



Summary

GLF exists to promote good governance – democratic institutions, open markets, human rights and the rule of law - and to contribute to the prevention and resolution of conflict through mediation. This is done by former leaders who have themselves had extensive experience of government. Small teams of GLF Members, working in their personal capacity, offer discreet advice to Heads of Government on any issues of concern to them. Outside expertise can be called in as required.

GLF Concept

GLF Members see themselves as part of a network of former leaders who have something unique to give to today's world. They believe that experience of government should be shared so that past mistakes are not repeated.

In an era in which effective governance is critical to the success of developing countries, new governments are bringing renewed hope to their peoples. But after years in the political wilderness national leaders often have had no experience of government or of working within an open society with free markets and democratic institutions. Once they are elected they face awesome challenges, expectations that cannot be fulfilled and a deluge of advice from international organizations, consultants and special interest groups.

This is where GLF can help. It comes with no agenda of its own (or of any other government or organisation). It offers a leader impartial advice on specific issues, given directly by former leaders drawing on their own personal experience. But what makes GLF unique is that the advice is given strictly confidentially, with no publicity. This bypasses protocol, ensures privacy and facilitates the establishment of a relationship of trust. It ensures that if a leader is helped to take a successful initiative he can take all the credit for it, strengthening and reinforcing his credibility. In this way GLF acts as a personal, private political advisory service for Heads of Government.

What kind of projects does GLF undertake?

GLF was established in 2004. It has a growing portfolio of projects and potential projects in Asia, Africa, Latin America and Eastern Europe covering a whole range of issues: political advice on handling ethnic divisions, political initiatives to defuse conflict, security sector reform, Presidential office management, advice on policy towards the WTO, advice on constitution making and electoral systems, mediation to help ensure stability before and after elections or to resolve institutional deadlock, and the creation of a climate that is open to foreign investment.

Who does GLF work with?

GLF will consider requests from any government that is committed to or aspires to the principles of democratic institutions, human rights, open markets and the rule of law. GLF engages with Governments, not with opposition parties (unless requested to do so by a Head of Government). Its core principles are discretion, trust, integrity, neutrality and independence, and it will not publicize the countries in which it works unless a leader with whom it is working wishes to make GLF's involvement public.

GLF works closely with the UN and IMF/World Bank and other NGOs working in the field of conflict prevention and development.

How is GLF financed?

GLF is a non-profit, independent foundation. It is funded by other foundations, corporations, and private individuals and select governments. A limit is placed on donations from any one corporation to preserve GLF's independence. GLF will exercise careful judgement case-by-case to ensure that it is not in receipt of funds from any source likely to be considered damaging to its reputation for probity or its need to preserve the confidentiality and objectivity of its operations.

GLF aims to recover project costs from its clients.

GLF Structure

GLF is registered in the Canton of Berne, Switzerland. Associate foundations, GLF (USA) and GLF (UK), have been established, both with charitable status.

GLF Members

GLF currently has twenty-eight Members, all of whom are former Heads of State or Government and other distinguished leaders. Members are required to be retired from active politics. The General Assembly of Members ordinarily meets once a year.

GLF Members:

FW de Klerk, Chairman	President, Republic of South Africa 1989-94
Joe Clark, Vice Chairman	Prime Minister, Canada 1979-80 Secretary of State for External Affairs 1984-1991
HRH Prince El Hassan bin Talal	Jordan
Ketumile Masire	President, Republic of Botswana 1980-1998
António Mascarenhas Monteiro	President, Cape Verde 1991-2001
Fidel Valdez Ramos	President, Republic of the Philippines 1992-98
Cassam Uteem	President, Mauritius 1992-2002
Kaspar Villiger	President, Swiss Confederation 1995 & 2002
Pascal Couchepin	President, Swiss Confederation 2003 & 2008
Abdul Karim al-Eryani	Prime Minister, Yemen 1980-83 & 1998-2001
Moustapha Niasse	Prime Minister, Senegal 1983 & 2000-01
Michel Rocard	Prime Minister, France 1988-91
Anand Panyarachun	Prime Minister, Thailand 1991-92
P.J. Patterson	Prime Minister, Jamaica 1992-2006
Armen Sarkissian	Prime Minister, Armenia 1996-97
I.K. Gujral	Prime Minister, India 1997-98
Javier Solana	Secretary General, Council of the European Union 1999-2009 Secretary General, NATO 1995-1999 Foreign Minister, Spain 1992-1995
Hans van den Broek	Foreign Minister of the Netherlands 1982-93

Lakhdar Brahimi	Member European Commission 1993-99 Foreign Minister, Algeria 1991-93 UN Special Adviser to the Secretary-General 2004-05
Gareth Evans	Foreign Minister, Australia 1988-96 President and CEO of the International Crisis Group 2000-09
Enrique Iglesias	Foreign Minister, Uruguay, 1985-1988 President of the Inter-American Development Bank 1988-2005
Lord Patten of Barnes	Governor of Hong Kong 1992-97 Member European Commission 2000-04
Baroness Chalker of Wallasey	UK Minister of Overseas Development 1989-97
Chester A. Crocker	US Assistant Secretary for African Affairs 1981-89
Elisabeth Rehn	UN Under-Secretary-General, SRSG in Bosnia and Herzegovina 1998-99; UN Special Rapporteur for Human Rights 1995-97 Finnish Minister of Defence 1990-95 and Equality Affairs 1991-95
Álvaro de Soto	UN Under-Secretary-General 1999-2007
Donald F. McHenry	US Ambassador to the UN 1979-81
Thomas Pickering	US Under Secretary of State for Political Affairs 1997-2000 US Ambassador to the UN 1989-92

Honorary Patrons

Nelson Mandela	South Africa
Vaclav Havel	Czech Republic
George H W Bush	USA
Lech Walesa	Poland
Ernesto Zedillo	Mexico
Helmut Schmidt	Germany
Ricardo Lagos	Chile
Mike Moore	New Zealand

GLF Board of Directors

The Chairperson and Board members are elected by GLF Members. Meetings of the Board are held as necessary, but no less than once each year. The Board oversees the management of the Foundation.

GLF Board Members:

FW de Klerk (Chairman)	GLF Member
Joe Clark (Vice Chairman)	GLF Member
Baroness Chalker of Wallasey	GLF Member
Chester Crocker	GLF Member
Elisabeth Rehn	GLF Member
Cassam Uteem	GLF Member
Jacques Rossier	Partner, Lombard Odier, Darier, Hentsch & Cie
Sir John Shepherd	Former GLF Secretary General
Graham Barr MBE	Former Chairman, Bell-Pottinger Sans Frontieres

GLF Secretariat

While GLF is registered in Switzerland, its day-to-day operations are run by the Secretariat from a liaison office in London. The Secretariat is managed by a CEO who is appointed by the Board of Directors and who is responsible for the coordination of the activities of the organization.

Secretariat staff:

Sir Robert Fulton	CEO
Sir Robin Christopher	Projects Director
Peter Osborn	Operations Manager
Nadia Kamel	Team Administrator
Ray Avery	Accountant (part time)
Lucinda Groves	Corporate Liaison

GLF Advisory Committee

The Advisory Committee comprises a small group of key supporters and champions from the international business community. Members of Advisory Committee meet twice a year to advise the Secretariat and to ensure a business input to the Foundation's governance.

Advisory Committee Members:

Sir David Davies (Chairman)	Director, EFG European Finance Group (UK)
Derek Breed	Co-Founder, Ashburton Ltd (Jersey)
Dr Hans-Ulrich Doerig	Chairman, Credit Suisse Group AG, (Switz)
Lord Marshall of Knightsbridge	Chairman, Pirelli UK plc (UK)
Brian Hockett	Former COO, Visa International CEMEA (UK)
Ivan Fallon	Former CEO, Independent News & Media (UK)
Markus Pertl	Chairman, Stern Stewart Institute (Germany)

GLF (USA)

GLF (USA) is a not-for-profit organisation registered in the state of Delaware, USA. It has similar aims to those of GLF and has qualified for tax-exempt giving under the US Internal Revenue Service's 501 (c)(3) rules. It has also been awarded public charity status such that gifts to GLF (USA) are tax-deductible under Section 501 (c)(3) of the Internal Revenue Code.

GLF (USA) Board Members:

James Keppler (President)	Founder and President, Keppler Speakers
FW de Klerk (Chairman)	GLF Member
Professor Chester Crocker	GLF Member
Ambassador Donald F. McHenry	GLF Member
Graham Barr MBE	GLF Board Member
Sir Robin Christopher	GLF Projects Director

US Advisory Committee

The US Advisory Committee meets once a year, and reports to the Board of GLF (USA). It is chaired by Thomas R. Pickering, former US Under-Secretary of State for Political Affairs and GLF Member.

GLF (UK)

GLF (UK) is a private limited company and is a registered charity in England and Wales. It is eligible to benefit from tax-free donations made to it.

GLF (UK) Board Members:

Sir David Davies (Chairman)	Director, EFG European Finance Group, UK
Seamus Smyth	Senior Partner of Carter Lemon Camerons LLP
Sir John Shepherd	GLF Board Member
Graham Barr MBE	GLF Board Member

GLF International Council

Individuals and senior executives of corporations and foundations who provide financial support for GLF.

Companies and Foundations

Associated British Foods plc
 BAE Systems plc
 Barclays Bank plc
 The Benjamin Slome Charitable Foundation
 British Airways plc
 British Telecommunications plc
 Cadbury Foundation
 Coca Cola Africa
 Credit Suisse Group
 Deutsche Bank AG
 DHV Holding B.V.
 First Corporate Consultants

Glencore International
Global Emerging Markets
Goergen Foundation Inc.
HSBC Bank plc
International Foundation for Civil Liberties
Julia & Derek Breed Foundation
The Lodestar Foundation
Lombard Odier Darier Hentsch & Cie
Nestlé S.A.
Nexen Inc
Old Mutual plc
Pictet & Cie, Private Bankers
Pivotal Foundation
Rio Tinto
Stern Stewart Institute
Tilder
Tullow Oil plc
Union Bancaire Privée (UBP)
UBS
Visa Inc.

Individuals

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Peter Cruddas
Sir David Davies
Robert Dorfman
Richard Gnodde
Allan & Gill Gray
Leo Hindery, Jr.
Pierre Keller
Paul Maritz
Daniel N. Mezzalingua

Yves Mirabaud

Dr Isa Odidi and Dr Amina Odidi

Yves Oltramare

Nicolas Pictet

Anthony & Margaret Preston

Simon Robertson

Eliane and Jacques Rossier

Ed Siskind

Eric Demole

Guy Huët

Corinne Steensma

Governments

Irish Aid

Swiss Federal Department of Foreign Affairs