This document contains the questions (from email and live session) and answers for the OSINT RFI Question and Answer session #1, held on 19 April 2022. As some of the responses were modified, the responses contained in this document supersede those provided during the live session.		
#	Question	Response
1	Please clarify which is the meaning of "alternative" and "adapt option" in this context: If your capability/system is chosen as an alternative, are you willing to provide your capability as an adopt option for NATO?	The Analysis of Alternatives (AoA) is an analytical comparison of the operational effectiveness, risk & lifecycle cost of alternatives under consideration to satisfy the operational requirement of a common funded capability. One of the four key components for an AoA is **Alternatives.** It's an identification of alternatives (options) that may address the operational and capability requirement. The AoA aims to answer the question: What is the most best value alternative(s)? Types of alternatives that should be considered include: -'Adopt', e.g. an existing national solution configured for NATO, - 'Buy', e.g. a commercial solution (which can include Commercial Off The Shelf or Government Off the Shelf (GOTS) and - 'Create', e.g. develop a new solution via industry
2	Please clarify which the meaning of "alternative" in this context: If you capability/system is chosen as an alternative, are you willing to act as Host Nation/Implementing Entity for the OSINT capability?	For every NATO Security Investment Programme (NSIP) project, any of the 30 NATO nations, an Agency or a Strategic Command (SC) is made responsible for the management of that project and is know as the "Host Nation". Responsibilities of a HN include: - developing the technical solution and the cost estimate - selecting a contractor - supervising the performance of the contractor - testing, validating and accepting the works from the contractor - preparing the request for acceptance by NATO
3	In the download PDF a paragraph about NDA is inserted, but what about the signing of mutual NDA?	Yes, HQ SACT will enter into mutual NDAs with companies upon request, taking into account HQ SACT's requirements to share information within the Alliance for program management/capability development purposes related to the subject of the RFI. The HQ SACT Legal Advisor has template NDAs which can be customised for specific purposes.
4	What does "non-binding rough order magnitude (ROM)" mean?	ROM is a contracting term of art which means "an estimation of a project's level of effort and cost to complete, based on the contractor's experience, known costs of labor, materials and overhead, costs of similar goods or services, and market research." It is not binding, but rather should be interpreted as a request for a well-informed estimate, used primarily for budget planning
5	Will the government consider a small business set aside for this RFI?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
6	What NAICs code will be used in the solicitation?	At this early stage of the capability delivery development, we are only asking for responses to the RFI. This is intended to provide an opportunity for industry to provide information that would allow NATO to identify prospective products, services, systems or sub-systems and their potential benefits to the delivery of the OSINT capability. NAIC codes are not necessary at this stage.

7	Will there be any past performance requirements and if so, what will they be?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
8	Is it the contracting office's intent to issue a sole source award or IDIQ?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
9	Is there a transition process into NATO if selected, and who will support it at (any/all) locations?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
10	What is the GFE via the Commerce Department or the US or other NATO National component of Transformation Command which the vendor needs to integrate with? What are the ATO considerations for integration and operations?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
11	What is the dedicated program schedule and funding?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contracting questions are premature.The budget will be assessed during the CPP development and is dependent on the acquisition strategy.
12	What is ACT's expected budget for this project?	The budget will be assessed during the CPP development and is dependent on the acquisition strategy.
13	What is the expected length of the contract?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contracting questions are premature
14	What contract vehicle or contracting mechanism is expected to be used?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
15	If NATO releases a formal RFP, will the RFP be technically acceptable at lowest cost, or best value?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
16	Will NATO be releasing a formal RFP/RFQ and award in the calendar year 2022?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
17	Will NATO consider releasing the competitive solicitation as a small business set aside?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature.
18	I'm just trying to map out some timescales for this project. Is it possible to indicate when the authority is expecting to be on contract with its chosen supplier, and if you have a budget set please?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contracting questions are premature.The timeline and budget will be assessed during the CPP development and is dependent on the acquisition strategy.

19	For clarification of RFI, is the requirement of this contract technological enablement of OSINT or is the requirement a combination of technology and analytical services?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contract discussions are premature. Additionally, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability. Therefore, insight into both would be appreciated.
20	Is there a long-term resource plan/program for mainstreaming this Transformation Command initiative into the baseline NATO Intelligence capability?	Yes. At this time, it is envisaged that this initiative will be integrated into a larger NATO Intelligence capability in the future. The CPP, of which this RFI is a part of, is the mechanism to achieve this.
21	Many of the RFIs from NATO seem to have one common denominator: support NATO's decision-making capabilities. Why is NATO dividing all these requests into different RFIs?	We appreciate your insight, seeing the commonalities between so many of these concerning data, analytics and decision making. Know that HQ SACT is aware of the emergence of these dependent programmes and that we are making progress at the portfolio level to properly integrate. There is typically a 1:1 match between Operational Requirement Statements and Programmes, and consequently RFIs. As such, the practice resulted in a fairly large number of interrelated programmes. HQ SACT has recognised the dependencies and commonalities among these programmes and is making strides to properly integrate items at the portfolio level. For instance, although IMINT and OSINT conducted separate RFIs, they will both fall within the same programme.
22	Would the output of OSINT be used for any other purposes i.e. IEA, StratCom, Information Activities, etc.	Yes. We are in collaboration with those other communities of interest to ensure optimised usage of solutions and products.
23	Is there a staged implementation plan to achieve all of the capabilities mentioned in the RFI, or are some of them purely aspirational?	Yes. The ambition of the CPP is to fulfill all capabilities outlined. NATO specifically identified these requirements to fill the capability gap.
24	Who determines if the vendor's OSINT system, sub-system, service or capability is compliant with NATO's Federated Mission Network (FMN) concept? Is that the vendor or NATO?	This is determined by the Project Management team and NATO's Implementing Entity. Further information on FMN can be found at the following link: https://www.act.nato.int/activities/fmn. Remember, the final capability will be required to be FMN compliant, but the absence of direct knowledge and experience should not preclude submission to the RFI.
25	Please clarify what is meant by this question. "FOR NATO NATIONS ONLY: If your capability/system is chosen as an alternative, are you willing to provide your capability as an adopted option for NATO?" Is NATO looking for exclusive access or licensing? Is NATO planning on sharing the selected vendor capabilities with some non-NATO countries?	These questions are meant to be answered only by NATO Nations. These questions are specific to NATO Nations (should they proffer an solution already in service). They are not meant for private companies.

26	Please clarify what is meant by this question. "FOR NATO NATIONS ONLY: If your capability/system is chosen as an alternative, are you willing to act as Host Nation/Implementing Entity for the OSINT capability?" Are there some additional responsibilities or vendor related program management responsibilities that should be considered as part of being a Host Nation candidate?	These questions are meant to be answered only by NATO Nations. These questions are specific to NATO Nations (should they proffer an solution already in service). They are not meant for private companies.
27	Is NATO looking for the vendor to provide people, services, and technology? Or just technology?	We are considering all possibilities. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability. Therefore, insight into all scenarios would be appreciated.
28	We recommend that NATO consider a professional services CLIN through a time and material engagement that allows for dedicated technical resources to support the program through its term. Will NATO consider OSINT and or technology residents to support the contract through its term?	At this stage, we are examining what is available within the market and how it meets our working and security arrangements. The purpose of this RFI is to provide industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems or sub-systems and their potential benefits to the delivery of the OSINT capability. Please let us know of your recommendation and reasoning.
29	Referencing 'Capabilities' Tab, question 12: What is the NATO FMN concept and their associated spirals?	Further information on FMN can be found at the following link: https://www.act.nato.int/activities/fmn. Remember, the final capability will be required to be FMN compliant, but the absence of direct knowledge and experience should not preclude submission to the RFI.
30	Complying with NATO interoperability standards and profiles and Federated Mission Networking requirements. Please elaborate on the NATO interoperability standards and the "Federated Mission Networking" requirements.	We are currently assessing what FMN related documentation and the information can be released. Further information on FMN can be found at the following link: https://www.act.nato.int/activities/fmn. Remember, the final capability will be required to be FMN compliant, but direct knowledge and experience should not preclude submission to the RFI.
31	Does the vendor need to have direct knowledge and experience on NATO's Federated Mission Network concept and spiral to qualify for this submission?	The final capability will be required to be FMN compliant, but direct knowledge and experience should not preclude submission to the RFI.
32	Being accessible via Bi-Strategic Command Automated Information (AIS) and NATO's Core Enterprise Services using NATO security procedures and directives. What are the restrictions and regulations of AIS and NATOs core enterprise services?	We are currently assessing what AIS and NATO Core Enterprise Services data can be released. Further information may be provided at a later time if needed.

33	"NATO requires an OSINT system" (Section 2.1.2) requiring a blend of three elements: people, processes and tools. Please advise if RFI responses should cover all three elements or if there is interest in receiving a response that addresses only one element (i.e. tools).	At this stage in the process, we seek to understand the future interactions between people, processes and tools. Once understood, further decisions can be made to ascertain the required blend. However, for this RFI, we are focused on the tools as we feel that is where the subject matter expertise of industry lies.
34	Please advise if the acquisition strategy favors an approach that can deliver an OSINT system that blends the three elements (people, processes and tools) or if individual elements will be procured separately.	The answer to this question is yet to be determined. We are currently in the beginning stages of developing our Capability Programme Plan (CPP), which will include an analysis of alternatives that will provide an independent assessment of alternatives and their associated acquisition strategies.
35	Capabilities mentioned Tab 1. Capability overview do not line up with the questions on this tab; i.e. A-E on line 2. Is it the intent the capabilities are assess through requirements 1-5 on Tab 2 Requirements Assessment?	Yes. We recognize that the elements from TAB 1 are not a 1:1 match to those in TAB2. In question 1 of TAB 1, we are asking respondents to explain at a very high level which elements your capability will address. Then, TAB 2 is an opportunity to assess your capability in greater detail against the specified requirements.
36	Does NATO plan on providing non-NATO organizations with access to the vendors OSINT capability? Who will have intimate knowledge of the proposed technologies (what countries, vendors, etc.)?	Access to the actual OSINT capability (system, software, interface) is not intended to be shared outside of NATO or Partner national governments. However, there is potential for NATO to share OSINT-related information with non-NATO entities based on operational needs. For example (insert one or two typical examples here). Any documents shared with us will be treated as commercial in confidence, and will be handled by accredited NATO officers and NATO civilians. RFI responders and, if a procurement results from any future capability programme plan, potential vendors are reminded of their obligation to assess and comply with national export control laws. Ultimately, the NATO Communications and Information Agency (NCIA) would have intimate knowledge of the proposed solution as they would most likely serve as the implementing entity.
37	How will OSINT tactics, techniques, procedures and analytical tools and product flows be integrated into NATO SHAPE Survey, ACOS/I, and NATO Communications and Information Agency (NCIA) intelligence data handling and reporting processes and infrastructure? On what schedule? What is the vendor expected to do to facilitate such an integration?	This is an RFI only. Any potential future requirements, inclusive of contract type or acquisition strategy will be handled by the ACT Procurement and Contracting Team. Specific contracting questions are premature.The process and budget will be assessed during the CPP development and is dependent on the acquisition strategy.
38	Is NCIA aware of the Transformation Command OSINT initiative?	Yes. As they are our technical experts we have begun work with them and they will most likely serve as our implementing entity.

39	In reference to Capabilities 13: Please provide more details surrounding the ROM request such as number of users or licenses required.	Specific numbers/cost drivers will be assessed during the CPP development and is highly dependent on the alternative/solution selected. It would be helpful to understand how your capability would be costed (per person, per site, per admin, as a service) and if you could propose cost estimates of practical use cases that support a minimum of 10 locations consisting of NATO analysts and support personnel.
40	Is the authority seeking to obtain a single set of proprietary tools or a set of best in breed market tools that are open source based and fully integrateable?	This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability. Therefore, insight into both scenarios would be appreciated.
41	As exposed at paragraph 1.1 of the PDF - The objective of this RFI is to identify emerging and/or existing capabilities related to the production of Open Source Intelligence (OSINT) in order to conduct exploratory examination of the state-of-the-art and art-of-the-possible technologies, products and services for OSINT. So I understood you are looking for capabilities (different ones) in the sphere of OSINT domain.	Yes, that is correct. The RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability.
42	At the same time, I see at paragraph 2.1.2 the following: NATO requires an OSINT system that combines user experience with integrated data management, predictive analytics, visual representation, and operational open-source intelligence in a single platform. Here "OSINT system" and "single platform" are used; consequently, it seems you are looking for an entire, independent and self-consistent platform and not only for single services, capabilities, experiences, …. to potentially merge into a future NATO OSINT platform (as I understood at paragraph 1.1).	We are interested in exploring proposed solutions across multiple scenarios and use cases which could include the following: -individual products, services, systems, sub-systems from different vendors that form an integrated suite/system -full OSINT suite/system comprised solely of a vendor's organic sub-systems -combination of the above As mentioned in the RFI, any answer that can support even a portion of the requirements are welcome.
43	Is the OSINT for Tactical/Operational/strategic level or all? If for all levels, does it need to be able to segment the output for the required level?	OSINT will form part of the Intelligence picture presented to various levels of Command. At this stage, it is not envisaged to segment the information as mentioned - rather, the intent is to enable users at all levels of command to utilise the capability to conduct OSINT.
44	Would you like to be able to fuse OSINT with other types of INT, either internally collected by NATO ACO/HQ or by Allied Nations (reports, data lakes, live stream, emails, etc.)?	Yes - we are interested in better understanding what is in the realm of possibility with respect to the fusion of intelligence across collection disciplines, and the means to do so.

45	What is meant by "automation" of the intelligence cycle? In particular, are you suggesting breaking down parts of the intelligence cycle for automation, or the cycle in its entirety?	We are aiming to apply "automation" to each component of the intelligence cycle aligning with our projects of provision of data, exploitation of data and management of data.
46	Do requirements detailed at Para 2.1.3 and in the questionnaire relate specifically to NATO's future OSINT capability itself, or form part of the wider NATO Intelligence Enterprise into which the OSINT capability feeds.	The information in Para 2.1.3 is intended to provide context and awareness. The questionnaire is specifically for the OSINT capability.
47	To what extent do you view the "common digital platform" ambition as critical. Is this a developmental or current aspiration?	We work towards all intelligence disciplines being able to feed into INTEL-FS, a common digital platform that continues in its development process.
48	Coordinating NATO OSINT activities throughout all phases of effort. What are the "phases of effort"?	NATO works on a principle of BACO (Baseline and Continuous Operations) through Crisis to MLE (Maximum Level of Effort).
49	Referencing Requirements 1d. Coordinating NATO OSINT activities throughout all phases of effort. Please explain in further detail. Does this entail a person dedicated to all phases of this project?	NATO works on a principle of BACO (Baseline and Continuous Operations) through Crisis to MLE (Maximum Level of Effort). These are generic terms and not specific to project phases.
50	Referencing Requirements 4d. Conveying OSINT in the intelligence cycle at all levels of effort. Please provide more detail.	NATO works on a principle of BACO (Baseline and Continuous Operations) through Crisis to MLE (Maximum Level of Effort). These are generic terms and not specific to project phases.
51	Incorporating legal/regulatory, environmental, and operational factors influencing or expected to influence the OSINT process. Please provide more clarity.	Here we are asking respondents to incorporate and consider the impact of these factors into their prospective solutions to this RFI. It is the vendor's discretion as to the level of detail provided.
52	Is the service provider to supply an OSINT collection planning and management capability?	We are not seeking a Requirements or Collection Management capability with this RFI. It is our ambition that the future OSINT capability would be interoperable with a NATO requirements or collection Management system.
53	Is the service provider to supply full Managed Attribution and persona management capability for use on-line?	As per the NATO OSINT Policy, this is a requirement of our capability and therefore we are seeking options that provide managed attribution.
54	Is the authority seeking to procure the capabilities as a Service or to buy software separately and integrate into the NATO capability via the use of a Systems Integrator and Service Support supplier?	We are considering both options. Within this process, we seek to understand the alternatives available from Nations and in the commercial sector.
55	Will the effort include integrating it into other NATO systems?	It is undetermined at this time if the effort will include the requirement for the vendor to be the integrator, however, there will be a need for the proposed solutions to meet certain integration requirements which will be identified during project plan development.

56	Will OSINT analysis and reporting be integrated with NATO Restricted and/or NATO Secret Intelligence data handling systems?	Yes. We understand that conducting this analysis across multiple security domains is intensive. However, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability.
57	Will OSINT analysts be expected to operate using a non-attributable web presence?	This is a requirement of our capability and therefore we are seeking options that provide managed attribution. This is in accordance with the NATO OSINT Policy.
58	Will OSINT analysis and production require 24x7 operations?	As a requirement, the capability must be scalable throughout all phases of effort and therefore, there are times when the capability will be utilised for 24 hour operations.
59	What are the command's expectations for software and AI tool sustainment and training from the vendor? Is there an IT and Data Scientist staff that would use and modify the OSINT processors and AI modules or is that supposed to be a vendor-managed function?	There is a training requirement and there will be technical refreshes and updates programmed into the capability lifetime. As for the IT and Data Scientists, we would be willing to explore all options. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability.
60	Can you describe the existing OSINT/and related SW/HW architecture and future transition interests.	There is no current system and our NATO OSINT analysts are utilising other means to conduct OSINT. Because of this gap, we are conducting this process of capability development in which the future architecture will be determined during CPP development.
61	What are the requirements for data processing, data storage, system hardware, system software, cyber security, etc.?	These are the aspects that we are developing during this CPP stage. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability so you can help inform us in our pursuit.
62	What existing systems (hardware/software) will require integration or replacement?	As there is not a current capability only a repository of source data, the most critical integration will be with INTEL-FS. As the OSINT capability is part of the larger "Intelligence and ISR Functional Services" Programme, it will be integrated in some respects with other developing Intelligence capabilities.
63	Will ACT require on-prem deployment? More specifically, does ACT want a NATO hosted private-secure or public-secure cloud, or a third party hosted (HTTPS connection) environment?	We are considering all possibilities. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability so you can help inform us in our pursuit.
64	What technical level of obfuscation is required for the collection (technical, attribution, deception, etc.)?	As per the NATO OSINT Policy, "Managed attribution (MA) will be required for NATO personnel conducting OSINT collection. MA involves a solution designed to facilitate access to the Internet while providing protection of the identity of the operator and organisation, and the concealment of activities. Over activity should, and discreet activity must, utilise MA. When licensing requirements prohibit obfuscation of the identity under MA, legal counsel must be consulted, though this should not discourage the use of MA to access licensed content on the internet."

65	What classification (NU, NC, NS etc.) will the target environment be?	NR and NS most likely, however there might be reason for some to be kept on NU. We understand that conducting this analysis across multiple security domains is intensive. However, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability.
66	Are there other tools or platforms already in use that can be integrated with for accomplishing the mission?	As there is not a current capability only a repository of source data, the most critical integration will be with INTEL-FS. As the OSINT capability is part of the larger "Intelligence and ISR Functional Services" Programme, it will be integrated in some respects with other developing Intelligence capabilities.
67	How many NATO partner platforms/technologies is there a potential for integrating with?	At this time, we do not foresee any requirement to integrate with NATO partner platforms as this is intended to be a NATO system.
68	Please provide additional context into this question. What is meant by "What level of capability/system maintenance must be performed by your organization?" Is NATO looking to know the frequency or methodology (scrum, waterfall etc.). What is meant by Level of capability?	We are looking to gain insight into how your capability is employed now. Insight into methodology is helpful and responses on frequency will help us appropriately plan timelines and budgets within the CPP stage. In this context, we were using capability and system as interchangeable referring to the maintenance that must be performed.
69	Referencing Requirement 3d. Combining, collating and registering receipt of information from all-source intelligence capabilities. Further clarification needed on "all-source intelligence" - data types, structures, and storage?	We are determining these specifics in the CPP process as we know we will need to combine, collate and register all data and information from open sources. However, for analysis we might have information/intelligence from other collection discipline or all source to be incorporated into our analysis or cue further searches.
70	What is the ideal method of data consumption? I.e. API, COTs Platform, Government proprietary dashboard, etc.?	We are considering all possibilities. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability so you can help inform us in our pursuit.
71	We presumes that a single set of tools and GUIs will be provided incorporating common functionality, data normalization, ontologies and taxonomies, data format and meta data by type format etc. across NATO users. Is this a correct assumption?	This is one possibility and a reasonable assumption. However, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability so you can help inform us in our pursuit.
72	Is there currently public documentation that outlines what integrating with the NATO enterprise information systems environment would look like?	We are assessing what documentation can be released. Further answers will be provided at a later time. Some documents can be found on : https://nso.nato.int/nso/home/main/home Generic FMN documents will be made available on : https://www.act.nato.int/contracting/rfi-act-sact-22-59

73	Is there a requirement to provide enrichment of collected data through the use of a centralized set of AI Driven enrichment bots e.g. entity extraction, image enhancement, document translation, IMINT annotation etc.?	We were envisioning entity extraction and others as part of the advanced analytics within the Exploitation of Data. Document translation within the Provisioning of Data. We are considering all possibilities. This RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability so you can help inform us in our pursuit.
74	Is NATO looking for an OSINT Platform, Dynamic Search or Data Feed capability?	NATO is seeking a OSINT Platform that would integrate both methods into the provision of data - Data Feeds typically from subscription services enhanced by Dynamic Search and a crawler or scraper.
75	Does NATO SACT have an incumbent OSINT solution/provider - if so who and how many user licenses procured? R#43	NATO does not have a current or legacy OSINT capability. However, NATO does have OSINT analysts who are utilising methods to conduct Open Source Intelligence according to current NATO doctrine and policy. NATO does maintain centralized access to subscription services for analysts. As for number of users and licenses : specific numbers/cost drivers will be assessed during the CPP development and is highly dependent on the alternative/solution selected. It would be helpful to understand how your capability would be costed (per person, per site, per admin, as a service) and if you could propose cost estimates of practical use cases that support a minimum of 10 locations consisting of NATO analysts and support personnel.
76	Please advise a ROM estimate on how many persistent searches the solution should support.	At this stage in the process, we seek to understand the future needs in order to determine the number that could be required. We are developing estimations based on what we currently have for our subscription services.
77	What data sources are most important for this capability? Is the majority of this data text-based? Or is there interest in audio/images?	NATO wants to understand what Industry can provide from the collection of raw data through the development of finished intelligence products across all domains. This can include, but is not limited to text-based data, audio, images,…
78	The documents reference language translation; are there languages that are the highest priority?	There are priority languages grouped in three categories: 1) NATO operating languages (English and French), 2) NATO national languages, 3) NATO Areas of Interest.
79	In terms of collection and data sources, does ACT want just API-based information or is there a use case for false / managed online personas?	As per NATO OSINT policy, NATO OSINT intelligence analysts will never utilise false personas to collect, however, we will require managed attribution.
80	Is there a defined list of what is considered OSINT vs non-OSINT data sources?	We do not have a defined list. We have overarching definitions of what we consider open sources the list is selective but not exhaustive list of types of sources commonly used as per the NATO OSINT Policy: public speaking forums, public documents, public broadcasts, internet, social media, and grey literature.
81	Exploitation of open sources. To clarify, does this mean "collection of data from open sources"?	"Collection of data from open sources" is really the "Provision of Data" or the Collect task in the Intelligence Cycle. The "exploitation of open sources" or what we have entitled "Exploitation of Data" pertains to the processing and analysis.

82	What types of open-source information is NATO looking for? What data sources are the most important and do you have requirements for deep and dark web sources?	See above answers for some of the data sources NATO is interested in accessing. We have a list of subscription services we maintain access for and have begun to develop priorities for future access. Additionally, in accordance with the NATO OSINT Policy, NATO OSINT analysts will not access the deep or dark web.
83	There are different methods of collecting data; i.e. analysts researching online (anonymously), Vendor procuring and ingesting data sets; NATO procures data sets. Which capabilities are envisioned under this RFI?	See above answers from some of the data sources. All that are listed are of interest to NATO. However, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability therefore insight into your preferred methods would be appreciated.
84	Does the authority require the ability to identify most relevant social media and on-line blogs/webspheres etc on a mission or country basis?	Yes. This is one of our requirements implied in 3.b. incorporating automated collection, evaluation, analysis, integration, and interpretation of collected open source information and in 1.d. coordinating NATO OSINT activities throughout all phases of effort.
85	Does the authority require the provisioned service to facilitate searching in natural language of the target countries/locations and to translate the received data into any language?	Yes. We would like to have this ability on a larger scale.
86	Does any solution and application provided have to provide multi language GUI or can the system be provided in English only or are there likely multiple instances for different countries?	The user experience can be enabled through the English language.
87	Are there any types of analysis or patterns that are particularly important to NATO? (i.e. sentiment analysis of specific groups of people, relation extraction between entities?)	NATO wants to understand what Industry can provide from the collection of raw data through the development of finished intelligence products across all domains. This can include, but is not limited to sentiment analysis of specific groups of people, relation extraction between entities...
88	What is meant by "visual representation" in the scope of NATO's future OSINT capability? Which NATO platforms are the representations envisaged (e.g. CoreGIS)?	"Visual representation" could be situational but it could also be relational. For situational, yes, NATO currently uses CoreGIS but that does not discount other representations.
89	In reference to Requirement 3a. Providing an integrated suite of software tools that automate and enable NATO OSINT processes, activities and information management across a range of tasks including: data analysis, modelling, simulation and horizon scanning. Please define "horizon scanning".	NATO does not have an official definition. However, horizon scanning, in this context, implies, looking ahead to anticipate emerging trends, issues, opportunities and, most importantly, threats.

90	As it pertains to: "Integrated and coordinated working environment for intelligence sharing in near-real time both within the OSINT community and integrated with other collection disciplines in order to produce fused actionable intelligence." a. What type of intelligence sharing does NATO typically perform with the OSINT community and b. is that relationship focused more on leveraging shared data rather than sharing?	The future process we expect to have the relationship both ways: NATO sharing within the NATO Command Structure and then to member nations but also leveraging shared data from the member nations.
91	As it pertains to: "Access to deeper collection sources of open source information shared across the OSINT community and with other Communities of Interest with insight into fidelity of sources and information." a. Does NATO have communities of interest that NATO works with today or b. is NATO looking for the vendor(s) to determine what communities are worth sharing data with?	The NATO intelligence community will continue to share with identified communities of interest. We are always looking for linkages to others so that our capabilities maybe be mutually beneficial and supportive of the entire Alliance.
92	What does the workflow require? Is the output for reports, briefing, decision making, etc.?	The workflow does require both reports and briefings and could require long term assessments.
93	Does the authority require all data collected to be catalogued and for the catalogued to be searchable within and across multiple security domains?	For the first part of the question, the answer is yes, NATO requires the collected data to be catalogued and searchable. As for the searchability within and across multiple security domains, we are interested in understanding what is in the realm of possible and what industry is able to provide; specific use cases/scenarios, and recommendations would be helpful.
94	Are the reports to be created automatically to NATO standard formats using AI technologies or does the user require the ability to copy/paste data into specific country formats?	We would like the ability for the capability to allow for both as we do not have a standardised OSINT report at this time.
95	When sharing in near-real time both within the OSINT community is stated, can we assume this to mean "NATO OSINT community" rather than NATO member and partner nations?	NATO OSINT Community is the priority for sharing in near-real time.
96	The documents mention evaluation using current and historical open source information. How far back in time does the OSINT need to go back to? (e.g., historical loading vs. real-time).	At this stage in the process, we seek to understand the future needs in order to determine how far back we would like to access. We are developing estimations based on what we currently use for our subscription services in order to evaluate the adequate length of time. We also have our historical repository that we can and will analyse.

97	Referencing Requirements 5g. Accessing legacy OSINT resources and repositories and exchanging information with other Intelligence, Surveillance and Reconnaissance (ISR) infrastructure. Please define legacy.	NATO maintains a repository of sources, mostly from subscription services. This is not a legacy OSINT capability rather a legacy database that we would like to maintain access.
98	Is the historic data to be catalogued and searchable from current repositories (i.e. operate a NATO data mesh for OSINT) or is the authority seeking to consolidate all existing and future OSINT data into a single OSINT data lake?	Either could be acceptable. However, this RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective products, services, systems, or sub-systems and their potential benefits to the delivery of the OSINT capability therefore insight into your preferred methods would be appreciated.
99	What is meant by "integrated data management" in the scope of NATO's future OSINT capability? In particular, is source data in-scope?	"Integrated data management" truly implies the ability to store, access, retrieve and disseminate OSINT at different steps within the Intelligence cycle. In reference to "source data", yes, it is within the scope of these requirements.
100	Referencing Requirements 4f. The ability to disseminate NATO OSINT by conducting lessons learned. Please provide more detail on requirement. Are regular survey and quality assessment reporting needed?	In any organisation/operation, lessons can be learned from experience and be put to good use in terms of continued organisational and procedural improvement. We would like the capability to be able to capture lessons learned and then technology lessons learned adopted in upgrades.
101	What clearances (US National and/or NATO) will OSINT analysts be expected to possess and use?	This RFI is focused on the tools/technology aspect of the capability and not the people. If you require further clarification or are referencing OSINT as a service, please contact us.
102	What kind of analytical experience will OSINT analysts be expected to possess?	This RFI is focused on the tools/technology aspect of the capability and not the people. If you require further clarification or are referencing OSINT as a service, please contact us.
103	What accommodations does the command make for remote work by OSINT analysts, especially if there is resurgence of the Corona Virus which affects the Forces Command/Transformation Command compound in Norfolk?	This RFI is focused on the tools/technology aspect of the capability and not the people. If you require further clarification or are referencing OSINT as a service, please contact us.
104	How will OSINT analysts be safeguarded at the facility under elevated Force Protection Conditions and from threat actor cyber attack?	This RFI is focused on the tools/technology aspect of the capability and not the people. If you require further clarification or are referencing OSINT as a service, please contact us.
105	What security safeguards, handling, storage procedures and levels would be expected to be used by OSINT analysts?	This RFI is focused on the tools/technology aspect of the capability and not the people or processes, necessarily. If you require further clarification or are referencing OSINT as a service, please contact us.
106	How many users does NATO anticipate leveraging the system?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers will be assessed during the CPP development and is dependent on the alternative selected.
107	How many member organizations does NATO anticipate leveraging the system?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers will be assessed during the CPP development and is dependent on the alternative selected.

108	What is the personnel scope of OSINT analysis operations (approximate FTE effort expected given budgets and technology automation goals)?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers and budget will be assessed during the CPP development and is dependent on the alternative selected.
109	Number 13 under Capability Overview NATO is requesting a ROM pricing estimate. How many users will be accessing the OSINT solution?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers will be assessed during the CPP development and is dependent on the alternative selected. However, we would like to understand how the access would be costed and if it is per person or per site for your capability or service.
110	Interacting with all relevant players within the process of directing, collecting, processing and disseminating NATO OSINT. Who are considered the "relevant players"?	There are relevant players as personnel, organizations and systems. Personnel would be other analysts, organisations would be from the other sites and systems would be integrating systems like INTEL-FS.
111	Under number 14 of the capability overview, NATO is requesting the cost and resource implications for training of staff. How many staff will require training? And would NATO prefer the training be onsite, or virtual?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers will be assessed during the CPP development and is dependent on the alternative selected. However, we would like to understand how the training would be costed and if it is per person or per site or per administration and if that varies on line or onsite. Onsite initial training would always be beneficial.
112	What type of training burden is required / expected from the vendor? What type of user / level of experience should the solution be aimed at (advanced/intermediate/basic user)?	We envision different levels of training for different functions within the capability - user, advanced user, administrator, and/or data scientist are all possibilities. The details would be worked out during CPP development and are dependent on the alternative selected.
113	Are the training solutions to be on-line, classroom based or a mixture of both?	The system will be utilised within a minimum of 10 locations, each consisting of NATO analysts and support personnel. The numbers will be assessed during the CPP development and is dependent on the alternative selected. However, we would like to understand how the training would be costed and if it is per person or per site or per administration and if that varies on line or onsite. Onsite initial training would always be beneficial.
114	Can commercial vendors receive the "NATO OSINT Policy"? This will be needed to ensure our capabilities legally match your authorities.	We are assessing what documentation can be released. Further answers will be provided at a later time. Some documents are available on the NATO Standardisation Office (NSO) website (https://nso.nato.int/nso/home/main/home) however, the NATO OSINT Policy is not currently releasable.
115	what are the FMN compliance requirements?	Further information on FMN can be provided at a later date as we determine releasability. Remember, the final capability will be required to be FMN compliant, but the absence of direct knowledge and experience should not preclude submission to the RFI.
116	In the authority's mind, what is the difference between data and information as it pertains to the intelligence cycle?	Data and Information exists with the provisioning of data in the Collect step of the Intelligence Cycle. Within the Analyze step, this data and information is processed into Intelligence (knowledge and wisdom in the data pyramid).

117	Does the authority intend to implement the "design, develop, deploy" methodology for automation of human processes pertaining to collection and processing/exploitation of raw data? How does the authority view the importance of the user interface in the context of efficiently building the data and analytic layers for machine learning?	The methodology has not yet been determined as we are in the RFI stage. As the solution has not yet been determined, we are not able to comment on the level of importance given to UI just yet, however, it will likely be important.
118	Has the authority given consideration to the need for the system to be modular to account for advances in AI/ML and particularly in the tool market?	Modularity might benefit our system given the advancements of AI/ML, however this should not preclude vendors from responding if their system is designed otherwise.
119	If NATO need the provider to supply technical or analytical help from Industry, where would that resource be located?	The work will be performed at location(s) determined by the Implementing Entity much later in the process. We are still in the RFI stage, therefore, the answer to this question has yet to be determined.
120	Q72 Are you looking for Rapid Minimum Viable capability to begin with?	We are exploring, and interested in, all possibilities.
121	Your procurement website is not that easy to monitor. Will respondents to the RFI be informed by email when the next stage of the procurement process is released.	No, there is no email notification, but vendors are invited to sign up for the RSS feed located on the contracting site: https://www.act.nato.int/rss/budfin Procurement opportunities are also distributed to national delegations for further distribution to national industry.
122	Good Morning, related to question 45 and 46. So are you looking for services or an entire system or both? The doubt is because you answered yes to both. Thank you	We are considering both options. We feel that there may be products, services, systems, or sub-systems that could be included into a single platform for an integrated user experience. The RFI is intended to give industry an opportunity to provide information that would allow NATO to identify prospective solutions and their potential benefits therefore insight into both would be appreciated.
123	Are you going to merge different capabilities from multiple vendors before the potential and future RFP? My question because you ask for different type of capabilities and not only for an entire system. Or perhaps will you provide different and specific RFP related to each capability you are interested in? Please insert also these questions into you final report with answers. Thank you	This could be a possibility that will be examined in our Analysis of Alternatives. At this time, vendors are reminded that this is an RFI only and the details of any future RFP are premature as we have yet to analyse the alternatives to determine the recommended solution.
124	A question related to NDA considering in the excel it's asked to share costs about services and licenses. I see NDA references are into the PDF but not in the excel and we'll send you only the excel. How can we sign it before (or while) answering the RFI? Is there any implicit acceptance of the NDA rules within the excel? Thank you	The excel questionnaire is part of the RFI, therefore, covered under the NDA.

125	Q66 states there is a repository of source data, any details on that repository and the data it stores?	Not at this time. As this information becomes available, we will update the answers to this document.
126	Does the NATO OSINT policy discuss retention limits on Publically Available Information?	Please see the ACT Personal Information and Privacy Protection Directive (pdf file) located on the ACT contracting page.
127	Do you plan on a DEMO day?	No. If required, we will individually contact vendors to clarify RFI responses.
128	NCIA issued a request for OSINT services in 2018 (Ref: IFB-NCIA-JISR-18-05). How does this RFI relate? Noting the identified capability gap mentioned in the response to previous questions what did these services not provide vs what you are looking for now?	This IFB was cancelled shortly after its release, and is not directly related to this RFI.
129	Is the NATO OSINT Policy available online / releasable? So we can consider whether or not we're compliant	The document may not be publically released, unfortunately. If there are critical clarifying information needs to assist in your RFI response, please contact the technical POCs.
130	re translation (#82) is there available lists of NATO areas of interest?	Not at this time.
131	re #86, do NATO OSINT Analysts not access deep/dark web because of Managed Attribution, and would access be appreciated if it was non-attributable?	No, IAW current NATO OSINT policy, our analysts will not access the deep/dark web regardless of attribution.
132	Can we assume that 4.4 Non-disclosure principles are sufficient to protect any pricing information provided as part of this RFI, and that our pricing information will be tightly controlled and not shared outside the project team?	Pricing information might be shared with a third party entity conducting cost estimation services for HQ SACT, however, they will be bound by an NDA as well.