

**GLOBAL
FORUM ON
CYBER
EXPERTISE**



ANNUAL REPORT 2021

PREPARED BY:
GFCE SECRETARIAT



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1

INTRODUCTION

The GFCE is a pragmatic, action-oriented and flexible platform for international collaboration in cyber capacity building (CCB). In the introduction, you can read more on the GFCE's vision, check the highlights of 2021 and see the growth of the GFCE ecosystem.

FOREWORD



Despite the ongoing challenges brought by the COVID-19 pandemic, 2021 was a successful year for the GFCE and its community. With the ongoing support from the GFCE members and partners, this year the focus was given on coordinating the global network for cyber capacity building, strengthening regional coordination efforts and further enhancing collaboration within the GFCE Community. In 2021, the GFCE's regional efforts have enabled a better understanding of local context and has enabled the GFCE to expand its coordination efforts while articulating the need for a more demand-driven approach on cyber capacity building.

In the last 6 years since its establishment, the GFCE has demonstrated its added-value as a unique community-driven platform to coordinate, facilitate and strengthen cyber capacity building efforts globally. These successes could not have been achieved without the contributions of the GFCE Members and Partners and their participation within several structures of the GFCE ecosystem: the Co-Chairs, Advisory Board, Working Group Chairs and Task Force Leads, Research Committee and Cybil Steering Committee. The GFCE Secretariat (including Liaisons in the regions) has been essential for facilitating this GFCE ecosystem.

In 2021, despite the ongoing challenges due to the COVID-19 pandemic, multiple achievements brought the GFCE's work forward:

- Engagement of the GFCE Community in Global and Regional GFCE Events;
- The AU-GFCE Collaboration to strengthen cyber resilience in the African region;
- Establishment of the GFCE-OAS Regional Hub;
- The Global Cyber Capacity Building Research Agenda and the completion of four (4) research projects;
- First GFCE Southeast Asia Regional Meeting;
- Establishment of the Cybil Steering Committee;

This year, the aim is to strengthen the GFCE's demand-driven approach by focusing on accurately defining needs, stocktaking of the existing supply that the GFCE Community has to offer, and addressing knowledge gaps. Thus, I am looking forward to collaborating with the GFCE Community in 2022 to continue strengthening international collaboration on cyber capacity building and expertise.

Thank you for your continuous support of the GFCE.

Chris Painter
President of the GFCE Foundation Board

GFCE MISSION & VISION

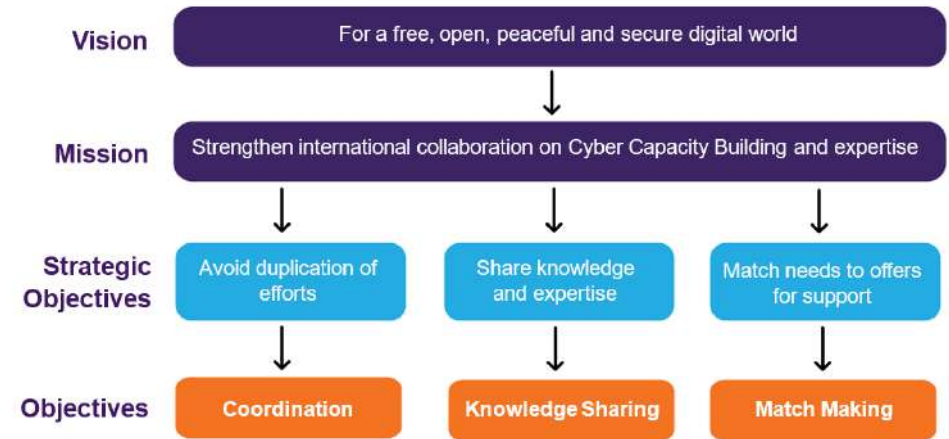


FIG. 1 GFCE MISSION & VISION

Every citizen of the world should be able to fully reap the benefits of ICT through a free, open, peaceful and secure digital world. Cyber capacity building (CCB) provides the necessary foundation for countries to strengthen their cyber resilience through developing skills and capacity that address threats and vulnerabilities arising from cyberspace.

The GFCE is a multi-stakeholder community of more than 150 Members and Partners from all regions of the world, aiming to strengthen cyber capacity and expertise globally. The GFCE endeavours to be a pragmatic, action-orientated and flexible platform for international collaboration, reducing overlap and duplication of efforts in the CCB ecosystem to ensure an open, free, peaceful and secure digital world. As a global platform comprising of governments, international organizations, non-governmental organizations, civil society, private companies, the technical community and academia, the GFCE builds global cyber capacity through the GFCE Working Groups, Cybil Knowledge Portal, the Clearing House function, the Global CCB Research Agenda and practical GFCE initiatives.

2021 AT A GLANCE

2021 was a year of growth and maturation for the GFCE. This is a numerical overview of the GFCE's achievements throughout the year.

2
YEARS SINCE THE
ESTABLISHMENT OF THE
GFCE FOUNDATION

+2 000
PARTICIPANTS

533 709
PEOPLE REACHED
ONLINE

+3 000
MONTHLY USERS
ON THE CYBIL
KNOWLEDGE PORTAL

7
GLOBAL & REGIONAL
EVENTS

157
TOTAL MEMBERS
AND PARTNERS

31
NEW MEMBERS
AND PARTNERS

14
DELIVERABLES

GFCE ECOSYSTEM



FIG. 2 GFCE ECOSYSTEM

The GFCE Community is comprised of over 150 Members and Partners from governments, international and regional organizations, private sector actors, civil society, tech sector and academia. GFCE Members and Partners collaborate with each other through the Cyber Capacity Building ecosystem and engage with the broader cybersecurity community. The GFCE ecosystem, which is continuously developing, is a unique ecosystem that is geared towards the demands and needs of its multi-stakeholder community.



2

COMMUNITY ENGAGEMENT

At the heart of the GFCE is its community. As the GFCE aims to facilitate coordination, collaboration and avoid duplication, the GFCE Secretariat facilitates engagement to ensure the needs of the community are being met and various stakeholders collaborate on cyber capacity building activities. GFCE Community engagement occurs through regular events, GFCE communication activities and outreach.

ENHANCING THE GFCE ECOSYSTEM

In 2021, the following structures and roles were established: Regional Liaisons, the GFCE-OAS Regional Hub, the scoping phase of the GFCE Pacific Hub, new Task Force Leaders for the GFCE Working Groups A and B, and the Cybil Steering Committee.

GFCE Regional Liaisons

In cooperation with regional organizations, the GFCE has appointed Regional Liaisons to strengthen collaboration, coordinate and better support regional CCB needs. In 2021, the following GFCE Regional Liaisons were appointed: Kerry-Ann Barrett (GFCE-OAS Liaison), Bernard Brian Cudjoe (AU-GFCE Liaison) and Cherie Lagakali (GFCE Pacific Liaison).

GFCE-OAS Regional Hub

In 2021, the Organization of American States (OAS) became the first GFCE Regional Hub, with regional liaison, Kerry-Ann Barrett. The hub undertakes several activities, including but not limited to: connecting and building relationships with regional stakeholders and the GFCE, enhancing knowledge-sharing and improving regional participation in the GFCE processes.

Scoping phase of GFCE-Pacific Hub

In 2021, the GFCE Pacific Liaison, Cherie Lagakali, conducted extensive outreach, consultations, and research to better understand the needs and interests of the Pacific community in CCB, synthesizing the results of this research into a detailed project proposal for defining the products and services of a Pacific Hub, which is scheduled to launch in Q4 of 2022.

Task Force Leads

Nominated within the Working Group, Task Force Leaders serve in their capacity for a period of two (2) years with possibility to serve a second term. In 2021, Working Group A TF on CBMs, Norms Implementation and Cyber Diplomacy welcomed Nikolas Ott as the co-Lead. Working Group B TF on Cyber Incident Management welcomed Vilius Benetis as the co-Lead.

Cybil Steering Committee

Established in March 2021, the Cybil Steering Committee provides strategic oversight for Cybil and strategic direction by giving advice and recommendations to the GFCE Secretariat and Cybil Knowledge Manager. The Cybil Steering Committee members are: Stephanie Borg Psaila (Chair), Carolin Weisser Harris, Bart Hogeveen, Johann Ole Willers, Damir Rajnovic, Nthabiseng Pule, Gabriela Montes de Oca, Jenny Thornton, Neil Robinson and Roeland van Zeijst.

ACCOUNT MANAGEMENT

The GFCE's account management continues to connect with GFCE Members and Partners on a regular basis to ensure the GFCE meets the community's needs and adds value to their organization's work. Similar to 2021, due to COVID-19 the number of physical meetings was very limited. Instead GFCE's account management efforts were demonstrated in:

- Touch base calls and meetings with individual Members and Partners
- Multiple online GFCE events such as the Consultation Meeting and the Annual Meeting 2021
- Participation in online events from GFCE stakeholders.

The GFCE multi-stakeholder community is comprised of Members and Partners from different industries, as illustrated in the graph below.

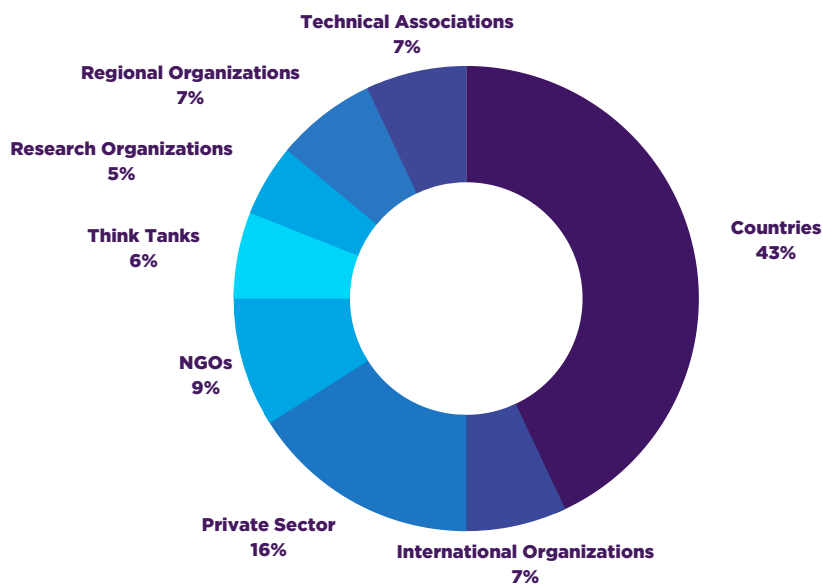


FIG. 3 A MULTISTAKEHOLDER COMMUNITY

COMMUNITY GROWTH

The GFCE accelerated the growth of its community in 2021. The GFCE especially experienced a strong growth of new knowledge and implementing Partners which is extremely important for the GFCE's ongoing shift towards more implementation and research activities. As demonstrated in the figure below the GFCE Community has grown 20% in 2021, making a total of 157 Members and Partners.

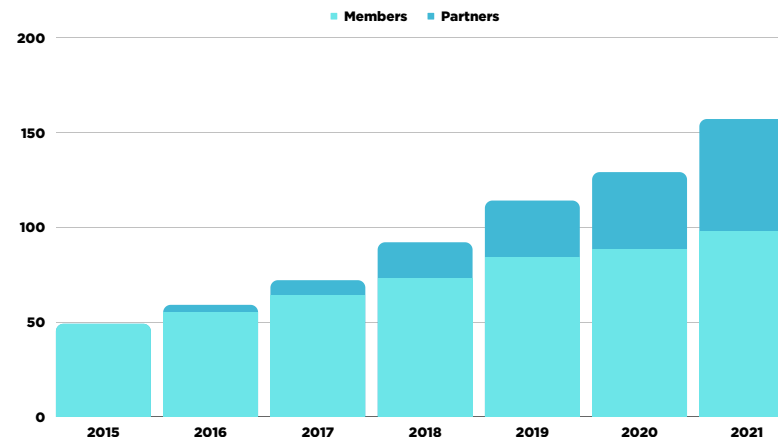


FIG 4. GFCE COMMUNITY GROWTH IN 2021

In 2021, the GFCE welcomed 31 new stakeholders: 11 Members (+13%) and 20 Partners (+51%).

GFCE MEMBERS

- Botswana
- Papua New Guinea
- Luxembourg
- Ethiopia
- Somalia
- Cameroon
- Republic of Congo
- AFRIPOL
- African Union Development Agency NEPAD
- CapGemini
- ESET

GFCE PARTNERS

- AfricaCERT
- INCIBE
- CREST
- Registry Africa Ltd
- ZA Central Registry
- OCF
- ACRC
- AFRINIC
- WACREN
- CYDIPLO
- Alliance for Securing Democracy (ASD)
- African Capacity Building Foundation (ACBF)
- Smart Africa
- African Civil Society on the Information Society (ACSIS)
- International Foundation for Electoral System (IFES)
- LCCPMA
- InFuture Foundation
- Insight
- Cyber Capacity Unit (CCU)
- Protection Group International (PGI)

EVENTS

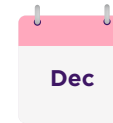


FIG 5. GFCE EVENTS STATISTICS 2021

EVENTS

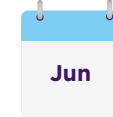
The GFCE hosts regular events to bring the community together to discuss current developments in CCB, receive updates on GFCE developments and further facilitate the strengthening of CCB through connecting resources and expertise globally. In 2021, the GFCE meetings continued online, hosting a series of successful global, regional and other community building events. Please see below the GFCE Events for 2021.

GFCE Annual V-Meeting 2021



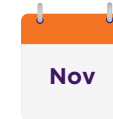
Held virtually on November 30th-December 1st 2021, the GFCE Annual V-Meeting 2021 reflected on the GFCE's achievements in 2021 and looked forward to the challenges and ambitions for 2022, with a special emphasis on bridging the gap between cyber capacity building demand and supply. Hence, the GFCE Annual V-Meeting 2021 theme was: "Strengthening the GFCE's Demand-Driven Approach." Read the report [here](#).

GFCE Consultation Meeting 2021



The two-day Consultation Meeting provided a platform for GFCE Members and Partners not only to present updates on their projects and initiatives, but also represented a chance for the community to give its input on common objectives in the development of the GFCE ecosystem and engagements in the Pacific, Africa, Europe and Latin America and Caribbean regions. Read the report [here](#).

AU-GFCE Collaboration Project In-Person Meeting 2021



The first in-person meeting since the start of the pandemic was hosted in Den Haag on November 23-24 with selected participants from African countries. The event helped forge deeper relationships amongst participants and – in turn – strengthen the anticipated network founded on peer support and learning. Additionally, the GFCE and the AU liaised and connected participants with other relevant ongoing CCB programs in Africa. Read the report [here](#).

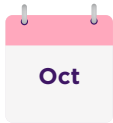
GFCE Europe Regional Meeting 2021



In September 2021, the GFCE hosted a European Regional Meeting to discuss how to improve CCB coordination within Europe, especially in the region of Western Balkans, and how the GFCE can play a role and partner with other important European actors. The floor was open for delegates to suggest how to improve CCB within Europe and/or with European stakeholders and how to add value together with the present delegates. Read the report [here](#).

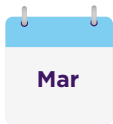
EVENTS

GFCE South-East Asia Regional Meeting 2021



The Global Forum on Cyber Expertise (GFCE), in collaboration with Cyber Security Agency (CSA) Singapore, held the inaugural GFCE Southeast Asia Regional Meeting on October 2021 in the margins of Singapore International Cyber Week (SICW) 2021. This regional meeting brought together over 90 stakeholders from the GFCE Community and ASEAN to identify opportunities and challenges for cyber capacity-building in the region and share good practices and knowledge. Read the report [here](#).

GFCE Latin America and Caribbean (LAC) Meetings 2021



In 2021, the Organization of American States (OAS) became the first GFCE Regional Hub in the area, to better connect and enhance collaboration between regional stakeholders and the GFCE Community. The first GFCE-OAS LAC Cyber Capacity Building was held in March 2021 with an aim to introduce the LAC community stakeholders to the GFCE. Following that successful event, the GFCE-OAS Hub hosted a second regional event, the “Implementers and Donors Forum” with the purpose of bringing together donors and implementers involved in CCB in the LAC region to discuss coordination and find areas for collaboration and cooperation among regional actors.

GFCE Showcase Meeting 2021



In September 2021, the GFCE Secretariat hosted the first ever Community Showcase Meeting during which GFCE Members and Partners had the opportunity to showcase their projects, initiatives and best practices on cyber capacity building topics. In total, 22 different presentations took place, covering a wide range of topics in the field of cyber capacity building globally. Read more on the report [here](#).

COMMUNICATIONS AND BRANDING

In 2021, the GFCE Secretariat continued implementing its external communication activities focusing on providing accurate updates to the GFCE Community, increasing the GFCE brand awareness and creating community engagement. Despite the communication challenges brought by the COVID-19 crisis particularly in terms of maintaining continuous access to GFCE developments to the community when physical events were not possible, the Secretariat further strengthened its communication channels and tactics and ensured that all requests from the GFCE Members and Partners were responded quickly.

Throughout the year, the GFCE’s social media accounts generated over 500 000 impressions and more than 5 000 interactions from 281 social media posts, covering topics such as GFCE developments, events, Members and Partners updates and other important CCB milestones. The Secretariat focused on maintaining a strong digital presence, developing numerous pieces of visual communication (infographics, web visuals, videos, illustrations and other type of interactive content), updating also its guidelines by creating a new GFCE Brand Manual.

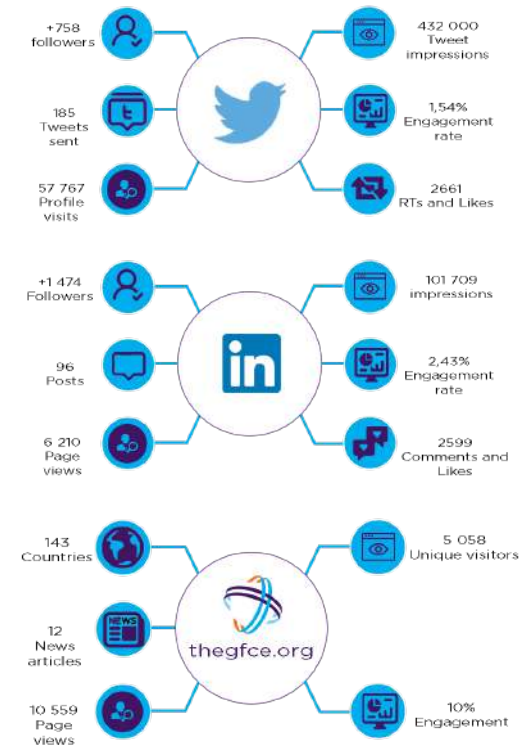


FIG. 6 SOCIAL MEDIA AND WEBSITE REACH IN 2021



GLOBAL CYBER EXPERTISE MAGAZINE



FIG 7. ISSUE 9 OF THE MAGAZINE

Issue 10, published in November 2021, reviews trends in international cyber capacity building, celebrates the launch of the 2nd Edition of the 'Guide to Developing a National Cybersecurity Strategy', and explores the GFCE's demand-driven approach. In the Asia and Pacific section, we examine cybersecurity in the Pacific, the ASEAN-Japan Cyber Capacity Building Centre (AJCCBC), and Australia's International Cyber and Critical Technology policy. From Africa, we feature the AU-GFCE project's progress, the new Network of African Women in Cybersecurity for the region, and the Africa Cyber Capacity Building Coordination Committee. In the Americas section, the role of CBMs is explored in addition to the importance of cybersecurity awareness. In an interview, the US explains their CCB priorities and why they are providing support to the GFCE. From Europe, we review the European Cyber Agora and the role of European universities in cyber capacity building.

The Global Cyber Expertise Magazine is a joint initiative by the African Union, European Union, the Global Forum on Cyber Expertise and the Organization of American States. It aims to provide cyber policymakers and stakeholders insight on CCB projects, policies and developments globally.

Issue 9, published in June 2021, explains the importance of cyber portals and PPPs. From Africa, we review the development of Sierra Leone's national cybersecurity strategy, and how to help young Batswana to be 'cyber smart'. From Asia and the Pacific, we highlight the ASEAN-Singapore Cybersecurity Centre of Excellence (ASCCE) and the use of the CMM in the Pacific region. From Europe, we outline the progress of EU CyberNet. The Global Developments section dives into the GFCE Women in Cyber Capacity Building Network, rethinks cybersecurity capacity building based on revelations from the healthcare sector, and examines the GFCE's regional approach.



FIG 8. ISSUE 10 OF THE MAGAZINE

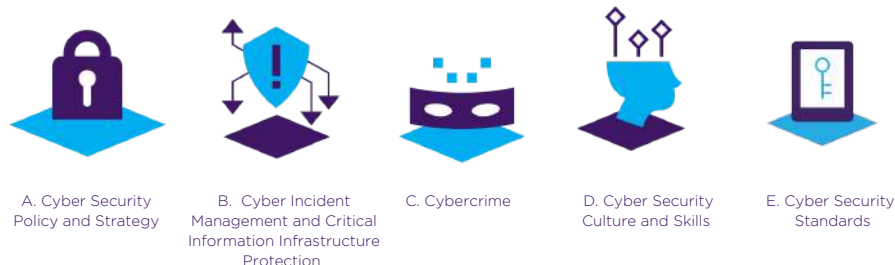


3 WORKING GROUPS & TOOLBOX

The GFCE Working Groups together with the GFCE toolbox support the practical implementation of cyber capacity building

WORKING GROUPS

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. Based on the thematic priorities identified in the Delhi Communiqué, the GFCE Working Groups are organized into the following themes:



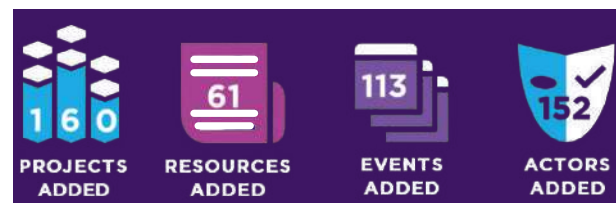
The Working Groups provide a communal space for GFCE Members and Partners to discuss thematic CCB issues, share knowledge and updates with each other, exchange best practices, and deconflict CCB efforts. They play a strong role in keeping the community connected and bringing new stakeholders into the GFCE. Some key achievements of the Working Groups in 2021 are presented below:

Published the Global Overview of Existing Cyber Capacity Assessment Tools (GOAT) in English, French, Spanish, Russian and Arabic	Published the Global Overview of Existing Cyber Capacity Assessment Tools (GOAT) in English, French, Spanish, Russian and Arabic
Published the Catalog of Project Options for the National Cybersecurity Strategy (NCS) Cycle in English and Spanish	Published an updated Global CSIRT Maturity Framework (GCMF)
Created and updated an internal database tracker on National Cybersecurity Strategy and Assessments	Published the Getting Started with a National CSIRT Guide
Provided input and review on research projects commissioned through the Research Agenda mechanism: <ul style="list-style-type: none"> Putting Cyber Norms into Practice Improving the Practice of Cyberdiplomacy: Gaps Analysis on Trainings Cyber Incident Management in Low-income Countries Pre-University Cyber Security Education: A report on developing cyber skills amongst children and young people 	Developed the GFCE CIIP Capacity Framework
	Initiated a new project on developing Cyber Security as a Profession
	Launched a multi-part Cybercrime Series
	Launched the GFCE Community Showcase, with 22 initiatives presented. To be expanded in 2022

More information can be found in the [GFCE Working Groups Annual Report 2021](#)

CYBIL KNOWLEDGE PORTAL

The Cybil Portal (CybilPortal.org) is a knowledge sharing platform for the international cyber capacity building community. It is a place where governments, funders and implementing agencies can find and share best practices and practical information to support the design and delivery of capacity building projects and activities.



The focus for 2021 was to ensure a continuous flow of new content on to the Cybil Portal while ensuring greater quality of content. In 2021, over 30 countries and organizations shared, updated or added new projects information and there was a 20

% increase of new projects added to the Cybil repository compared to the year before. One-to-one interviews were conducted with existing and potential users to learn more about their experience with the portal, and this led to the development of Cybil 2.0. Together with a team of designers and developers, the Cybil Portal team implemented improvements and new features to the portal and a beta version of Cybil 2.0 launched in December. Changes to the portal include:

New Features	Improve existing functionality
Events calendar and an events archive	Better search filter options through basic and advanced search functions
Webinar recordings in the resources section	Exporting data is now easier
Interactive world map to discover projects and resources	Country names and regions have been aligned to UN and World Bank conventions
Bar chart of project data by year	
More tags on trending topics (e.g. gender considerations; financial inclusion; COVID-19)	

In line with its mission of supporting knowledge sharing and international cooperation, the Cybil Portal placed emphasis on collaborating and connecting with cyber-related portals in 2021. In December, the Portal team led a workshop at the Internet Governance Forum to bring together other portals that support international cyber capacity building and discuss ways that they could work together for the benefit of their users. Outcomes from the session include better signposting between portals, more sharing of information for events calendars and a meeting in 2022 to continue the cooperation between portal managers. Check out the [Cybil Annual Report 2021](#) for more information.

RESEARCH AGENDA

The Global CCB Research Agenda is a tool developed by and for the GFCE Community to provide research and analysis for the wider cyber capacity community. The mechanism was tested through the pilot Research Agenda 2021, with funding allocated to four (4) research projects that were prioritized by the community. With support from the UK Foreign, Commonwealth and Development Office, and Global Affairs Canada, the four (4) research projects conducted in the year were:

- Putting Cyber Norms in Practice: Implementing the UN GGE 2015 recommendations through national strategies and policies (read it [here](#))
Cyber Policy Institute: Eneken Tikk and Mika Kerttunen
- Cyber Incident Management in Low-Income Countries ([Part 1](#) and [Part 2](#))
AfricaCERT: Jean-Robert Hountomey, Hayretin Bahsi, Unal Tatar, Sherif Hashem and Elisabeth Dubois
- Pre-University Cybersecurity Education (read it [here](#))
University of Kent, Institute of Cyber Security for Society: Krysia Emily Waldock, Vince Miller, Shujun Li and Virginia N.L. Franqueira

- Improving the practice of cyber diplomacy: Training, tools, and other resources (read it [here](#))
DiploFoundation: Stephanie Borg Psaila

Ahead of the Annual Meeting 2021, the GFCE Working Groups and Task Forces identified a total of twenty-four (24) research ideas for the Research Agenda 2022 – 2023 which is available for download [here](#).



FIG 9. GLOBAL CCB RESEARCH AGENDA 2021

CLEARING HOUSE

GFCE CLEARING HOUSE



A GFCE TOOL



AIMS OF THE GFCE CLEARING HOUSE

- IMPROVE EFFICIENCY THROUGH COORDINATION
- INCREASE KNOWLEDGE SHARING BETWEEN STAKEHOLDERS
- AVOID THE DUPLICATION OF EFFORTS

WHO IS THE GFCE CLEARING HOUSE FOR?

- ALL GFCE MEMBERS
- POTENTIAL GFCE MEMBERS
- COUNTRIES RECOMMENDED BY WORKING GROUPS



GET IN TOUCH

VISIT THE WEBSITE OR EMAIL US!
THEGFCE.ORG
CONTACT@THEGFCE.ORG



VALUE OF THE GFCE CLEARING HOUSE



FIG. 10. GFCE CLEARING HOUSE MECHANISM

With a global mechanism that aims to connect countries' cyber capacity building needs with those who can offer support, the GFCE increased its efforts in the second half of 2021 to improve efficiency in the delivery of such capacity building projects. Thus, the GFCE received support and announce a new partnership with the UK government U.S. Department of State to increase international and regional coordination on CCB activities, including support on clearing house cases.



4

INTERNATIONAL & REGIONAL COLLABORATION

To strengthen cyber capacities and expertise, the GFCE focuses on facilitating international and regional collaboration by coordinating implementation efforts, identifying regional CCB needs and avoiding the duplication of efforts.

WOMEN IN INTERNATIONAL SECURITY AND CYBERSPACE FELLOWSHIP

The Women in International Security and Cyberspace Fellowship program aims to ensure equal and effective representation of women diplomats in United Nations cyber negotiations. The program seeks to develop cyber governance capacities, provide access to workshops as well as direct support to fellows for participating in UN processes and contribute to the development of an international peer-to-peer community of women policy makers engaged in UN processes and cyber diplomacy. In 2021, the GFCE Secretariat supported the participation of 15 fellows in the United Nations Open-Ended Working Group on Developments in the Field of Information and Telecommunications in the Context of International Security, and prepared to support a further nine fellows in travelling to the UN Ad-Hoc Committee on the Elaboration of a New Convention on Cybercrime. Assistance was also provided to donor countries in their efforts to expand participation in the program itself. In addition to logistical and administrative support, fellows also benefitted from networking events and roundtable discussions concerning matters of international peace and security in cyberspace. A light-touch digital footprint for the program was established, to be further expanded across 2022.



CYBER FINANCIAL INCLUSION WORKING GROUP

Co-chaired by the Carnegie Endowment for International Peace (Carnegie) and the GFCE, the “Cyber FI” working group serves as a convening mechanism for organizations working on cybersecurity in the financial inclusion space. These meetings include stakeholders from across the development, financial services, and cybersecurity communities, with a particular focus on stakeholders in Africa. Therefore, Cybil includes content of project, tools and publications related to cyber security capacity building efforts regarding financial inclusion. For this FI working group the Cybil Portal is the landing place for content of project, tools and publications related to cyber security capacity building efforts regarding financial inclusion.

GFCE WOMEN IN CYBER CAPACITY BUILDING

Launched in 2020, the GFCE Women in Cyber Capacity Building (WiCCB) Network brings together female cybersecurity professionals to connect and raise awareness on capacity building issues, encouraging the inclusion and empowerment of women in the field. In 2021, a first regional session was co-organized with the Organization of American States (OAS) on 'Breaking the regional barriers to empower women in cyber capacity building' focused on discussing and identifying challenges women face related to the cyber workforce in the LAC region. Read more on the GFCE WiCCB Work Plan on the GFCE website.

DIGITAL DEVELOPMENT AGENDA REPORT

Commissioned by the GFCE and funded by the World Bank's Digital Development Partnership (ddp), this report is written by Melissa Hathaway and Francesca Spidalieri and identifies pathways to bridge the development community to the cybersecurity capacity building community. The report describes the need, some of the key challenges and benefits of incorporating cybersecurity and capacity building into the development agenda. You can read the full report [here](#).

AU-GFCE COLLABORATION PROJECT

Through the backing of the Bill and Melinda Gates Foundation, in 2021, the AU and GFCE took steps towards establishing a sustainable, demand- and community-driven ecosystem for cyber capacity building in Africa. In July, a comprehensive mapping exercise and gap analysis was shared with African stakeholders that sought to identify and categorize needs within the GFCE's five pillars. Based on this analysis, work has begun on creating a series of Knowledge Modules aiming to provide African stakeholders with a collection of resources and accumulated experiences and best practices from the GFCE and African CCB communities. The project's dedicated project team reached out to all 54 AU countries, with more than twenty having either engaged with the GFCE to share their CCB needs, or have nominated members to the newly established community of African Cyber Experts (ACE). These experts came together for the first time in November 2021 in the Hague, to enhance ties with one another, share knowledge and best practices, as well as input on the evolving Knowledge Modules.

The community and resources brought together under the AU-GFCE project are helping establish a more permanent African-owned and operated GFCE Hub on the continent, which will serve to coordinate CCB efforts, reduce duplication and match local needs with global supply. As part of the emerging Hub, the African CCB Coordination Committee was formed, consisting of over 25 associations, Regional Economic Communities and private sector entities. These developments, taken together, will provide GFCE with the tools necessary to offer both the donor and beneficiary communities an African CCB Agenda to unlock further resources and funding and address long-standing needs starting from 2022.

GFCE-OAS REGIONAL HUB

In 2021, the Organization of American States (OAS) became the first GFCE Regional Hub in the area. The GFCE-OAS hub and its liaison, Kerry-Ann Barrett, work closely together with the GFCE Secretariat to:

- Improve support and visibility to Members on a regional level.
- Work more closely with regional organizations in building cyber capacities.

In 2021, several activities were carried out by the GFCE-OAS Hub tied to the GFCE objectives such as: focusing on building relationships to current and potential GFCE Members and Partners in the region, monitoring regional developments on CCB, focus on knowledge-sharing between regional expertise and the GFCE Community, support regional representation of GFCE Members from the region during the GFCE events and organizing regular regional meetings. In 2021, the GFCE-OAS hub hosted two regional meetings to foster participation of LAC stakeholders in CCB as well as to bring together donors and implementors involved in CCB in the region to find areas for collaboration.

PACIFIC HUB

With the support of the New Zealand Ministry of Foreign Affairs and the UK Government, Between October 2020 and November 2021, the GFCE Pacific Liaison conducted extensive outreach, consultations, and research to better understand the needs, context, and interests of the Pacific community in cyber capacity building, synthesizing the results of this research into a detailed project proposal for defining the products and services of a Pacific Hub, which is scheduled to launch in Q4 of 2022. The resulting entity will offer:

- Pacific government partners an easy access to knowledge resources, connections to a global multi-stakeholder CCB network, mentoring, advisory and coordination functions and CCB advocacy;
- Existing and new donors a bottom-up platform for activity coordination, analysis and research to allow informed decision making, matchmaking and clearing house options and database of projects;
- CCB providers with links and connections to local resources, networks, experts and communities, other CCB providers and a platform for sharing materials and best practices.

EUROPE

The GFCE supports coordination of efforts in Europe by acting as a neutral broker of information on projects, participants, tools and beneficiaries. A key aspect of this coordination is the Cybil Knowledge Portal which offers updated information regarding projects within Europe and projects funded or implemented by European actors abroad. An analysis of the CCB landscape in the region revealed three notable regions that would benefit from increased coordination: Western Balkans, Ukraine and Eastern Europe and Georgia & South Caucasus. Moreover, an analysis of the themes of ongoing projects revealed that European funded projects mainly focus on 'Strategy & Cyber Diplomacy' in terms on number of projects. To further consolidate coordination in this region, the GFCE European Regional Meeting 2021 was held in September.

SOUTH EAST ASIA

The GFCE has sought to improve representation from the Southeast Asia region since it held its Annual Meeting in Singapore in 2018. This is crucial to gain a better understanding of the region's needs and how the GFCE can support and bolster existing capacity building efforts. Partnering with Singapore's Cyber Security Agency (CSA), the GFCE held its inaugural Southeast Asia Regional Meeting in the margins of Singapore International Cyber Week (SICW) 2021 in October. The regional meeting brought together over 90 stakeholders from the GFCE Community and ASEAN in a virtual setting to identify opportunities and challenges for cyber capacity-building in the region and share good practices and knowledge. The meeting also provided an overview of the cyber capacity-building landscape in Southeast Asia through a panel discussion and mapping presentation based on Cybil data, as well as small group discussions on capacity building needs and coordination of efforts in the region. The GFCE Southeast Asia Regional Meeting will be hosted annually in the margins of the SICW, keeping capacity building on the agenda of this important cybersecurity event and ensuring continuity in our engagement with stakeholders in the region.



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CORPORATE

In 2019, the GFCE Foundation was established to ensure that the GFCE can grow sustainably and become truly international. This chapter provides more information on the corporate framework under which the GFCE Secretariat is facilitating the network.

GFCE FOUNDATION

The GFCE Foundation provides an independent vehicle for the GFCE to continue to grow, internationalize and increase its impact through multiple donor funding. Under the wings of the Foundation, the GFCE Secretariat has an invaluable role in facilitating the GFCE network and its activities and will continue to do so even more effectively by expanding and internationalizing the team.

The GFCE Foundation strengthens the GFCE and the Secretariat in the following three areas:

1. Strategic Direction

The GFCE Secretariat, in close coordination with the GFCE Foundation Board has organized multiple consultation sessions with the GFCE Community in the first half of 2020 to explore how the GFCE could evolve over the coming years – what are the gaps that the GFCE can fill and how can the GFCE improve its current scope. This resulted in the [GFCE Strategic Building Blocks 2021](#), which will guide the direction for the GFCE and its community in 2022 and the deliverables of the GFCE will be closely linked to these.

2. Financial mechanism

The Foundation aims to establish a multiple donor model over the coming years to support the work of the GFCE and to strengthen the Secretariat. In 2021, the focus was on active outreach to potential funders within and outside the GFCE Community. The GFCE Foundation received project funding from the Bill and Melinda Gates Foundation, Germany, Microsoft, Canada, UK and New Zealand.

3. Internationalizing the GFCE Secretariat

GFCE Secretariat held eight permanent positions in 2021, including: 2 Directors, 2 Coordinators and 4 Advisors. Over the course of 2021 a total of 4 internship positions were awarded to university students. The Secretariat has an international team consisting of colleagues of 7 nationalities with different backgrounds and cultures. Furthermore, the GFCE Secretariat was supported in 2021 by 5 GFCE Liaisons in the United Kingdom, India, Pacific, OAS and Africa.

LEGAL & GOVERNANCE

Legal counsel

The GFCE Secretariat receives legal counsel and support from a renowned legal firm in the daily operations of the Foundation in its independent capacity.

Workplace health and safety

The GFCE Secretariat follows the health and safety guidelines of the management of the office building of the The Hague Security Delta (HSD). HSD has a well-established Workplace Health and Safety Management System in place. No accidents occurred at work or at work-related events.



Building and office facilities

Activities included oversight to equipment, office furniture, building security, repair and maintenance to the GFCE Secretariat's office.

OPERATIONS & FINANCE

Financial Management

Accounting and control are outsourced to an external accounting firm to assure compliance with donor reporting requirements. The financial management of the GFCE Foundation is invested with the two directors and based on double authentication (four-eyes principle). A new expense management tool was implemented in 2021.

Workplace health and safety

The GFCE Secretariat actively managed office space, facilities and supplies.



Travel Management

Travel management is outsourced to a renowned travel agent for travel bookings, visa management, travel insurance and emergency support. Due to COVID-19 travel bookings were canceled for 2021.

FINANCIAL PERFORMANCE

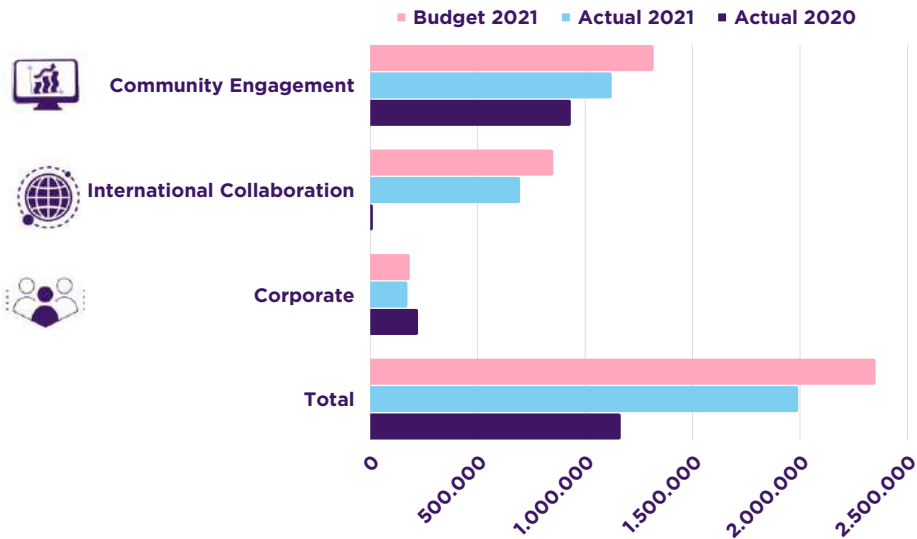


FIG. 11 OPERATING EXPENSES BY OUTCOME CATEGORY

The GFCE has categorized its expenses under the three outcome categories detailed in the chart above. This chart illustrates 2021's actual operating expenses (light blue) compared to the budget planned for 2021 (pink).

It is noticeable that the actual operating expenses of the Community Engagement outcome category are less than the budget planned. Due to COVID-19, the GFCE Foundation organized one in-person event instead of two global and five regional in-person events. Alternatives were found in further professionalizing GFCE online meetings.

The expenses on International Collaboration significantly increased compared to 2020, whereas 2021 saw the execution and completion of several projects on CCB. The Corporate spend was on budget.



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GFCE AMBITIONS 2022

In 2022, the GFCE aims to bridge the gap between cyber capacity building demand and supply, focusing on the three priority areas analysed below: strengthening the demand-driven approach, regional coordination and maturing to an integrated GFCE ecosystem.

STRENGTHENING THE DEMAND-DRIVEN APPROACH

The focus of the GFCE Annual Meeting 2021 was strengthening a demand-driven approach to cyber capacity building. Moving into 2022, the GFCE aims to be more effective in its coordination and match-making role. A key part of this is ensuring that the GFCE clearing house function is widely recognized by beneficiaries, donors and implementers, with the result that more structured and effective support is provided to stakeholders around their targeted capacity building needs. To achieve this, gaps in the current framework of cyber capacity building support will need to be identified and specific needs made clearer.

Over the course of the past year, work has gone in to assessing where support is being provided and what this consist of, as well as mapping areas where further support is needed. This has also involved consultations with the GFCE and wider stakeholder community, as any approach must be based on their extensive input.

In line with this, the GFCE intends to process at least 5 clearing house cases, develop an overview of countries' cybersecurity capacity based on open-source information on the Cybil Portal, and develop 7 knowledge modules on key CCB topics for African stakeholders based on identified needs in the region. These knowledge modules will serve as a pilot for future modules, which can be tweaked to address local contexts/needs.

STRENGTHENING REGIONAL COORDINATION

Another ambition is to strengthen regional coordination, building on regional meetings in convened in collaboration with local stakeholders. One element of this approach is to establishing a regional liaison and/or hub in 5 regions. Through these regional hubs and liaisons, the GFCE can support CCB implementation of local communities and partnerships and ensure local ownership. The GFCE aims to empower and support local CCB communities through improving knowledge-sharing between regional stakeholders and facilitating knowledge transfer between the national and global level.

INTEGRATING THE GFCE ECOSYSTEM

Another ambition for 2022 is to strengthen regional coordination, by establishing a regional liaison and/or hub in all 5 regions, after already convening regional meetings in the 5 regions in collaboration with local stakeholders. Through these regional hub/liaisons, the GFCE can support CCB implementation through local communities and partnerships to ensure local ownership. The GFCE aims to empower and support local CCB communities through improving knowledge-sharing between regional stakeholders and facilitating knowledge transfer between the national and global level.

GLOBAL CONFERENCE ON CYBER CAPACITY BUILDING

Raising high-level awareness and resourcing for CCB, in addition to strengthening the link between CCB and the digital development agenda is another ambition for 2022. To drive this forward, the Global Forum on Cyber Expertise (GFCE), CyberPeace Institute, World Bank and World Economic Forum have joined forces to organize the Global Conference on Cyber Capacity Building 2022 to advance, operationalize and collaborate on CCB. The focus for this conference is Cyber Resilience for Development.

This conference will take place in Washington DC, United States, 28-30th November 2022, and will bring together high-level decision-makers, senior working-level representatives from government agencies and experts from across the public sector, private sector and civil society to accelerate:

- Current multi-stakeholder cooperation;
- Establish a Global Partnership on Cyber Resilience and an international CCB agenda;
- Raise decision-makers' awareness of how cybersecurity and CCB support digital, social and economic development.

LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
ASCCE	ASEAN-Singapore Cybersecurity Centre of Excellence
AU	African Union
CBM	Confidence Building Measures
CCB	Cyber Capacity Building
CIIP	Critical Information Infrastructure Protection
CSA	Cyber Security Agency
CSIRT	Computer Security Incident Response Teams
FI	Financial Inclusion
GCMF	Global CSIRT Maturity Framework
GOAT	Global Overview of Assessment Tools
HSD	The Hague Security Delta
ICT	Information and Communications Technology
LAC	Latin America and the Caribbean
NCS	National Cybersecurity Strategy
OAS	Organisation of American States
PPP	Public-Private Partnership
SICW	Singapore International Cyber Week
TF	Task Force
UN	United Nations
WG	Working Group
WiCCB	Women in Cyber Capacity Building

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