DNBL – Communities of Interest Service Exchange

Terms of Reference (TOR)

Edition 2.2
Distributed Networked Battle Labs (DNBL) Terms of Reference (TOR)

References:

b) ACT Industry Day 2008 – Presentation of Distributed Networked Battle Labs Proposal; dated 01 October 2008;
c) ACT Industry Day 2009 – Presentation of Distributed Networked Battle Labs Framework; 08 October 2009;
d) NIAG-D(2010)-0009 NIAG SG 141 Final Report on DNBL;
e) DNBL Operating Model, edition 2.3, dated 19 July 2013;
f) DNBL portal User Terms of Use, edition 1.0, dated 10 January 2012;
g) DNBL portal Member Terms of Use, edition 1.0 dated 10 January 2012.
h) Report of the 2nd DNBL Advisory Board Meeting, 24 June 2013

Introduction

The initial task to develop the DNBL Framework was given by HQ SACT through the DNBL Statement of Work (SOW) for the NC3A DNBL Phase 1 Project and the NATO Industrial Group (NIAG) SG 141 (Ref (a)):

“The use of Battle Laboratories in a distributed environment (DNBL) enables early and standardized collaborative testing and experimentation, which should lead to the improvement of operational efficiency and coherence for military capabilities being developed.”

1. The Distributed Networked Battle Labs (DNBL) Framework was jointly developed by Headquarters Supreme Allied Commander Transformation (HQ SACT), the NATO C3 Agency (NC3A) and NIAG SG 141 (Ref (d)). The DNBL management support is composed of the DNBL Board of Directors, the DNBL Executive Board, the DNBL Advisory Board and the DNBL Technical Authority (TA). The framework management support is established in a cooperative manner between NCI Agency, HQ SACT and the DNBL members as defined in the annexes for the different DNBL management boards.

2. The DNBL Framework is a service model for efficient Experimentation, Test and Evaluation, (ET&E) for a wide range of DNBL users and members – the DNBL community – composed of NATO bodies, NATO and PfP nations, and their industry/academia. The Framework has also the potential to accommodate services in the field of Distributed Training and Exercises. The DNBL Framework is defined in the DNBL Operating Model (Ref (e)). The document defines the technical and operational environment required for successful operation and exploration of the DNBL Service Model.
3. The User Terms-of-Use (UToU) (Ref (f)) and the Member Terms-of-Use (MToU) (Ref (g)) define the rules and regulations to access the collaborative platform (the DNBL portal) and the services offered to and by the DNBL members in the DNBL Service Catalogue.

4. The NATO Communications and Information Agency (NCI Agency) is the legal successor of the NATO Command, Control and Consultation Agency (NC3A) since 1 July 2012.

**DNBL Terms of Reference**

The DNBL TOR as outlined herein describes the DNBL overall strategic governance.

1. The strategic lead of the framework rests with the DNBL Board of Directors. The Board is responsible for the vision of the entire framework but delegates its authority to the DNBL Executive Board to provide management oversight; whereas the daily operation and interface with DNBL members and users is the responsibility of the NCI Agency representatives of the Executive Board and the Technical Authority.

   1.1. As part of its oversight responsibility the Executive Board is responsible for the management decisions for improved ET&E capabilities in the DNBL environment.

   1.2. The Advisory Board provides advice on the services strategy and the community feedback on the framework based on their subject matter expertise.

   1.3. The DNBL Technical Authority is the supporting element for the Executive Board and Advisory Board and is providing management support and quality control for the DNBL services.

The structure of the DNBL management support is shown in Annex A of this document. The representatives for the DNBL Executive Board and the DNBL Advisory Board from senior boards, NATO civil and military bodies and the NATO nations and partners are defined in the corresponding annexes.

2. TOR for the DNBL Board of Directors (Annex B), DNBL Executive Board (Annex C) and the DNBL Advisory Board (Annex D) describe the mission, responsibilities, composition, method of work and reporting requirements for these bodies.

3. TOR for the DNBL Technical Authority (Annex E) define the tasking the responsibilities of the Technical Authority, the method of work and the support/reporting requirements to the DNBL Executive and the DNBL Advisory Board.

4. The following executive management functions are vested in the NCI Agency representatives of the Executive Board and the Technical Authority at the appropriate levels:

   4.1 Provision of leadership in coordinating and conducting day-to-day functioning of the DNBL Framework, including representing DNBL in the interface and managing of relations with DNBL members and users.
4.2 Provision of resolution of issues and discrepancies raised by DNBL Members which cannot be resolved otherwise.

**Annexes:**

Annex A: DNBL Structure  
Annex B: TOR for DNBL Board of Directors  
Annex C: TOR for DNBL Executive Board  
Annex D: TOR for DNBL Advisory Board  
Annex E: TOR for DNBL Technical Authority

For the Headquarters Supreme Allied Commander Transformation  
For the NATO Communications and Information (NCI) Agency

_________________________________________  
VADM Bruce E. Grooms  
Deputy Chief of Staff  
Capabilities Development  

Date: __________________________  
Norfolk VA, United States

_________________________________________  
Koen Gijsbers  
General Manager  
NCI Agency  

Date: __________________________  
Brussels, Belgium
DNBL Structure

The structure of the DNBL management support is shown in the following figure.
TOR for DNBL Board of Directors (BoD)

Mission

The DNBL Board of Directors is the senior management entity within the DNBL Framework which provides oversight and direction for coherent, coordinated and synchronized implementation of the DNBL vision. The Board of Directors is constituted for decision making at the strategic and political level. The Board of Directors provides its decisions to the DNBL Executive Board for implementation.

Responsibilities

The DNBL Board of Directors has the responsibility to:
1. Oversee the development and implementation of the strategic plans, broad policies and objectives for the Framework.
2. Ensure the availability of adequate resources for the DNBL Framework. DNBL Board of Directors decides on the adequate business model for DNBL Framework.
3. Present the DNBL Framework externally and provides liaison with other NATO, national and international organizations and bodies at the senior political and military level.

Composition

1. Members of the DNBL Board of Directors are:
   1.1. HQ SACT DCOS Capability Development
   1.2. NCI Agency General Manager.

Method of work

1. The DNBL Board of Directors will:
   1.1. Make decisions based on consensus.
   1.2. Meet upon request.
   1.3. Receive staff support from the DNBL Executive Board and the DNBL Technical Authority.
   1.4. Communicate decisions to the DNBL Executive Board.
   1.5. Keep records of its proceedings.
2. The work of the DNBL Board of Directors will be supported by the DNBL Executive Board through End of Year report.

Reporting

The Board of Directors will annually update the DNBL vision.
Annex C

TOR for DNBL Executive Board (EB)

Mission

The DNBL Executive Board is the senior management entity within the DNBL Framework responsible for implementation of policies and strategies accordingly to the strategic view of the DNBL Board of Directors. This entity provides oversight and direction for coherent, coordinated and synchronized implementation of the DNBL strategy. The DNBL Executive Board is constituted for consultation at the operational level, as well as for the management decisions for the DNBL Framework [ref. e].

Responsibilities

The DNBL Executive Board:
1. Implements a strategic plan, broad policies and objectives in line with the DNBL Board of Directors vision and decisions.
2. Ensures availability of adequate resources for the DNBL Technical Authority.
3. Ensures the maintenance and regular review of the DNBL policies.
4. Ensures implementation of the DNBL Service Strategy for the DNBL Framework portfolio.
5. Liaises with other NATO, national and international organizations and bodies at the equivalent political and military level.
6. Oversees the DNBL Technical Authority work.

Composition

1. Members of the DNBL Executive Board are:
   1. NCI Agency Director of Service Strategy.
   2. HQ SACT ACOS Capability Engineering & Innovation.

Method of work

1. The DNBL Executive Board will:
   1.1. Make decisions based on consensus.
   1.2. Meet upon request.
   1.3. Draw staff support from the DNBL Technical Authority.
   1.4. Circulate information among the members of the DNBL Executive Board.
   1.5. Keep records of its proceedings.

2. The work of the DNBL Executive Board business will be supported by the DNBL portal, a collaborative workspace where records of proceedings and other DNBL Executive Board related documentation will be published. Whenever possible, the DNBL Executive Board will make use of VMRs, the DNBL Portal and other forms of virtual meeting.

3. The DNBL Technical Authority will act as a secretary function for the Executive Board.
Reporting

The DNBL Executive Board will update the Board of Directors on the status of DNBL activities.

Status and TOR review

These TOR shall be approved by HQ SACT and NCI Agency senior management and reviewed as appropriate.
Annex D

TOR for DNBL Advisory Board (AB)

Mission

The DNBL Advisory Board is the DNBL community interface which collects feedback on DNBL implementation and activities, and provides advice on the DNBL strategy to the DNBL Executive Board. This repository of expertise is composed of DNBL service providers and service subscribers.

Responsibilities

The DNBL Advisory Board advises on:
1. Community feedback on the DNBL Framework.
2. The development of the DNBL Service Strategy.
3. DNBL policies, directives and standards.
4. Liaison with industry and academia on matters pertaining to DNBL.

Composition

1. The DNBL Advisory Board is co-chaired by Mr. Wayne Fujito, NIAG Chairman and Mr. Timothy Harp, USA delegation to NATO.
2. Members of the DNBL Advisory Board are:
   2.1. C3B national co-vice chairman
   2.2. NHQ DASG DI
   2.3. NHQC3S
   2.4. HQ SACT
   2.5. NCI Agency
   2.6. SHAPE J6 and J7
   2.7. Non-NATO nations DNBL member representatives on invitation.
   2.8. NIAG Vice-Chairman for NATO industry.
   2.9. Other participants on invitation of the co-chairs

Method of work

1. The DNBL Advisory Board will:
   1.1. Provide advisory opinions based on consensus.
   1.2. Meet at least once a year.
   1.3. Receive staff support from the DNBL Technical Authority.
   1.4. Circulate information among the members.
   1.5. Keep records of its proceedings.

2. The work of the DNBL Advisory Board business will be supported by a collaborative workspace on the DNBL portal where records of proceedings and other DNBL Advisory Board related documentation is published. Whenever possible, the DNBL Advisory Board will make use of VTC and other forms of virtual meeting.

3. The DNBL Technical Authority will act as secretary function for Advisory Board.
4. All cost related to the participation and/or contribution to the DNBL Advisory Board (e.g. travel, per diem) has to be borne by the sending party.

**Reporting**

The Advisory Board will agree on a report to the Board of Directors including the advice on the DNBL Service Strategy and the feedback on the DNBL Framework.

**Status and TOR review**

These TOR shall be approved by HQ SACT and NCI Agency senior management and reviewed as appropriate.
Mission

The DNBL Technical Authority, led by the NCI Agency, is the supporting element for the DNBL Board of Directors, the Executive and the Advisory Board. The TA manages the DNBL Framework at the technical and operational level as well as all associated activities. It supports the community with current framework documents and collaborative workspace - the DNBL Portal, where approved records of proceedings and other DNBL related documentation are published.

Responsibilities

The DNBL TA is responsible for:
1. Advising and supporting the DNBL Board of Directors, the Executive Board and the Advisory Board.
2. Maintaining and updating the Framework processes and procedures as specified in the DNBL Operating Model [ref e].
3. Operating and maintaining the DNBL Portal [ref e].
4. Maintaining the DNBL Services portfolio [ref e].
5. Managing information process and quality control for the DNBL community.
6. Configuration management & information security of the Framework.
7. Collecting and disseminating lessons learnt and best practices, identified from the employment of the Framework and the DNBL events.
8. Developing and proposing a five-year financial plan to the Executive Board for the DNBL TA tasks.
9. Executing other assigned tasks as required by the DNBL boards.

Composition

The DNBL TA will be operated by the NCI Agency. HQ SACT will appoint a TA Point of Contact to facilitate coordination at HQ SACT and contribute to the management support.

Method of work

1. The DNBL TA will:
   1.1. Develop proposals for the DNBL Framework.
   1.2. Operate and manage the DNBL Portal on a day to day basis.
   1.3. Prepare and support the consultation and meetings of the Board of Directors, the Executive Board and Advisory Board.
   1.4. Communicate and publish all approved DNBL related information on the DNBL Portal.

2. Whenever possible, the DNBL TA will make use of VMR, VTC, the DNBL Portals and other forms of virtual meetings for up-to-date and coherent exchange of information.
**Reporting**

DNBL TA will provide a status report of its activities to meetings of the DNBL Executive Board.

**Status and TOR review**

The DNBL TA works under the authority of the NCI Agency representative of the Executive Board and provides secretary functions for the DNBL Board of Directors, the Executive Board and the Advisory Board.

These TOR shall be approved by HQ SACT and NCI Agency senior management and reviewed as appropriate.