



Global  
Leadership  
Foundation

# GLF SUMMARY 2021

Helping Leaders Govern

## The Global Leadership Foundation

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A global network of former national leaders offering private, discreet advice to current Heads of Government.

Supports effective political leadership and good governance.

An independent, not-for-profit organisation registered in Switzerland, founded in 2004 by Nobel Laureate FW de Klerk.



## Mission

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GLF exists to support political leadership and good governance around the world by making available the experience of former leaders to today's national leaders. GLF works discreetly and in confidence.

## Short description

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GLF is a network built around its 46 Members, all former Heads of State or Government or other distinguished leaders with first-hand experience of the difficulties of political leadership. Its Members contribute to the work of GLF as private individuals, motivated by a desire to help current leaders tackle challenges that they themselves once faced. Avoiding the spotlight, GLF Members typically work in small teams to give frank and private advice on specific issues of concern to Heads of Government and on general governance issues.

GLF's approach is defined by strict confidentiality. This approach bypasses protocol, ensures privacy, facilitates the establishment of a relationship of trust, and ensures that if a leader is helped to take a successful initiative, he or she can assume the credit for it, strengthening and reinforcing his or her credibility.

## Context

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While changes in governments can bring fresh hope to their peoples, especially those recently affected by internal revolt, leaders working to develop democratic institutions, free markets and the rule of law may often benefit from the advice of former leaders who themselves experienced similar challenges.

GLF comes with no agenda of its own, or of any government or organization. It is a not-for-profit Foundation and its Members no longer seek high office. The agenda is always set by the Head of Government, with GLF Members acting as personal, private advisors, offering impartial advice, given on a peer-to-peer basis, drawing on their own personal experience.

## What kind of projects does GLF undertake?

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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. Since its establishment in 2004, GLF has made a definable difference in over two dozen countries through its work on *inter alia*:

- Regional security
- Security sector modernisation
- Confronting a terrorist organization and release of hostages
- Negotiating with armed resistance movements
- Political reconciliation and implementation of international agreements
- Elections
- Trade and Economic reform
- Resource Management
- Development of democratic institutions and effective governance
- Access for humanitarian aid
- Transition from authoritarian rule

When specialist technical advice is required, such as in business, banking and finance; the development and exploitation of power generation, mining and agricultural resources; or the adaptation to new technologies, GLF can mobilise outside expertise, drawing on its extensive network of partners supporters. Through its projects GLF has developed good relations with the World Bank, IMF, UNDP and many like-minded non-governmental organisations (NGOs) in the governance and conflict management field.

## Operating Principles

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Each project is different. GLF can act on its own initiative, at the invitation of a host government needing advice, at the suggestion of another government, or in partnership with a UN body, international financial institution or like-minded NGO.

The Foundation's core principles are discretion, trust, integrity, neutrality and independence, and it will only engage with opposition parties if requested to do so by a Head of Government.

GLF will not publicize the countries in which it operates unless a leader with whom it is working wishes to make GLF's involvement public.

## GLF Members

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M. Hamid Ansari	<a href="#">India</a> , Vice President 2007-17, Ambassador to the UN 1993-95
Barbara Barrett	<a href="#">USA</a> , Secretary of the Air Force 2019-21, Ambassador to Finland 2008-09
Carl Bildt	<a href="#">Sweden</a> , Prime Minister 1991-94, Foreign Minister 2006-14, UN Special Envoy to the Balkans 1999-01
Lakhdar Brahimi	<a href="#">Algeria</a> , Foreign Minister 1991-93, Special Adviser to the UN Secretary General 2004-05, UN and Arab League Special Envoy to Syria 2012-14
John Bruton	<a href="#">Ireland</a> , Prime Minister 1994-97, EU Ambassador to the United States 2004-09
Micheline Calmy-Rey	<a href="#">Switzerland</a> , President of the Swiss Confederation 2007 and 2011, Head of the Department of Foreign Affairs 2003-11
Hikmet Çetin	<a href="#">Turkey</a> , Deputy Prime Minister 1978-79 & 1995, Foreign Minister, 1991-94
Lynda Chalker	<a href="#">UK</a> , Minister of Overseas Development 1989-97
Helen Clark (Chair)	<a href="#">New Zealand</a> , Prime Minister, 1999-08, Administrator of the UNDP 2009-17
Joe Clark	<a href="#">Canada</a> , Prime Minister 1979-80, Secretary of State for External Affairs 1984-1991
Chester Crocker	<a href="#">USA</a> , Assistant Secretary of State for African Affairs 1981-89
Marzuki Darusman	<a href="#">Indonesia</a> , Attorney General 1999-01, UN Special Rapporteur Democratic People's Republic of Korea (DPRK) 2010-16
FW de Klerk	<a href="#">South Africa</a> , President 1989-94
Alvaro de Soto	<a href="#">Peru</a> , UN Under-Secretary-General 1999-07
Mohamed ElBaradei	<a href="#">Egypt</a> , Director General, International Atomic Energy Agency 1997-09, Interim Vice President 2013
Amara Essy	<a href="#">Côte d'Ivoire</a> , Foreign Minister, 1990-00, Secretary General OAU 2001-02, Chairman AU Commission 2002-03
Gareth Evans	<a href="#">Australia</a> , Foreign Minister 1988-96, President and CEO of the International Crisis Group 2000-09
Vicente Fox	<a href="#">Mexico</a> , President 2000-06
Louise Fréchette	<a href="#">Canada</a> , UN Deputy Secretary-General 1998-06
Lawrence Gonzi	<a href="#">Malta</a> , Prime Minister 2004-13, Minister of Finance 2004-08 and Minister of Social Policy 1998-04
Enrique Iglesias	<a href="#">Uruguay</a> , Foreign Minister 1985-88, President of Inter-American Development Bank 1988-05
Donald Kaberuka	<a href="#">Rwanda</a> , Finance Minister 1997-05, President of the African Development Bank 2005-15
John Kufuor	<a href="#">Ghana</a> , President 2001-09

Hervé Ladsous	<a href="#">France</a> , United Nations Under-Secretary-General for Peacekeeping Operations 2011-17
Ricardo Luna	<a href="#">Peru</a> , Minister of Foreign Affairs 2016-18
Donald McHenry	<a href="#">USA</a> , Ambassador to the UN 1979-81
Festus Mogae	<a href="#">Botswana</a> , President 1998-08
Ana Palacio	<a href="#">Spain</a> , Foreign Minister 2002-04
Supachai Panitchpakdi	<a href="#">Thailand</a> , Secretary General UNCTAD 2005-13, Director General WTO 2002-05, Deputy Prime Minister 1997-03
P.J. Patterson	<a href="#">Jamaica</a> , Prime Minister 1992-06
Thomas Pickering	<a href="#">USA</a> , Under-Secretary of State for Political Affairs 1997-00, Ambassador to the UN 1989-92
Jean-Pierre Raffarin	<a href="#">France</a> , Prime Minister 2002-05
Fidel Valdez Ramos	<a href="#">The Philippines</a> , President 1992-98
José Ramos-Horta	<a href="#">Timor-Leste</a> , President 2007-12, Prime Minister 2006-07
George Robertson	<a href="#">UK</a> , Secretary General NATO 1999-04, Secretary of State for Defence 1997-99
Kevin Rudd	<a href="#">Australia</a> , Prime Minister 2007-10, 2013, Foreign Minister 2010-12
Ghassan Salamé	<a href="#">Lebanon</a> , Lebanon, Minister of Culture, 2000-03, Senior Advisor to the UN Secretary-General 2003-06
Salim Ahmed Salim	<a href="#">Tanzania</a> , Prime Minister 1984-85, Secretary General OAU 1989-01
Wolfgang Schäussel	<a href="#">Austria</a> , Federal Chancellor 2000-07, Foreign Minister 1995-00
Ellen Johnson Sirleaf	<a href="#">Liberia</a> , President 2006-18
Javier Solana	<a href="#">Spain</a> , Secretary General Council of European Union 1999-09, Secretary General NATO 1995-99, Foreign Minister 1992-95
Eduardo Stein	<a href="#">Guatemala</a> , Vice President 2004-08, Foreign Minister 1996-00
Cassam Uteem	<a href="#">Mauritius</a> , President 1992-02
Juan Gabriel Valdés	<a href="#">Chile</a> , Foreign Minister 1999, Ambassador to the UN 2000-03
Vaira Vīķe-Freiberga	<a href="#">Latvia</a> , President 1999-07
Kaspar Villiger	<a href="#">Switzerland</a> , President of the Swiss Confederation 1995 & 2002, Minister of Defence 1989-95, Minister of Finance 1996-03

#### **INACTIVE MEMBERS**

*(having returned to public office)*

Moustapha Niasse	<a href="#">Senegal</a> , Prime Minister 1983 & 2000-01
Armen Sarkissian	<a href="#">Armenia</a> , Prime Minister 1996-97

#### **MEMBER EMERITUS**

*(in recognition of contribution to the Foundation)*

Hans van den Broek	<a href="#">The Netherlands</a> , Foreign Minister 1982-93, Member European Commission 1993-99
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## How is GLF governed?

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GLF is governed by a Board of Directors (appointed by GLF Members) and a small Secretariat based in London which is responsible for the coordination of the activities of the organization.

GLF is registered in the Canton of Berne, Switzerland. It has two associate Foundations: GLF (USA), a 501(c)(3) Foundation registered in Delaware, USA; and GLF (UK), a charity registered in England and Wales.

### GLF BOARD

Helen Clark (Chair)	<a href="#">New Zealand</a> , former Prime Minister
Victor Blank (Vice Chair)	<a href="#">UK</a> , former Chairman of Lloyds Banking Group
Micheline Calmy-Rey	<a href="#">Switzerland</a> , former President
Lynda Chalker	<a href="#">UK</a> , former Minister of Overseas Development
Joe Clark	<a href="#">Canada</a> , former Prime Minister
Chester Crocker	<a href="#">USA</a> , former Assistant Secretary of State for African Affairs
FW de Klerk	<a href="#">South Africa</a> , former President
Louise Fréchette	<a href="#">Canada</a> , UN Deputy Secretary-General
Thomas Pickering	<a href="#">USA</a> , former Under-Secretary of State for Political Affairs
John Shepherd	<a href="#">UK</a> , former Ambassador
Eduardo Stein	<a href="#">Guatemala</a> , former Vice President

### GLF (USA) BOARD

Joe Clark (Chairman)  
Jim Keppler (President)  
Chester Crocker  
Robert Fulton  
Don McHenry  
Thomas Pickering  
Francis Saville

### GLF (UK) BOARD

David Davies (Chairman)  
John Shepherd  
Seamus Smyth  
Robert Fulton

### PATRONS

Pascal Couchepin	HRH Prince El Hassan bin Talal	Chandrika Kumaratunga
Ricardo Lagos	Anand Panyarachun	Lech Walesa
Ernesto Zedillo		

## GLF SECRETARIAT

Robert Fulton	CEO
Amitav Banerji	Projects Director
Peter Osborn	Operations Manager
Gwenn Le Bihan	Executive Administrator
Lucinda Groves	Corporate Liaison

### Contact Details

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Tel: +44 20 3457 1320

Website: [www.g-l-f.org](http://www.g-l-f.org)

Liaison Office: 10 Brick Street, London, W1J 7HQ, U.K.

### How is GLF financed?

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GLF is a non-profit, independent foundation, funded by corporations, foundations and private individuals. Those who donate above a minimum level are invited to join the GLF International Council. Members of the International Council can be as active as they wish; the group does not meet formally nor make collective decisions but may be consulted individually, on an occasional basis, by the CEO and Projects Director of GLF. Members of the International Council are invited to participate in GLF's Annual Meetings where they are actively encouraged to contribute their specialist knowledge to the Foundation's strategic direction, to share best case practice from the private sector, and to participate in the discussions on how GLF might contribute to the solution of complex problems in various countries.

GLF exercises careful judgement to ensure that it does not receive 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. To further preserve its independence GLF only accepts support from any one source of no more than 10% of its operating budget in any one year.

GLF seeks to recover direct project costs from its host and has in the past received project funding from UNDP and the governments of Canada, Ireland, Finland and Switzerland.

## List of International Council Members

### Companies

AIB ▪ AIG ▪ Al Dabbagh Group ▪ Anglo American ▪ Barrick ▪ BAT ▪ BDO ▪ Birchcliff Energy ▪ BP ▪ BRICS Access ▪ Caisse de dépôt et placement du Québec ▪ Cape Classics ▪ Chevron ▪ The D Group ▪ Groupe Filatex ▪ HSBC Holdings Group ▪ L'Huguenot Vineyards ▪ INEOS ▪ Keelings ▪ KPMG ▪ Lombard Odier ▪ Man Capital ▪ McKinsey & Company ▪ Méridiam SAS ▪ Mochon ▪ Ninety One ▪ Nutrien ▪ Orange ▪ Pallinghurst Advisors ▪ PricewaterhouseCoopers ▪ Prudential ▪ R9B ▪ Redington ▪ Rokos Capital Management ▪ Saidler & Co ▪ Siemens ▪ Sky ▪ Tilder ▪ UBS

### Foundations

Benjamin Slome Charitable Foundation ▪ Blavatnik Family Foundation ▪ Bloomberg Philanthropies David & Elaine Potter Foundation ▪ Garfield Weston Foundation ▪ Goergen Foundation ▪ Hassenfeld Family Foundation ▪ Hintze Family Charitable Foundation ▪ Lodestar Foundation ▪ Mordaunt Foundation ▪ Owls Cooperative ▪ Pears Foundation ▪ Sarah and Ross Perot Jr Foundation ▪ Stern Stewart Institute ▪ Wilson Foundation

### Individuals

Josef Ackermann ▪ John Anderson ▪ Lord Ashcroft ▪ Barbara Barrett ▪ Bill Benz ▪ Sir Victor Blank ▪ Stephen Brenninkmeijer ▪ Daryl and Christy Burton ▪ Sir Andrew Cook ▪ Jeffrey Cunningham ▪ Benjamin Curley ▪ David Dangoor ▪ Sir Mick Davis ▪ Geoffrey de Jager ▪ David and Carol Eaton ▪ Lord Farmer ▪ Raphael and Fiona Geminder ▪ David Grose ▪ Ian Hannam ▪ Alan Hassenfeld ▪ Leo Hindery, Jr. ▪ Neville Isdell ▪ Annalisa Jenkins ▪ M. Albin Jubitz, Jr. ▪ Natie Kirsh ▪ Lord Laidlaw ▪ Katie Lincoln ▪ Margarita Louis-Dreyfus ▪ Lord Lupton ▪ David Miller ▪ Alexander Moczarski ▪ Ronnie Ntuli ▪ Shabir Randeree ▪ Sean and Sarah Reynolds ▪ Sir Simon Robertson ▪ Sir Simon Robey ▪ Ed and Karrin Robson ▪ Xavier Rolet ▪ Eliane & Jacques Rossier ▪ Wayne Saft ▪ Jeffrey Schoenfeld ▪ Joachim Schoss ▪ Mark Shuttleworth ▪ Analjit Singh ▪ Guy Spier ▪ Martin Steinmeyer ▪ Haldun and Nihal Tashman ▪ Lord Verjee ▪ Kathleen Wade ▪ Chris Wiscarson

### Partnerships

Ford Foundation ▪ Netherlands Institute for Multiparty Democracy