



Advisory Board

Terms of Reference

This document outlines the structure of the Global Forum on Cyber Expertise (GFCE) Advisory Board, as adopted at the GFCE kick-off meeting on 2 and 3 November 2015 and subject to *The Hague Declaration* and the *Framework Document*. It has been updated by the Advisory Board itself to reflect that group's vision of its role and constraints, and a recommended approach to its work.

PURPOSE AND MODALITIES

1. The Advisory Board ("the Board") will provide guidance, advice and views on the overall strategic direction of the GFCE to its members, including the Forum's strategic objectives and activities. It will also do so regarding the content of GFCE initiatives, as well as Board recommendations on the stakeholders to be consulted and included in the framework of ongoing or future GFCE initiatives.
2. The Board will encourage collaboration between the GFCE and appropriate cyber-capacity building programs ongoing outside of the GFCE; and encourage multi-stakeholder collaboration and multi-lingual access to the work of the GFCE; as well as to the exchange of expertise (public, government, private, technical community, academia, civil society actors), in order to ensure inclusiveness in the outputs of the GFCE.
3. The Board will endeavor to raise awareness of the GFCE wherever possible, mobilize stakeholders, and conduct advocacy and outreach at events and meetings as relevant.
4. The Board will share information on relevant capacity-building efforts with the GFCE and its Secretariat, including relevant information connected with or for inclusion in the Oxford Portal and other relevant platforms.
5. The modalities of the Board's activities in articles 1-4 above will be subject to articles 19-23 below and further determined in discussions between the GFCE and appended to these Terms of Reference as Appendix 1. In all of these respects, the Advisory Board may act either upon request of the GFCE, or at its own initiative.



COMPOSITION

6. The Board consists of two Co-Chairs and approximately ten members. One of the Co-Chairs will be appointed by the GFCE, ensuring effective linkage with the strategic planning and operations of the GFCE. The other Co-Chair will be elected by the Board from among its members.
7. The Board members will be recruited from civil society, the technical community and academia, selected so as to ensure geographical, gender and stakeholder balance.
8. The Board will also be constituted with an appropriate mix of expertise to address the four objectives of the GFCE (data protection, cyber security, cyber-crime and e-governance) in a balanced manner.

MEMBER ROLES, RESPONSIBILITIES AND WORKING METHODS

9. The Board will have an informal and advisory character, with no authority to take binding decisions.
10. Members of the Board will act on a voluntary basis and in an honorary and strictly personal capacity. Active and ongoing participation is expected of Members of the Advisory Board during the term of their mandate.
11. Members of the Board will adhere in the fulfillment of their responsibilities, to the best of their abilities, to the principles as set out in *The Hague Declaration* and the *Framework Document*. Subject to *Declaration* and the *Document*, as well as articles 19-23 below, the Board will determine its own working methods and will append them to these Terms of Reference as Appendix 2.
12. Board members will operate virtually, with occasional meetings of members, including the Annual GFCE high level meeting; on average, the Board will virtually meet bi-monthly.
13. The Co-Chairs will be responsible for convening Board meetings, setting agendas, and summarizing deliberations of the meetings. The Board members will assist and support them in these tasks as required.



14. Between virtual and actual meetings, the Board members will be in permanent and ongoing communication through a dedicated mailing list or other platform in order to exchange information, advice, new initiatives, capacity-building programs and to organize their roles, responsibilities and activities.
15. Outputs of the Board meetings and other activities will be arrived at by rough consensus and communications by the Board will be published on the GFCE website, at the Board's request.
16. Board members will attend the annual GFCE high-level meeting to ensure consistency. If required, attendance will be funded by the GFCE Secretariat. The Board members will jointly prepare for the annual high level meeting, either in person or virtually.
17. The Board will rely on the GFCE Secretariat for necessary operational and logistical support for the organization of the Board meetings and communication among members.
18. Every two years, the Board, with support from the Co-Chairs of the GFCE, will review its own composition and working methods (including the content of this document) and make recommendations for additions or modifications.

WORKING MODALITIES BETWEEN THE ADVISORY BOARD AND THE GFCE

19. The Board will advise the GFCE, upon request and on its own initiative, regarding the content of GFCE initiatives, on stakeholders to be consulted and included in the framework of ongoing or new initiatives, or other relevant matters as agreed.
20. Any recommendations made by the Board will be given due consideration by the GFCE, although these are not binding on GFCE members.
21. When relevant issues arise in-between GFCE and Board meetings, members of the Board may also be consulted.
22. The Co-Chairs of the GFCE will provide a response on behalf of the GFCE Members to the advice and recommendations prepared by the Board, and can add the recommendations made by the Advisory Board for discussion to the agenda of the next high level GFCE meeting.



23. The Board will have a representative and advisory role, as well as a dedicated speaking slot, at the annual GFCE high-level meeting.

APPOINTMENT AND TERM OF BOARD MEMBERS

24. Applications for membership of the Board will be gathered through an open call published on the GFCE website.

25. Members of the Advisory Board will subsequently be selected by the GFCE members on the basis of a shortlist developed by the Co-Chairs of the GFCE, taking into account availability, expertise, capacity to bring forward perspectives of the community, geographic and gender balance.

26. Members will serve on the Advisory Board for a period of two years, with the possibility of renewal for a second two-year term, and a mechanism for staggered terms will be agreed upon in order to enhance continuity and institutional memory.

In the case of a vacancy, the Co-Chairs of the Board in close cooperation with the Co-Chairs of the GFCE, will appoint an appropriate individual to the Board through an open call to complete the remainder of the vacated term. This will be done while taking into account availability, expertise, geographic and gender balance, and striving for diversity of perspectives.