

### 1. Mandate

- 1.1 The Global Forum on Cyber Expertise (GFCE) Working Groups were established in 2018, following the GFCE Community's endorsement of the [Delhi Communiqué](#) on a Global Agenda for Cyber Capacity Building.
- 1.2 The Working Groups are the GFCE's driving force to coordinate and improve global cyber capacity building efforts. Based on the thematic priorities identified in the Delhi Communiqué, the five GFCE Working Groups are organized along the listed themes:
  - A. Cyber Security Policy and Strategy;
  - B. Cyber Incident Management and Critical Information Infrastructure Protection;
  - C. Cybercrime;
  - D. Cyber Security Culture and Skills;
  - E. Cyber Security Standards.
- 1.3 The objective of the GFCE Working Groups is to be the global go-to platform for organizations and individuals to learn, share and discuss issues of common concern as well as good practices related to global cyber capacity building to benefit the GFCE community.
- 1.4 The Working Groups strengthen international cooperation and collaboration by developing common goals, managing the efficient use of limited available resources and avoiding the duplication of efforts.
- 1.5 The Working Groups will operate in a manner that is neutral, transparent and representative of the multi-stakeholder character of the GFCE community.
- 1.6 In conducting their activities, the Working Groups will take into account gender equality, geographical diversity, and other obligations as established under Article 11 of the GFCE Delhi Communiqué.

### 2. Scope

- 2.1 The Working Groups are community-driven and self-governing, responding to the needs and interests expressed by its members through four pillars: coordination, knowledge sharing, matchmaking and collaboration. For further explanation of the pillars, please refer to the GFCE Terms of Reference.
- 2.2 The Working Groups may provide expert advice on policy issues but shall avoid taking policy positions or engaging in political debate.
- 2.3 Results
  - 2.3.1 The WGs should have a clear impact and benefit for members of the GFCE community as well as the wider cyber capacity building community.
  - 2.3.2 The outputs are to be determined by the entire Working Group, as detailed in the annual Work Plan and agreed on by the Group during GFCE Annual Meetings each year.
  - 2.3.3 At the minimum, the Working Groups and Task Forces should deliver an annual

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Work Plan based on the four GFCE pillars (see 2.1) and to deliver an annual report.

2.3.4 Yearly outputs may include but are not limited to:

- Continuous exchange of tools, publications and events for the Cybil Portal;
- Sharing of project information and opportunities for deconflicting work and/or cooperation;
- Harvesting ideas of knowledge gaps and needs for the Global Cyber Capacity Building Research Agenda;
- A flagship cyber capacity building project;
- Drafting of documents, reports, analyses and other materials (published only if endorsed by the WGs);
- Showcasing Members' and Partners' expertise through the hosting of webinars/trainings/workshops;
- Annual infographic of accomplishments;
- Minutes from WG and WG-related meetings;
- Annual activity report.

2.4 Similarly, with support of the GFCE Secretariat, the Working Groups will strive for synergy between them to ensure that the outputs and progress of the Working Groups contribute towards the GFCE's overall mission and vision.

### 3. Membership

3.1 Working Group membership is open to all GFCE Members and Partners.

3.2 Working Group members can be Participants, Contributors, or Leaders, as detailed in the table below.

Category	Role	Responsibilities	Duration
Participants	Working Group and Task Force members	<ul style="list-style-type: none"> <li>• Attend general meetings;</li> <li>• Contribute to development of the WG Work Plan;</li> <li>• Sign up for project teams based on their interest or expertise;</li> <li>• Keep abreast of developments in Working Group/Task Force.</li> </ul>	-
Leaders	Working Group Chair	<ul style="list-style-type: none"> <li>• Monitors overall Work Plan;</li> <li>• Sets agenda and Chairs Working Group Meetings;</li> <li>• Activates Working Group members.</li> </ul>	Two (2) years with possibility to serve a second term
	Task Force Leader	<ul style="list-style-type: none"> <li>• Monitors a designated part of the Work Plan;</li> <li>• Sets agenda and leads Task Force Meetings;</li> <li>• Activates Task Force members.</li> </ul>	
Contributors	Project team members	<ul style="list-style-type: none"> <li>• Contribute to deliverables of a project;</li> <li>• Attend project team meetings;</li> <li>• Nominate one (1) spokesperson per project.</li> </ul>	Length of project
	Representatives other GFCE	<ul style="list-style-type: none"> <li>• Act as a liaison between the Working Group and other GFCE structures</li> </ul>	Two (2) years

	structures	(Advisory Board, Research Committee, Cybil and Clearing House); <ul style="list-style-type: none"> <li>• Provide advice/input based on their expertise.</li> </ul>	
GFCE Secretariat	Secretariat WG representative	<ul style="list-style-type: none"> <li>• Provides administrative and logistical support for all Working Groups;</li> <li>• Coordinates activities across Working Groups;</li> <li>• Conducts outreach to individual members;</li> <li>• Monitors Working Group's progress.</li> </ul>	-

### 3.3 Nomination

- 3.3.1 Leaders are appointed in their personal capacity and must always act in a transparent and neutral manner, in consonance with the aims of the GFCE.
- 3.3.2 Working Group Chairs are recognized experts in their fields and are appointed from within or outside the GFCE Community by the GFCE Foundation Board, following an open call for interests through GFCE member mailing and the GFCE website. Working Group Chairs will serve in their capacity for a period of two (2) years with the possibility to re-apply to serve a second term.
- 3.3.3 Task Force Leaders are nominated from within the Working Group. Task Force leaders will serve in their capacity for a period of two (2) years with possibility to serve a second term.
- 3.3.4 For the sake of continuity, Working Group Chair and Task Force Leader nominations will not take place in the same year.
- 3.3.5 In case a Working Group Chair or a Task Force lead decides to step down, an interim Chair or lead will be appointed by the GFCE Foundation Board.

3.4 Individuals that are not a representative of a GFCE Member or Partner may attend a Working Group meeting once as an Observer. Further attendance at Working Group Meetings of Observers should be decided upon in consultation with the Working Group Chair on a case-by-case basis.

## 4. Working Modalities

### 4.1 Work Plan

- 4.1.1 The Working Groups' Work Plan for the coming year will be agreed by the Working Group during the Annual Meeting in November and later reviewed in April in line with the GFCE's global meetings, the annual Working Groups Outcomes document and the GFCE strategic objectives.
- 4.1.2 Every six months, Working Group members will be given the opportunity to renew their involvement and become more active in the group by committing to the various deliverables outlined in the Work Plan.

### 4.2 Task Forces

- 4.2.1 The scope of the Task Force's work must not exceed the scope of the Working Group and will be guided by the same principles.

### 4.3 Project Teams

- 4.3.1 Working Groups or Task Forces may be divided into smaller groups called Project Teams in order to focus the Working Group's efforts and activities.
- 4.3.2 Project teams may be proposed by any Working Group or Task Force member and must have the commitment of at least two (2) other members to be formed.

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4.3.3 The deliverables of the Project Teams should be reflected in their respective Working Group's Annual Work Plan.

### 4.4 Communication and Decision-making

4.4.1 The Working Groups, Task Forces and Project Teams will communicate through different channels such as a dedicated GFCE community platform, emails, virtual and physical meetings.

4.4.2 All documents relevant to the Working Group will be stored on a dedicated GFCE community platform.

4.4.3 Decisions in the Working Group are made on a majority basis.

### 4.5 Modification

4.5.1 A Working Group may split into Task Forces (composed of Group members) focused on relevant topics if agreed by a majority of Working Group members. If the Working Group splits into Task Forces, all Working Group members must join at least one Task Force.

4.5.2 A Working Group may decide to focus on (new) topic(s) that are relevant to the respective theme of the Working Group if agreed by a majority of Working Group members.

4.5.3 In case of inactivity or lack of proposals, the Working Group or Task Force may become dormant. During this dormant period, the mailing list will remain open to allow for the Working Group to be revived by members of the GFCE community if renewed interest or activity arises on the respective theme.

## 5. Meetings

5.1 Working Groups will have four (4) general meetings a year; which includes two global in-person meetings and two virtual meetings. The in-person meetings will always have opportunities for the Working Group members to participate virtually.

5.2 Project team meetings around specific deliverables can take place more often, at the discretion of the project team and with additional meetings scheduled as needed.

5.3 A joint meeting between all Working Group Chairs, Task Force Leaders, the co-Chairs of the Advisory Board, and the GFCE Secretariat will be organized twice a year, with one meeting prior to the GFCE global meetings. The purpose of the meetings will be to present the progress from their respective groups, discuss plans and share lessons learned in order to ensure the Working Groups align with the GFCE's strategic objectives.

5.4 The time commitment for Working Group members is estimated to be four (4) hours a month. This estimation applies does not take into consideration possible additional time commitments related to meetings.

## 6. Funding

6.1 Through the GFCE Foundation, funding can be made available to the GFCE Working Groups for deliverables included in the Work Plan that may require more resources and time. This is further specified in the GFCE Terms of Reference.

6.2 Funding can be made available, for example, through the Global Cyber Capacity Building Research Agenda. When the Work Plan is endorsed, the need for such resources must be noted.

6.3 Working Groups seeking funding for projects and deliverables through the GFCE

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Foundation should ensure that the proposal meets the requirements of specificity and has a clear link to cyber capacity building according to the respective theme of the Working Group.

6.4 Working Groups seeking to initiate projects and that have not been able to otherwise obtain funding through the available sources may submit a project proposal with budget requirements to the GFCE Foundation for consideration.

6.5 Funding for Working Group projects and deliverables cannot be guaranteed and the allocation of available funds to a project or deliverable may be contingent on the requirements of donors to the GFCE.