

GFCE Implementation Plan 2025-2027

Executive Summary

Introduction and Vision

Over the past decade, the Global Forum on Cyber Expertise (GFCE) has developed into the largest global multistakeholder platform on advancing cyber capacity building (CCB), with a thriving community of 260+ stakeholders. Representing the global community, and providing community-driven direction, in 2025 the Strategic Steering Committee (SSC) was established.

The GFCE Implementation Plan 2025-2027 is the GFCE Foundation's operational response to the Strategic Guidance 2025–2027, as presented by the SSC in May 2025. This plan translates the guidance into **concrete tasks, deliverables, frequencies, and KPIs**, with scheduled mid-year and annual reviews. It provides a **regional-first** delivery supported by a shared-service Secretariat, one operating model for the GFCE Regional Hubs, the Cybil knowledge repository, the Clearing House mechanism, the Working Groups, and a clear line of sight from resources to results. To realize this, a **community-based funding model** will serve as starting point, where stakeholders are expected to contribute financially, and others are requested to contribute in-kind.

The GFCE in Transformation: A New Operating Model

The plan adopts a regional approach-first model with the Regional Hubs operating as the “front office” for engagement, needs capture, coordination, knowledge-sharing, and matchmaking in their regions. The Secretariat in The Hague is the “shared-service back office,” providing common standards and tools, quality assurance, cross-hub coordination, donor engagement, events, and communications. Decisions move closer to beneficiaries within clear guardrails, and regional insights are synthesized into global products and processes such as the Working Groups, the Cybil Knowledge Portal and the GFCE Global Annual Meeting.

Strategic Objectives

The plan organizes delivery around three core objectives:

1. Empower Regional Hubs and address global CCB knowledge gaps.
2. Integrate CCB into digital development and support multilateral processes.
3. Strengthen internal GFCE operations.

Key to success

Success of the Implementation Plan will depend on three factors:

1. **Staying tightly aligned with SSC direction.**
2. **Maintaining transparency and evidence** – through quarterly dashboards, a mid-year brief and an annual report.
3. **Advancing financial sustainability** through a diversified, community contribution model that broadens the funding base and reduces reliance on a small group of donors. The Foundation is championing a community-based model built on annual pooled contributions from members and partners. Two primary pathways provide flexibility while aligning with SSC objectives:
 - a. *Core Impact Contributions*, directed to shared services and applied according to the plan's prioritisation logic.
 - b. *Objective-Linked Project Funding*, aligned to specific objectives in the SSC guidance for targeted initiatives.

The deliverables within the plan are based on a cost structure and clear funding levels. Aiming to realize all activities and deliverables within the Implementation Plan, the GFCE requires **funding of €1.5M per year**. Regional Hub delivery is costed separately at €250k per hub for core activities.

Call to action

Following the principle of “The broadest shoulders should bear the greatest burden”, every member and partner is requested to contribute to the GFCE objectives set by the SSC. In practise this means that those stakeholders who are reasonably able to make a financial contribution through one of the available options, are required to do so.

With sustained collaboration and disciplined execution, the GFCE can help ensure that **cyber capacity building** delivers tangible, measurable improvements in resilience where they are most needed.