the CPC are strictly regulated and may only be authorised by a vote of the General Meeting; the SAC does not hold the authority to independently approve fundraising or disbursement of funds.

As outlined in **Part 5.3 of the Criminal Code Act 1995 (Cth)**, Australian law imposes stringent obligations concerning engagement with “proscribed organisations.” In accordance with this legislation, the CPC will not facilitate or permit any financial transactions that directly or indirectly benefit Hamas, Hezbollah, the Iranian Revolutionary Guard Corps (IRGC), or any other designated organisations under Australian law.

Given Hamas’s significant presence in Gaza’s political and social landscape, the CPC recognises the heightened risks associated with financial transfers. Until such time as a dedicated legal and financial compliance framework has been established within the CPC, this policy will remain firmly in place.

It is therefore emphasised that the primary purpose of the CPC Gaza Coalition is **coordination and facilitation** between humanitarian and civil society organisations. By enhancing organisational coordination and resource sharing, the Coalition seeks to strengthen access to aid and improve service delivery for all Gazans, while fully adhering to the principles of neutrality, legality, and transparency.

Sustainability of Operations

The CPC Gaza Coalition will prioritise sustainable, low-cost, and transparent operations in order to ensure long-term functionality without reliance on external funding. Sustainability will be achieved through the following measures:

- **Digital Coordination Platforms**

Coalition meetings and consultations will be conducted primarily via secure digital platforms (e.g., Zoom, WhatsApp, or other encrypted tools) to minimise financial cost and maximise accessibility for members inside Gaza and abroad.

- **Shared Reporting Mechanisms**

Member organisations will contribute to a centralised but lightweight reporting system, coordinated by the appointed Coalition Manager. This will allow for tracking of aid delivery, coalition activities, and lessons learned without incurring heavy administrative overhead.

- **Remote Capacity Building**

The CPC HQ will provide remote training sessions, security briefings, and value-orientation workshops to strengthen the skills and cohesion of coalition members while reducing the need for in-person gatherings.

- **In-Kind Contributions**

The CPC Gaza Coalition will encourage members to contribute non-monetary resources, such as data collection, translation support, community outreach, and logistical insights. These contributions will strengthen operations without requiring a financial transfer.

By prioritising volunteer engagement, in-kind support, and digital infrastructure, the CPC Gaza Coalition will ensure that operations remain sustainable, transparent, and fully compliant with CPC principles and applicable legal frameworks.

Legal Disclaimer

The Coalition for Peace and Coexistence (CPC) Gaza Coalition is committed to strict compliance with Australian and international law. The CPC does not provide, transfer, or facilitate the transfer of funds, assets, or material support to any entity or individual proscribed under Australian legislation, including but not limited to those designated under **Part 5.3 of the Criminal Code Act 1995 (Cth)**.

The CPC Gaza Coalition's activities are limited to dialogue, coordination, and capacity-building between humanitarian and civil society organisations, with the sole objective of enhancing the effectiveness and accessibility of aid and peacebuilding initiatives in Gaza. All operations will be conducted with full respect for the principles of **neutrality, impartiality, transparency, and independence**.

Key Performance Indicators (KPIs)

Quantitative Measurements

1. Coalition Size

The number of organisations, located either inside the Gaza Strip or with substantial operations focused on the Strip, that have signed the CPC's Memorandum of Understanding (MOU) and been involved in at least 1 meeting or consultation with the CPC or a valid representative.

2. Total Aid Deliveries

The total number of aid packages delivered by organisations that are part of the CPC's Gaza Coalition. To be provided as an estimate based on consultations with all relevant organisations, monthly, where feasible.

3. Beneficiaries Reached

The estimated number of individuals directly benefiting from coalition-coordinated activities or aid deliveries. Data to be collected through organisation reports, community surveys, or reliable estimates.

Qualitative Measurements

4. Collaboration Quality

Assessment of the level of cooperation, communication, and joint decision-making among coalition members, measured through periodic internal surveys or feedback sessions.

5. Stakeholder Satisfaction

Perception of coalition effectiveness and responsiveness among beneficiaries, community representatives, and member organisations, assessed through structured feedback or interviews.

6. Alignment with CPC Values

Assessment of how coalition members' actions, projects, and communications align with CPC's core values of neutrality, peacebuilding, human dignity, and non-violence. This includes tracking any reported incidents, complaints, or breaches of CPC principles, and evaluating corrective actions taken.

Measurement can be done through internal audits, stakeholder feedback, and incident reporting logs.

Risk Management

Objective:

To identify, assess, and mitigate potential risks that could impact the operations, credibility, and effectiveness of the CPC Gaza Coalition, while ensuring alignment with CPC's principles of neutrality, peacebuilding, and human dignity.

Key Risks and Mitigation Strategies:

1. Political and Security Risks:

Escalation of conflict, military operations, or political instability affecting coalition members, aid delivery, or beneficiary safety.

Mitigation: Maintain up-to-date security briefings; develop contingency plans for project delays; avoid political alignment in communications; coordinate with local partners for safe operations.

2. Breach of Neutrality or CPC Values:

Coalition members' actions or communications are perceived as biased, non-neutral, or contrary to CPC principles.

Mitigation: Conduct orientation for all members on CPC values; monitor projects through KPIs (including alignment with CPC values); implement an incident reporting and corrective action process.

3. Operational and Logistical Risks:

Delays or failures in aid delivery, resource shortages, or miscommunication among coalition members.

Mitigation: Establish clear coordination and communication channels; maintain a central tracking system for aid and project progress; regularly review logistics and resource allocation.

4. Reputational Risks:

Negative publicity, misinformation, or community dissatisfaction affects credibility.

Mitigation: Implement transparent reporting mechanisms; provide accurate, timely updates; engage with stakeholders proactively; have a media protocol aligned with CPC neutrality.

5. Financial Risks:

Mismanagement of funds, delayed contributions, or financial disputes among coalition members.

Mitigation: Adopt standardized financial reporting and accountability processes; require transparent budgets for coalition projects; conduct periodic audits.

6. Stakeholder and Community Relations Risks:

Misunderstandings, unmet expectations, or conflict with local communities or beneficiaries.

Mitigation: Engage communities through consultations; maintain clear communication of project scope and limitations; use feedback mechanisms to adjust activities where needed.

Review and Escalation:

- Risk assessments will be reviewed quarterly by the CPC Gaza Coalition leadership.
 - Any significant incident will be escalated to CPC HQ for guidance and support.
 - Lessons learned will inform adjustments to policies, procedures, and future project planning.
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Legal Compliance and Governance

Objective:

To ensure that all activities of the CPC Gaza Coalition are conducted in full compliance with applicable laws and regulations, to protect coalition members, beneficiaries, and CPC itself, and to maintain strict adherence to neutrality, transparency, and humanitarian principles.

1. Compliance with Australian Law

- The Coalition will operate under the legal framework governing Australian incorporated associations, including the **Incorporated Associations Act 2012 (Victoria)**, ensuring proper governance, reporting, and accountability.
- CPC will comply with relevant Commonwealth laws, including the **Corporations Act 2001 (Cth)** where applicable, and **Work Health and Safety legislation**, to safeguard personnel and volunteers involved in planning or coordinating activities.

All operations will adhere to applicable **charity and not-for-profit regulations**, including provisions of the **Australian Charities and Not-for-profits Commission Act 2012 (Cth)**,

ensuring transparent use of funds and lawful reporting.

2. Anti-Terrorism and Sanctions Compliance

- CPC will implement strict policies to comply with the **Criminal Code Act 1995 (Cth)**, particularly the sections regarding financing or supporting terrorist organisations.
 - All coalition members, aid recipients, and partners will be vetted against **Australian, UN, and international sanctions lists**, to prevent inadvertent engagement with proscribed groups.
 - Financial transactions, aid deliveries, and partnerships will be documented and auditable, ensuring that funds and goods are used solely for humanitarian and peacebuilding purposes.
 - CPC will maintain **standardized due diligence procedures** for partner organisations, including background checks, ongoing monitoring, and reporting mechanisms, to mitigate any risk of unlawful activity.
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3. International and Local Legal Considerations

- While operating remotely, CPC will respect **host-country laws** and regulations applicable to aid delivery, organisational collaboration, and civil society operations.
 - All coalition operations will be guided by **International Humanitarian Law (IHL)** principles, including neutrality, impartiality, and the protection of civilians, ensuring that humanitarian action is not linked to any political or military agendas.
 - CPC will require all members to comply with these standards, and any suspected violations will trigger immediate review and corrective action.
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4. Agreements and Accountability Mechanisms

- All coalition members will sign **formal Memoranda of Understanding (MOUs)** defining roles, responsibilities, adherence to CPC values, and compliance with applicable laws.
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- MOUs will include provisions for **dispute resolution, incident reporting, and corrective measures**, ensuring accountability and legal clarity.
- CPC will maintain comprehensive documentation of all operational, financial, and communications activities to provide legal protection, facilitate audits, and demonstrate transparency to stakeholders and donors.

5. Risk Mitigation and Oversight

- CPC will conduct regular **legal and compliance audits** of coalition activities, including reviewing alignment with anti-terror, sanctions, and humanitarian law requirements.
- Any significant compliance or legal incident will be **escalated to CPC HQ** immediately, with documented response and mitigation measures.
- Lessons learned from audits and incidents will inform future operational policies, reinforcing legal compliance and ethical governance.

6. Ethical and Legal Standards

- Beyond legal obligations, the CPC Gaza Coalition will maintain **high ethical standards**, emphasizing neutrality, human dignity, and non-violence.
- Coalition members will be trained on **legal obligations, anti-terror measures, and conflict-sensitive practices**, ensuring that humanitarian aid and peacebuilding actions are both lawful and principled.

Communication Protocols

Internal Communication

- Secure platforms (encrypted messaging and file sharing) for planning, reporting, and coordination.
- Weekly or biweekly virtual meetings for updates, problem-solving, and KPI review.
- Written summaries of decisions and actions to ensure clarity and accountability.

External Communication

- Public statements, media, and donor updates are centrally coordinated by CPC HQ.
- All messaging aligns with CPC neutrality and humanitarian principles.
- Sensitive information regarding beneficiaries or operations is never disclosed publicly.

Conclusion

The CPC Gaza Coalition represents a bold and principled effort to combine humanitarian aid delivery with long-term peacebuilding in one of the world's most challenging contexts. By uniting local organisations, community leaders, and international partners under a framework of transparency, neutrality, and respect for human dignity, the coalition seeks to ensure that aid reaches those who need it most while fostering collaboration across social, political, and ideological divides.

Through clearly defined objectives, measurable KPIs, risk management protocols, and strict legal and ethical compliance, the coalition is designed to operate effectively, safely, and responsibly. Its phased implementation and governance structure provide a roadmap for sustainable growth, while capacity-building and accountability mechanisms ensure alignment with CPC's core values.

Ultimately, the Gaza Coalition embodies CPC's mission to advance peace through practical action. By coordinating aid and strengthening community resilience, the coalition not only addresses urgent humanitarian needs but also lays the foundations for enduring coexistence, dialogue, and shared progress. This initiative is a concrete step toward a more just, stable, and hopeful future for all communities in Gaza.

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