NATO STANDARD

AIntP-16

INTELLIGENCE REQUIREMENT MANAGEMENT AND COLLECTION MANAGEMENT

Edition A Version 1
DECEMBER 2018

NORTH ATLANTIC TREATY ORGANIZATION

ALLIED INTELLIGENCE PUBLICATION

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NATO LETTER OF PROMULGATION

17 December 2018

1. The enclosed Allied Intelligence Publication AIntP-16, Edition A, Version 1, INTELLIGENCE REQUIREMENT MANAGEMENT AND COLLECTION MANAGEMENT, which has been approved by the nations in the Military Committee Joint Standardization Board, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 6524.

2. AIntP-16, Edition A, Version 1 is effective upon receipt.

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4. This publication shall be handled in accordance with C-M(2002)60.

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
General	CAN, USA
1	NLD
Annex C	NLD

Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.

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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
CAN	CAN will continue to use ICP and not ICPP. CAN will use CM process described in AIntP-14/AEDP-19 in preference to AIntP-16.
NLD	**(1)** Page 1-3; Figure 2: IRM and CM flow chart. And recurrences thereof throughout the document. For tactical land operations NLD will apply a different figure. The modifications better suit the processes required for the complexity of operating environments of the land domain. **(2)** Page 1-7; 0111 Bullets 8, 9 and 10 will be applied by NLD as follows "… 8. Confirm receipt of prioritised and validated IRs and draft Collection requirements (CRs) and develop a draft Collection requirements List (CRL). 9. Validate and prioritise draft CRs, and process draft CRL into an approved CRL. 10. Develop a draft Collection Task List (CTL) including tasks to organic collection assets.…" (3) Page C-3; Section C (section 2) on RFI priorities NLD will indicate priorities for RFIs according to below order. The added specifying assists the RFI process in emphasizing the distinction between current (priorities 1 and 2) and planned operations (priorities 3 and 4). (a) Priority 1: For information critical to the mission of the originator (*without the required information, the mission or operation may fall, be cancelled or aborted*). (b) Priority 2: For information critical to current planning, operations or decision making (without the required information, the mission or operation may be severely hampered). (c) Priority 3: For information supporting current planning, operations or decision making. (d) Priority 4: For background information or information not directly affecting current planning, operations or decision making.

USA	The integrated process described in AintP-16 is not executable within the current U.S. established distributed architecture used to manage Information requirements and Collection requirements. In addition, Classification differences preclude the integration of U.S. and AintP-16 processes and data flow. The current Cross-Domain security guard technology does not support the dynamic flow of U.S. Information Requirements and Collection Management data to support operation processes described in AIntP-16. The U.S. has not developed capabilities based upon the common baseline which enables the AIntP-16 process flow. For the U.S. to do so would require a significant investment and replacement of operationally proven architectures. Even if the U.S. had the political will to do so, the security classification barrier remains. Finally, within the Planning and Tasking processes differences with respect to the role of Operations (J3) is another impediment to the U.S. embracing AIntP-16, resolution of which resides outside the Intelligence (J2) community.
Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.	

REFERENCES

A. MCM-0077-2000, *Military Committee Guidance on the Relationship between NATO Policy and Military Doctrine*

B. MC 0114, *Procedures for Production of NATO Agreed Intelligence*

C. MC 0128/9, *Policy Guidance for NATO Intelligence*

D. MC 0133/4, *NATO Operations Planning*

E. MC 0166, *NATO Intelligence Warning System*

F. MC 0582/1, *NATO Joint Intelligence, Surveillance and Reconnaissance Concept*

G. AJP-2, Allied Joint Doctrine for Intelligence, Counter-intelligence and Security

H. AJP-2.1, Allied Joint Doctrine for Intelligence Procedures (Jun 2016)

I. AJP-2.7, Allied Joint Doctrine for Joint ISR.

J. AGeoP-21, Geodetic datums, projections, grids and grid references.

K. AIntP-14, JISR Procedures in support of NATO operations.

L. AAP-06, NATO Glossary of Terms and Definitions.

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Preface

Context

1. NATO forces need timely and accurate intelligence. In order to achieve their planned end state, commanders must understand what intelligence can do, how to focus it on specific requirements, and how to integrate these complex tools, procedures and products with other operating systems. The huge amount of collected and available data, information, JISR-results and intelligence, combined with the current and future complex Operating Environment (OE), requires an efficient set of tools and procedures within the Intelligence Requirement Management and Collection Management (IRM&CM) function in order to produce intelligence fitting to the commander's need.

Scope

2. AIntP-16 describes how IRM&CM activities are planned, conducted and assessed in NATO, with a focus on the operational level. It explains the role of IRM&CM as a core function within the intelligence cycle, and its wider application within the joint intelligence surveillance and reconnaissance (JISR) process.

Purpose

3. The variety of conflicts, the augmentation of real time data, and the requirement for timely precision targeting place intelligence as the core capability within the operations. Intelligence is not only a tool for counting the forces of adversaries or assessing their preparedness to engage in conflict. Intelligence is an enabling capability whose value is largely realised through the activities at all levels of command. It enables the focused application of military power in support of NATO operations and missions by providing timely and accurate data, information, JISR-results and intelligence for decision-making.

Application

4. To be effective, this IRM&CM function requires: structured handling of extensive volumes of data, information, JISR-results, intelligence; advanced techniques to accurately identify, prioritise and validate intelligence requirements (IRs) as well as relevant training.

Target audience

5. AIntP-16 is intended primarily as guidance for joint NATO commanders and staff. However, the doctrine provides a useful framework for operations conducted by a

coalition of NATO members, partners and non-NATO nations. It also provides a reference for civilian personnel.

Structure

6. AIntP-16 is divided into three chapters, with 6 annexes that provided lexicon and source information.

   a. Chapter 1 – IRM&CM fundamentals

   b. Chapter 2 – IRM&CM and the Intelligence Cycle

   c. Chapter 3 – IRM&CM key roles and Tactics, Techniques and Procedures (TTPs)

Linkages

7. AIntP-16 is intended to be read with the keystone intelligence document AJP-2. Other documents that are linked to AIntP-16 are:

   a. Allied Joint Doctrine for Intelligence Procedures (AJP-2.1).

   b. Allied Joint Doctrine for Joint Intelligence, Surveillance, and Reconnaissance (AJP-2.7), as it is a subset discipline of and shares common links with it.

   c. JISR Procedures in support of NATO operations (AIntP-14).

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CHAPTER 1 – IRM&CM FUNDAMENTALS

Section I - Introduction

0101. This publication covers the description of the Intelligence Requirement Management and Collection Management (IRM&CM) function use within the intelligence cycle and contributing to the joint intelligence, surveillance and reconnaissance (JISR) process. IRM&CM provides a set of integrated management processes and services to satisfy intelligence requirements, by optimising the use of already collected data and information, JISR-results and already produced intelligence with available JISR[1] and processing capabilities.

0102. Generic IRM &CM function

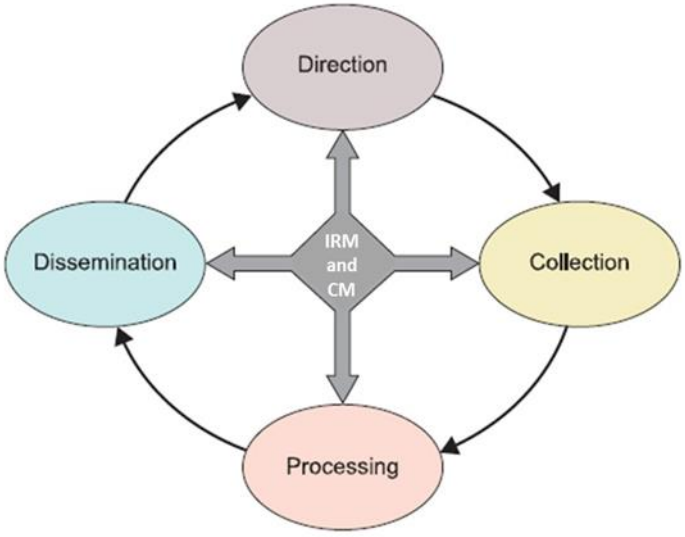

Figure 1: Generic IRM &CM function

0103. The document is based upon appropriate NATO Intelligence doctrine, Allied Joint Publications (AJP), and related NATO documentation. It is subordinated to and complements AJP-2.1 Intelligence Procedures and is harmonised with AJP-2.7 JISR and AIntP-14 JISR Tactics, Techniques and Procedures (TTPs). It captures the evolution of best practices, lessons identified/lessons learned (LI/LL) from recent and current operations and missions, as well as from trials, training and exercises.

[1] JISR capabilities: see AJP-2.7.

This Allied Intelligence Procedure (AIntP) will contribute to interoperability by providing commanders and staff (operators, trainers and practitioners) guidance for executing the IRM&CM function, on NATO operations.

0104. During the operational planning process, IRM&CM function starts with commanders' directions and guidance concerning the information and intelligence requirements initially embedded in the PIR part of the CCIRs. To meet these requirements effectively and efficiently, commanders' priorities are critical throughout the entire process.

Section II - Purpose

0105. The purpose of this publication is to establish a common framework for the Alliance to understand the IRM&CM function as well as the used procedures and the staff processes involved.

0106. This document is intended for use at all levels of command within the NATO Command Structure and the NATO Force Structure. It will assist commanders by providing support to operations, and it serves as the foundation for further IRM&CM documents, training and exercises and any Allied Command Operations (ACO) directives or Standing Operating Procedures (SOPs) that will be developed.

Section III - Scope

0107. AIntP-16 is written with the aim to give a complete picture of the IRM&CM function and to be in line with AIntP-14.

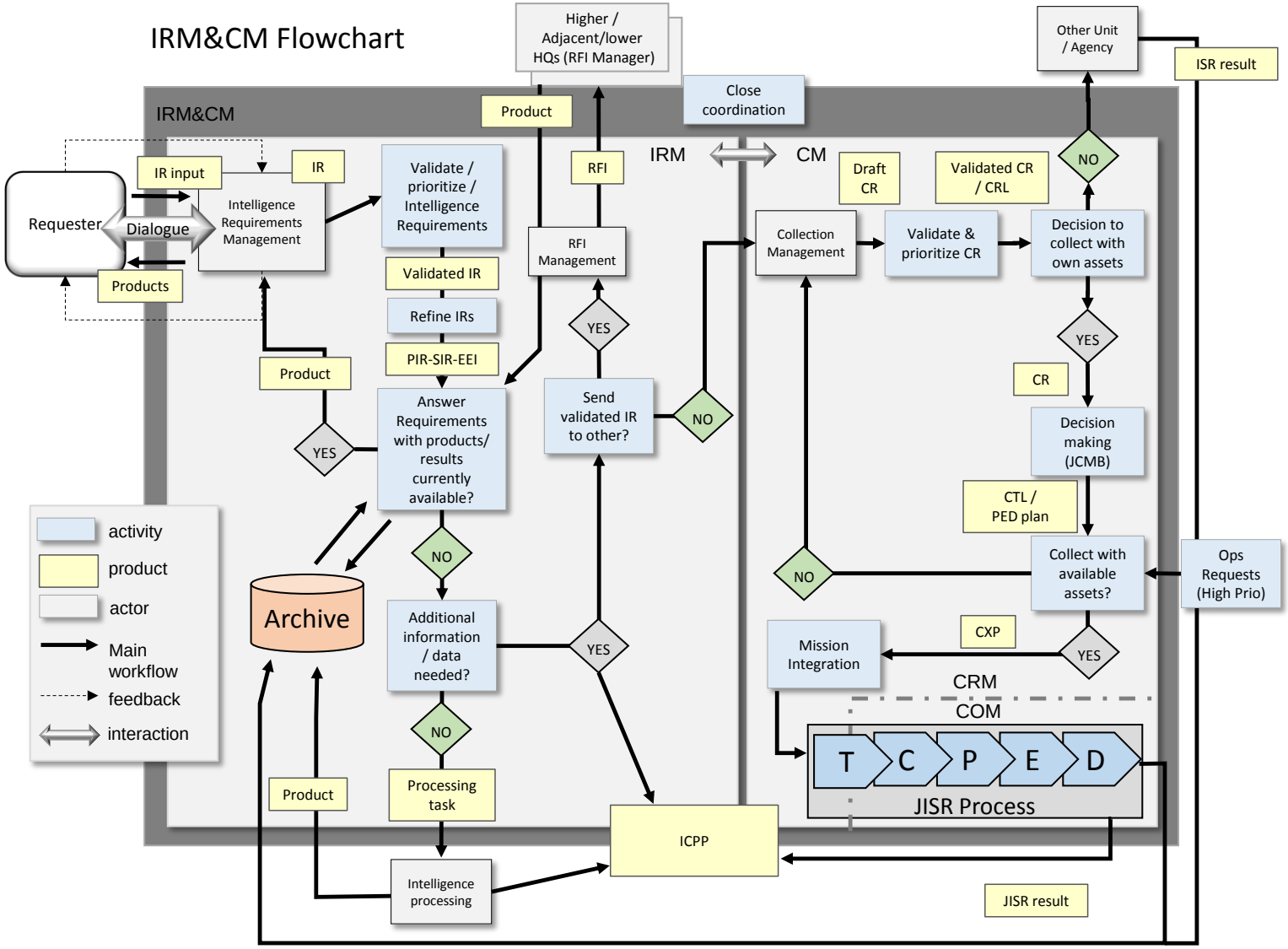

Figure 2: IRM&CM flow chart.

0108. The flowchart at figure 2 represents the flow of activities that make up the NATO generic IRM&CM cycle and will appear throughout this publication as a framework. The flowchart serves both as a starting point and a roadmap for J2 when making adaptations to reflect the demands of the operational situation. Variables may include level of command, service, scale and type of operation, the specifics of an operating environment or the phasing of the operation."

Section IV - IRM&CM specific steps

0109. IRM&CM starts with an I R and concludes when Intelligence requirement has been satisfied with the delivered intelligence or JISR result. It is carried out through a sequence of steps. These steps have been broken down into distinct IRM and CM steps respectively, as follows:

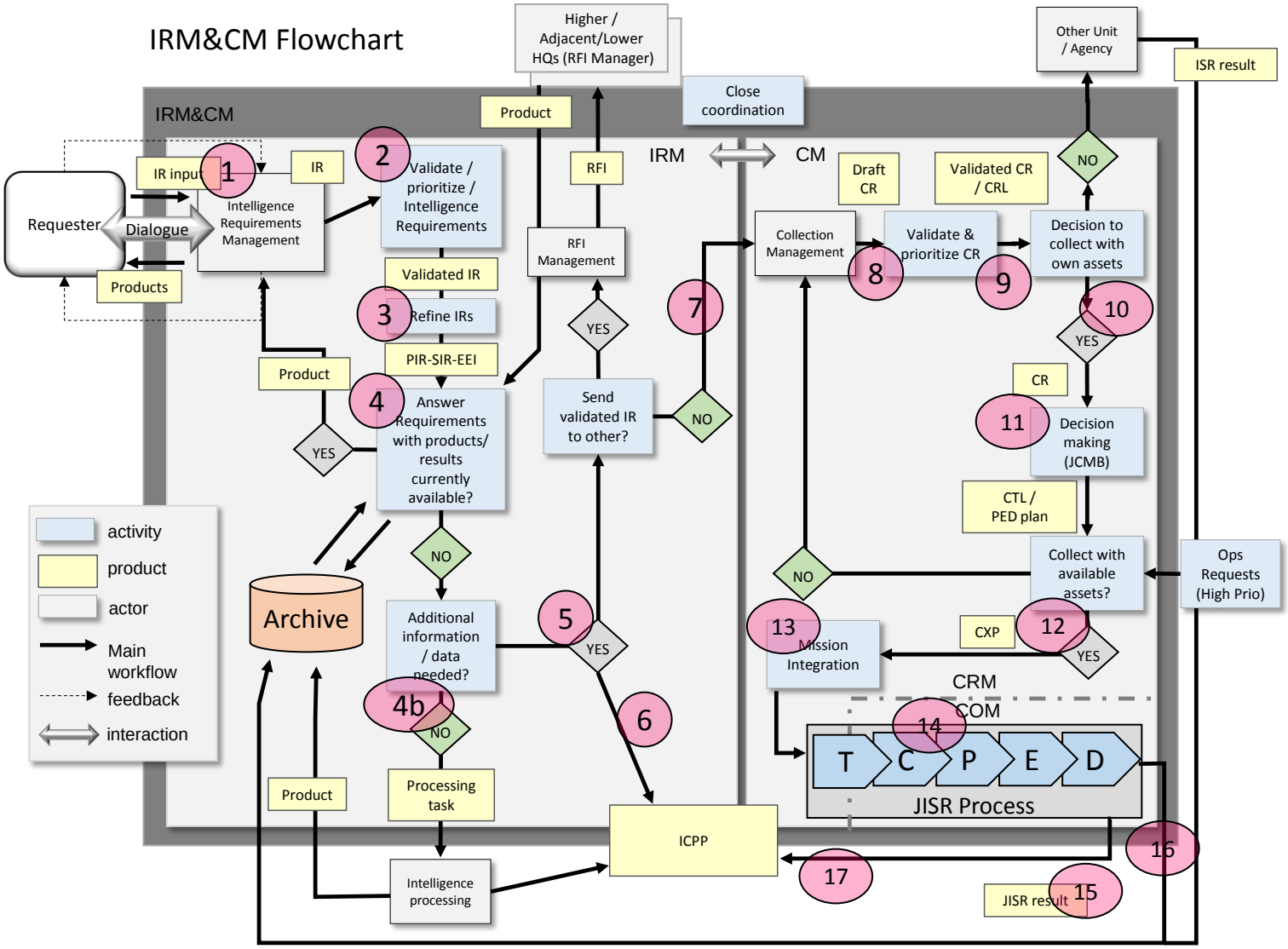

Figure 3: IRM&CM specific steps.

0110. IRM specific steps are as follows:

1. Derive the IRs:
   IRs may be standing or emerging,
   a. Standing requirements: derive the commander's intelligence requirements (including Priority Intelligence Requirements - PIRs)
   b. Emerging requirements: receive IRs from any staff, subordinate/adjacent formations and external agencies (Request For Information - RFI).
2. Validate the IR according to the following minimum criteria:
   a. Is the articulated requirement actually demanding intelligence?
   b. Is answering the IR actually necessary to support the mission?
   c. Is the IR not duplicated by any other IR already being actioned or answered?
   d. Does the mandate allow collecting the required information?
   e. Is the IR answer releasable to the requester, satisfying technical and classification specifications?
   f. Is the IR still relevant (i.e. not overtaken by event, last date/time of information value has not expired)?
3. Refine the IR to its Specific Intelligence Requirements (SIRs) and Essential Elements of Information (EEIs) in coordination with the requestor. This is achieved by decomposing the IR into more specific and detailed questions and indicators, the latter task is an analytical function conducted in close cooperation with the IRM staff.
4. Based on the deeper analysis from step 3, search, review and retrieve any existing relevant data, information and intelligence (data mining) and make that available to the requestor. If needed data or information exist but require further processing, create a new processing task (4b) to build a new product.
5. If no or insufficient data or information exists (intelligence gaps); either initiate collection or ask to another organization to fulfil the requirement via RFI[2], managing the responses as well as identifying persisting intelligence gaps.
6. Update the Intelligence Collection and Processing Plan (ICPP), if necessary.
7. Identify and communicate CR and production plan:
   a. Specifying what outcomes are required, and when (intelligence collection discipline)
   b. When, where and how often these capabilities are required

[2] Once responses are received, feedback is requested to the originator and a new process is initiated for unfulfilled requirements. If RFIs responses are sufficient to fulfil the requirement, then no further collection is needed.

0111. The Specific CM steps are:

8. Confirm receipt of prioritized and validated IRs and draft Collection Requirements (CRs).
9. Draft a Collection Requirement List (CRL). In case of own (organic) JISR assets, decide if they will be tasked to collect. Then initiate own JISR task and integrate this in the overall operation plan.
10. Prioritise and validate CRs, approve the CRL and develop a draft Collection Task List (CTL).
11. Conduct the Joint Collection Management Board (JCMB), the output of which is an approved CTL of what to collect and to Process, Exploit, Disseminate (PED), including ISR priorities and apportionment.
12. Based on the approved CTL, the Collection Operations Management (COM) finalises and manages the Collection Exploitation Plan (CXP) in cooperation with the Collection Requirements Management (CRM).
13. COM integrates collection operations into the overall operation plan (mission integration).
14. COM coordinates the collection and processing, exploitation and dissemination through the CXP.
15. Disseminate replies/results and request feedback.
16. Collection and PED activity is completed.
17. Review IR satisfaction and update the ICPP as needed.

Section V - Terminology

0112. AJP-2, AJP-2.1, AJP-2.7, AInt-P-14 and AInt-P-16 use one set of terms consistently throughout the document and aligns itself with the terminology from AAP-6 and AAP-15 whenever possible.

0113. These terms are as follows:

1. Intelligence Requirements (IR): provide the rationale and priority for any intelligence activity as well as the detail to allow the intelligence staff to answer the requirement in the most effective manner. Intelligence requirements should cover the broad scope of information on the political, military, economic, social, infrastructure, and information (PMESII) model. Types of intelligence requirements are: priority intelligence requirements (PIR); specific intelligence requirement (SIR); and

essential elements of information (EEI). (AJP-2.1). IRs can be standing or emerging (derived out of the intelligence cycle or from operations).

2. PIR: the Commander's Priority Intelligence Requirements (PIRs) are a vital part of the CCIRs and are normally formulated by the intelligence staffs in close cooperation with the commander. The PIRs encompass those intelligence requirements for which a commander has an anticipated and stated priority in his tasking of planning and decision-making and normally encompass identification and monitoring of areas that represent opportunities and threats to the mission plan. (AJP-2).
3. SIR: SIRs support and complement each PIR and provide a more detailed description of the requirement. (AJP-2.1)
4. EEI: EEIs add detail to specific intelligence requirement and allow the production of a collection Requirements List (CRL) based on an Intelligence Collection and Processing Plan (ICPP). EEIs could be related to several SIRs and should provide enough guidance to allow analysts to give a complete and satisfactory answer to each requirement. EEIs are the basis to create collection requirements and to establish relevant tasking and coordination with dedicated and non-dedicated collection capabilities or relevant agencies. (AJP-2.1)
5. Collection requirement (CR): A validated information requirement, for which the requested information is not already available in a repository and therefore requires collection through JISR asset tasking or will be forwarded as a request to higher or adjacent commands.
6. IRM&CM: the combination of IRM&CM, which provides a set of integrated management processes and services to satisfy intelligence requirements coming from any customers, by making the best use of the available collection, PED and processing capabilities. (AJP-2.1)
7. Intelligence Requirement management (IRM): a set of integrated management processes and services which validate, summarize and prioritize incoming intelligence requirements; initiates the collection of associated information~~,~~ quality controls processed outputs and oversees dissemination of intelligence products. This management process is led by the intelligence staff or agency. (AJP-2.1)
8. Collection management (CM): in intelligence usage, the process of converting intelligence requirements into collection requirements; establishing, tasking or coordinating with appropriate collection capabilities or agencies; monitoring results; and re-tasking, as required by making best use of the collection capabilities. (AJP-2.1)
9. Request for Information (RFI): the term RFI is used to describe an intelligence requirement that has been passed to the IRM staffs at higher, lower or adjacent levels. A RFI is used when a commander does not have sufficient allocated collection capabilities, or the intelligence staffs are unable to answer a question through retrieval from existing data and intelligence, research or other means. They are

generated when the information or intelligence that relates to the PIR/SIRs/EEIs cannot be obtained internally. (AJP-2.1)

10. PED: Process, Exploit and Disseminate are the last three steps of the JISR process Task, Collect, Process, Exploit and Disseminate (TCPED - AJP-2.7).
11. Joint ISR Joint Intelligence, Surveillance and Reconnaissance (JISR): a set of intelligence and operations capabilities, coordinated and managed through Collections Operations Management (COM), to synchronize and integrate the planning and operations of all collection capabilities with the processing, exploitation, and dissemination of the resulting information in direct support of the planning, preparation and execution of operations. (AJP-2.7).
12. ISR request (ISRR): An ISRR is a formal request from the operations staff to initiate ISR collection and/or processing and exploitation to support prioritized requirements for a specific mission. The ISRR is intended to deliver a JISR result. (AJP-2.7).This implies to request for an effect and not for an asset.
13. Collection Requirement (as per AJP2.7, page 1-4)
14. Measure of Performance (MOP). A criterion to assess friendly actions that is tied to measuring task accomplishment.
15. Measure of Effectiveness (MOE). A criterion used to assess changes in system behaviour, capability or operational environment, tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.
16. In addition, for the purpose of this document the following terms describe respectively:
17. Standing intelligence requirements (IR). They are developed during the operational planning process. The Priority Intelligence Requirements (PIR) are approved and prioritized by the commander. The refinement of the PIRs into SIRs and EEIs then form the IR section of ICPP.
18. Emerging IR. Emerging or unanticipated IRs that are created mainly during the execution phase of an operation or activity.
19. Prioritisation: in an intelligence usage, prioritisation is a methodology for evaluating IRs (PIRs, SIRs, and EEIs) and CRs, and ranking them in their order of importance or urgency using a numerical value as approved.
20. Validation: In regard to IRM&CM, the process to determine that the requirement supports a mission assigned to a command that the requirement is clear, pertinent, with valid collection, processing, and dissemination parameters and that the requested information is not already available.
21. Intelligence Collection and Processing plan (ICPP): the ICPP is an evolution of the ICP to support the IRM&CM function at each level of command. It helps maintaining coherence and overview thru the IRM&CM function from IR up to dissemination including JISR results and intelligence products.[3]

[3] ICPP is not an agreed term.

22. Federated PED is used as a term to describe the use of different resources for PED (apart from the collecting asset), planned, tasked or requested within the CM function. The respective PED resources may be within the own command or on higher, lower or adjacent level. In this sense, collected JISR data can be processed and exploited through different PED capability.

Section VI - Related documents

0114. Whilst this document will cover the full IRM&CM function, AIntP-16 remains subordinate to AJP-2.1, and is intended to be read as a supplemental document to other AJP-2 series publications, including:

1. AJP-2.0 Intelligence, Counter-Intelligence and Security
2. AJP-2.7 JISR
3. AIntP-14 JISR Procedures in support of NATO operations

0115. This document also includes the RFI format found within AInt-P-8, once AIntP- 16 is ratified AIntP-8 will be recommended for deletion.

0116. The diagram here after illustrates the position of AIntP-16 within the allied intelligence doctrine hierarchy (AJP-2 Series)

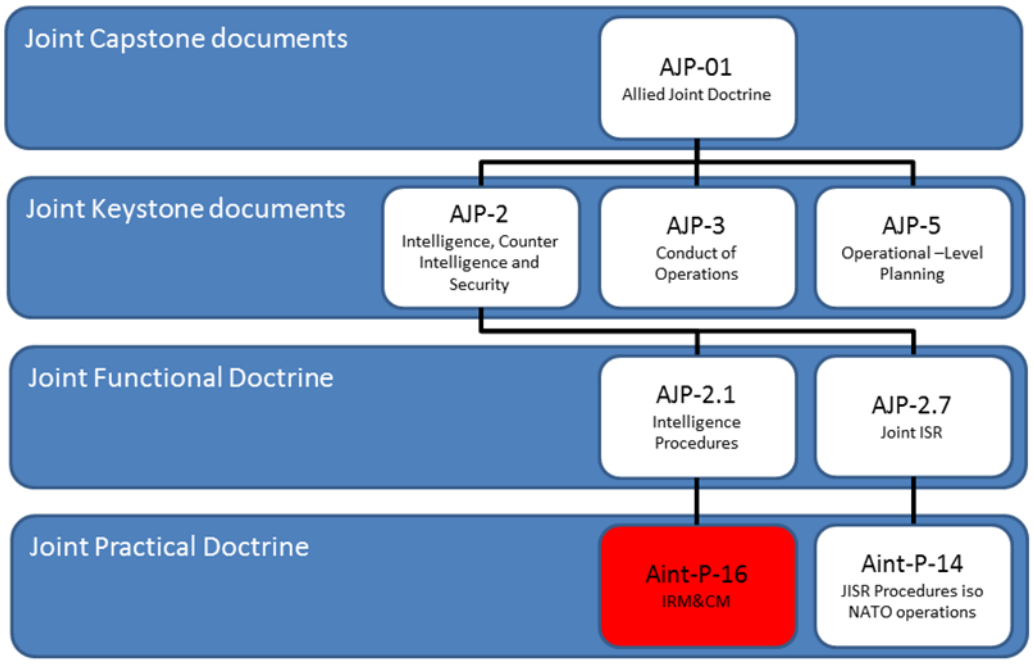

Figure 4: Allied intelligence doctrine hierarchy.

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CHAPTER 2 – IRM&CM AND THE INTELLIGENCE CYCLE

Section I - Introduction

0201. The intelligence cycle is a model of the activity whereby information is obtained, assembled, converted into intelligence and made available for users, in order to satisfy intelligence requirements. These activities are focused through the four intelligence core stages of the intelligence cycle which are direction, collection, processing and dissemination. While the intelligence cycle outwardly appears to be a simple model, in reality it is a complex set of activities occurring at different levels and rates of speed.(See Figure 5).

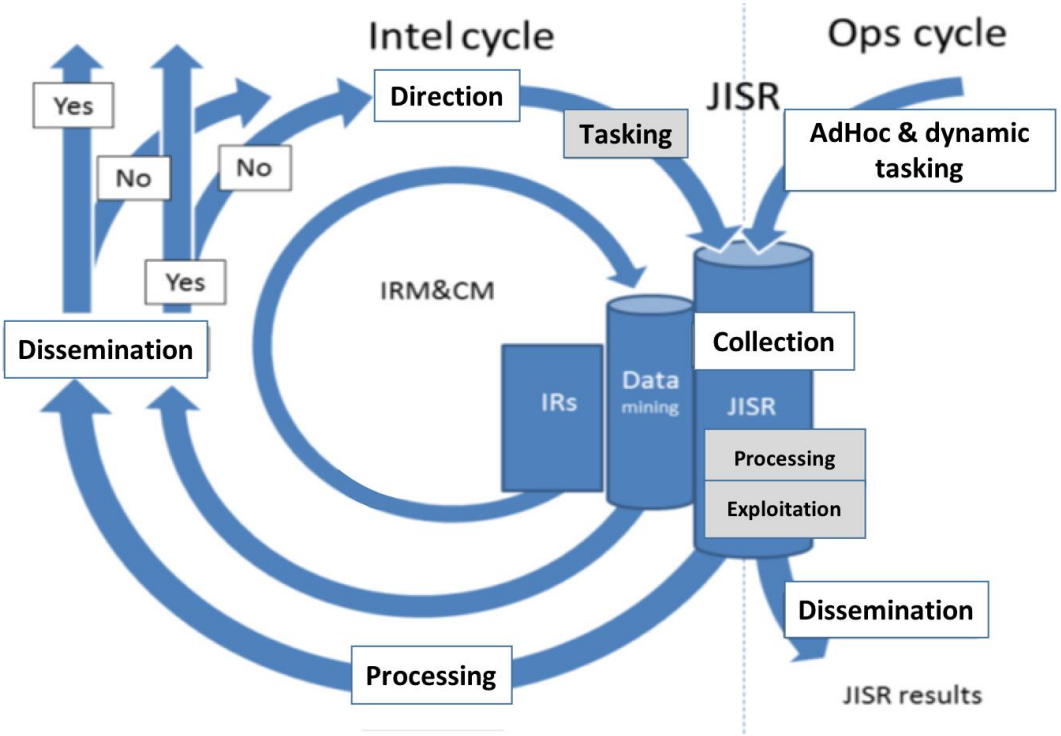

Figure 5: Generic IRM&CM function.

0202. IRM&CM is a management function, within the intelligence cycle, that is responsible for managing the process of answering IRs. This objective is achieved ensuring the utilization of all the existing data, information, JISR-results, intelligence, RFIs and the tasking of available collection and processing capabilities to satisfy IRs, and to support ISRR originating from the ops cycle.

0203. IRM&CM is dependent on seamless linkages between the various requesting, managing, tasking, production and distribution activities. Standardized doctrine underpinned by common, processes and interoperable systems will optimise sharing of requirements, plans, tasking requests and products.

Section II - IRM & CM considerations across the intel cycle

0204. In accordance with the IRM&CM steps detailed above, there are the following key considerations across the intelligence cycle :

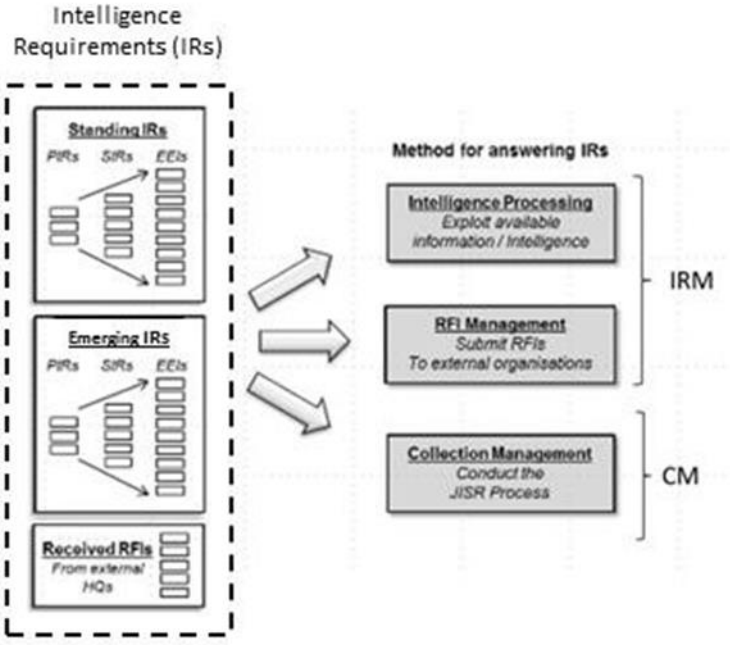

Figure 6 : IRs and the methods of answering.

2.1. Direction

0205. IRs in general are derived from commander's Critical Information Requirements but may come from any staff activity as agencies or RFIs (from any staff function or adjacent or subordinate command).

0206. Incoming IRs and RFIs are to be related to already existing or, when necessary, new IRs at some level of refinement. This is to facilitate that the activities of the intelligence function is guided from only one set of prioritized requirements.

0207. IRM ensures that IRs are validated, prioritized and refined into definable questions that can be answered by identifying and exploiting specific 'indicators' and or 'observations' pieces. IRM has to be flexible enough to deal with complex and multi-faceted as well as straightforward requirements.

0208. Once an IR has been refined to its EEIs (to include indicators), a coordinated process is essential to determine how best to fulfill the requirement. This could involve simply identifying already existing products answering the requirement all the way through to a complex set of collection, PED and processing activities.

0209. The validated and refined requirements are then mapped to the most appropriate resource to respond to them through collection, RFI or processing, and to what products should be disseminated, to whom, when, how and in what formats.

0210. These IRM&CM activities are coordinated and managed through an ICPP that identifies the IRs and is a detailed breakdown of how each IR is to be satisfied.

0211. This planning activity is a core IRM&CM activity, and it requires an awareness of the status, availability, current and planned activities of all available assets and capabilities. Additionally, it requires an awareness of the status and availability of all published intelligence reporting.

0212. During the validation of a collection requirement, the IRM & CM function must ensure that it is a collection effect that is being requested rather than a specific asset. This will allow collection management the ability to interpret the requirement and ensure the most suitable collection capabilities are selected.

0213. When collection management apportions capabilities in order to satisfy collection requirements, there are a number of generic issues collection management needs to consider.

0214. These include:

1. Availability of the capability;
2. Suitability of the capability;
3. Sensor performance of the capability.

0215. IRM&CM continuously monitors the progress and assesses the need for adjustments of the ICPP, and verifies if the requesters are satisfied with the delivered products. To that purpose, criteria for Measure of Effectiveness (MoE) and Measure of Performance (MoP) are to be implemented.

0216. The IRM&CM function relies on robust information management to maintain coherence and precision in all these activities. It is also dependent on dedicated software tools and databases (a Common shared dataserver for example) to manage the combination of large amounts of information and high demands of timeliness.

2.2. Collection

0217. The collection stage of the Intelligence Cycle is used to gather all the data, information or intelligence required to satisfy the IRs. The IRM&CM function is not just confined to tasking collectors. Collection can be done after tasking airborne/maritime/land, space and cyber space collection capabilities, but can also occur by sending RFIs.

0218. As per the final example, when there is insufficient data available to answer the information requirement, new collection must occur. To be able to collect the data that effectively answers the information requirement, the EEIs have to be formulated as one or more collection requirements. This is done by defining the measureable signatures and indicators related to the respective EEIs and identifying the appropriate collection effects and PED. Collection must not be considered in isolation, but must always have a very clear connection to how the results are going to be processed and disseminated in the following steps of the Intelligence Cycle. If no one can process the results, chances are the collection effort has been wasted.

0219. In some instances the best solution for resolving an IR will not be collection, but rather sending an RFI to another level, component (via higher HQ), unit or agency that is more capable of providing a timely answer.

2.3. Processing[4]

0220. The processing of data, information or intelligence is essential to satisfy the IRs. This processing consists of the five key activities collation, evaluation, analysis, integration and interpretation. Within this stage, the IRM & CM function needs to interact constantly with the analysts tasked with the intelligence products answering IR.

0221. IRM & CM will assure that:

1. existing products are optimised to fulfil the IR;
2. existing data and information is processed in order to make new products; through the tasking of the appropriate processing capabilities;
3. responses to submitted RFIs are processed; and
4. newly collected data, information and intelligence are processed through the tasking of the appropriate processing or PED capabilities and disseminated as JISR results back into the intelligence cycle.

0222. Processing needs to be planned in conjunction with the planning of collection and dissemination. Opportunities and limitations related to processing should be considered at the earliest stage as possible. These considerations need to include:

1. the format of the final product;
2. the level of detail required;
3. the level of confidence required;
4. the latest time intelligence is of value (LTIOV), which effects the timelines of related collection activity prior to intelligence processing;
5. classification and releasability;
6. priorities; and coordination with other processing capabilities.

0223. The servicing of an IR will only be effective when processing capabilities are prioritised effectively against collection capability tasking.

2.4. Dissemination

0224. The dissemination stage of the Intelligence Cycle is used to ensure that all relevant data, information, JISR-results and intelligence reaches the intended recipient as well as the broader Community Of Interest (CoI), and meets the requirements. Dissemination can occur as:

1. immediate dissemination of an already existing product;
2. dissemination of newly processed data and information (including responses to

[4] The term Processing within intelligence cycle (steps: direction, collection, processing, dissemination, - DCPD) differs from the term Process used in TCPED (JISR process) which means the conversion of data into information in a standard message format used to report the results of a tactical intelligence, reconnaissance or surveillance mission.

RFIs);

3. near real-time dissemination of data and information provided directly from collection capabilities (such as data-link dissemination of Full Motion Video - FMV)
4. dissemination of JISR results; and
5. dissemination of multi-source, multi-discipline fused intelligence products.

0225. Dissemination needs to be planned in conjunction with the planning of collection and processing the operation. Opportunities and limitations related to dissemination should be considered at as early stage as possible. These sub-bullets need to be considered when planning and operation. The planning is conducted by a team from J2, J3 and J6. Dissemination will be done through planned, established mechanisms. The only decision on dissemination during the IRM&CM process is whether the established dissemination architecture is sufficient to meet mission needs. Several standard alternative dissemination mechanisms should be planned for in the beginning. Only when there is a deviation, not planned for, is the consideration of the sub-bullet factors necessary, and this should be done in consultation with the J6, who is the communications expert. These considerations need to include:

1. the method and format of dissemination(connectivity, communications and
2. other means);
3. classification;
4. available bandwidth;
5. available data storage capacity;
6. levels of access to IT-systems and tool sets;
7. interoperability between collection capabilities, processing capabilities, the IRM & CM function and the requester ;
8. contingency solutions for data, information, JISR-results and intelligence that needs to reach those who need it urgently; and alternative ways and means for dissemination.

Section III - ICPP

0226. The ICPP is an evolution of the ICP to support the IRM&CM function at each level of command. ICPP is a management tool which serves as a constantly developing overview of the IRs and the scheduled activities for collection, processing and dissemination to fulfil these requirements. IRM&CM continuously monitors the progress and assesses the need for adjustments of the ICPP. This is essential for the tracking of an IR from its initiation until its successful completion.

0227.

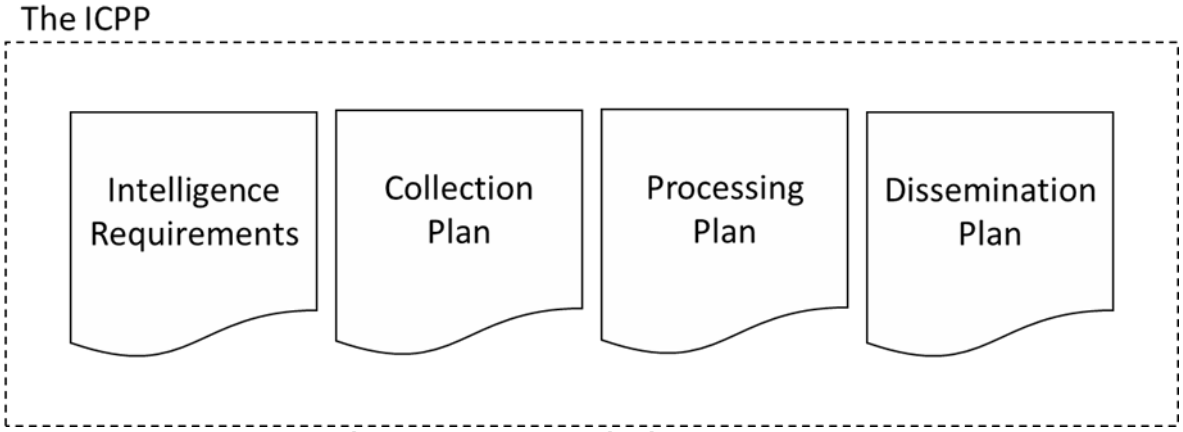

Figure 7 : Parts constituting an ICPP.

0228. Collection, PED, processing activities (including existing products, RFI responses and newly collected data, information, JISR-results and intelligence) will be coordinated, ensuring that intel products and/or JISR results are made available to all relevant recipients (inside and outside the HQ). The ICPP is updated to reflect the current status of the IRs. After dissemination, feedback is continuously used to improve the process of answering intelligence requirements. While the ICPP should be continuously updated, there are specific key points in which the ICPP is refined. Examples are as follows:

1. when a new IRs has been validated;
2. when an existing IRs is changed (for example re-prioritized);
3. when intelligence gaps are identified (after data-mining, RFI management, etc.);
4. when a validated CR has been tasked to a collection capability (including the associated processing and dissemination tasks);
5. when results out of collection are received;
6. when collection operations are aborted or diverted;

7. when, during processing, the existing information or collection results are deemed insufficient; and
8. when IRs are satisfied

Section IV - Assessment of IRM&CM activities

0229. Assessment of the effectiveness of the planned and actioned intelligence activities will be determined against established MoE and MoP, and is a two-way process between the requester and the IRM&CM personnel as well as between the IRM&CM personnel and the associated personnel involved in collection or processing capabilities.

CHAPTER 3 – IRM&CM key roles and TTPs

Section I - Introduction

0301. The TTPs are focused on the Joint Task Force - operational level responsibilities and should be adapted as appropriate for other subordinate levels as necessary.

0302. The tables below provide the recommended path to execute the IRM&CM functions, the staff involved and their interaction. J6, CIS support and Information Management are not mentioned at any specific point, but must be involved prior to the initiation of the process to ensure that the architecture is sufficient to support the IRM&CM function. Additionally, there must be sufficient virtual shared space & storage capabilities and bandwidth between them to ensure that dissemination can take place. In addition, the process relies on Specific Intelligence Tools for speed of processing, automation of certain IRM&CM functions and adherence to IRM&CM exchange (ICE) formats and applicable STANAGs.

Section II - IRM&CM roles

0303. IRM&CM functions aim to prepare commanders and their staff to effectively execute the Intelligence cycle during NATO operations including training and exercises. The IRM&CM functions manage the overall process and lead the intelligence contribution to operations.

0304. Demands for timely and accurate intelligence will always exceed the capacity available for the collection, processing, and dissemination. Therefore, clearly articulated intelligence priorities are critical to focusing the analytic effort on the right topic at the right time, which in turn should focus the employment of limited collection capabilities at the right time and place.

0305. The intelligence staff has overall responsibility for consolidating IR nominations from the HQ and for making the overall recommendation to the Commander regarding the approval of PIRs and their relative order of priority.

0306. Ideally, based on operational experience, best practices and lessons learned, at minimum, the IRM&CM functions could include, but is not limited to following roles:

1. Theatre Collection Manager (TCM): delegated by the commander, the TCM maintains the authority to conduct CRM and COM for a given operation and is supported by

Component Commands. (AIntP-14)

2. Chief IRM&CM: is responsible for the overall management of the activities to answer the intelligence requirements, including the maintenance of the ICPP wherein these activities are planned and tracked[5].
3. Collection Requirements Management: the CRM function is responsible for the deliberate planning of JISR tasks, typically up to 3 days in advance of execution. Their output, the CTL including PED, will be the basis against which the COM function executes JISR tasking. (AintP-14). The CR manager is responsible for handling deliberate and ad-hoc requirements. The CO manager is responsible for handling dynamic requirements.
4. Collection Operations is a management staff function to integrate collection operations into the overall operation plan (OPLAN) and has the authority to direct, schedule, prioritize and control specific collection operations and associated PED resources (AIntP-14). The CO management is responsible for handling dynamic requirements in close coordination with the TCM.
5. IR Management: is responsible for refining, prioritizing and validating IRs, for data-mining and tracking the IR within the ICPP including PIRs, SIRs, EEIs and Indicators.
6. RFI Management (RFI-M): it manages all RFIs. They will review, prioritize, validate, send and manage RFIs to subordinate elements, adjacent or higher HQs and agencies.
7. Information Management in support of Intelligence: is responsible for managing the information flow, including reports and returns, within the intelligence staff. It ensures adequate dissemination and is the primary POC for datamining.

[5] In some organizations, Chief IRM&CM and TCM functions can be assigned to the same person.

Section III - IRM&CM TTPs

Objectives	Activities	Who
IRM&CM TTP 1a: Collate received IRs	• From your Commander's CCIRs, your own IRs and your subordinate units and other agencies IRs: o What is the requirement? o What causes the requirement? o What is the correct and precise question? o What will the format of the answer need to be? o By when, and by what means, is the answer required? o Is the requestor entitled to the information?	IRM lead in conjunction with the requestor.
IRM&CM TTP1b: Validate and prioritize IRs.	• Does the requirement refer to an Intelligence Problem? • Does the requirement already exist as part of other IRs? • Are there mission, legal or policy implications to the IR? • Has the IR expired (either by passing its LTIOV, or by events making the IR no longer relevant)? • Prioritize in accordance with commander's direction and Annex C.	IRM lead in conjunction with SMEs.

IRM&CM TTP1c Refine IRs	• Develop PIRs from CCIRs • Develop SIRs • Develop EEIs • Develop Indicators related to PIRs, SIRs and EEIs as needed.	IRM lead in conjunction with analysts.
IRM&CM TTP 2: Conduct data-mining of existing information.	• Develop relevant search criteria and key search terms related to the IRs • Conduct search of all existing databases e.g. Coalition Shared Data (CSD). • If existing products answers the IR, disseminate to the requester. If needed data or information exist, create a new processing task to build a new product.	IRM lead in conjunction with analysts.
IRM&CM TTP 3: RFI management	• Fill RFI according to APP-11 (example annex XX), • Sent the RFI thru the official channels • Verify receipt of RFI • Re-evaluate the intelligence gaps in accordance with criteria from TTP 1b. • Where authorized conduct liaison with external agencies, flanking formations and components, etc.	IRM lead in conjunction with analysts.

IRM&CM TTP 4: Update ICPP.	• Update ICPP with newly validated IRs and their associated PIRs which have not been answered by research or RFIs. • Make sure that these updates are linked to a Named Area of Interest (NAI) when relevant. • Ensure updated ICPP is disseminated to the CoI, including relevant overlays.	IRM function.
IRM&CM TTP 5a: Prepare and prioritize CRs.	• Prioritize the IRs and add Collection detail to the IRs[6].	The beginning of this step is the hand-over point between IRM and CM leading the process.
IRM&CM TTP 5b: Validate CRs[7].	• Ensure that the CRs: o Have a feasible LRD/LTIOV which will address the Intelligence Gap. o What ISR effects (intelligence collection discipline) are required o When and how often these effects are required o Where the effects are required o What output is required (i.e. product type, classification and format)	CM lead with analysts in conjunction with the CRM and IRM.

[6] The prioritization of IRs is described in Annex B to AIntP-16; the prioritization of CRs and the CRL format is at Annex C to AIntP-14.

[7] Validation in this context refers to the necessary elements of a Collection Requirement (i.e. the Observable and Measurable elements), rather than the necessary elements of an Intelligence Gap as confirmed in steps 1 and 6.

	○ When the output is required (and how often)	
IRM&CM TTP 6: Develop CRL for the JCMB endorsement	• Collate output from Step 5b and ascertain what Collection PED and Processing capabilities are efficiently available from own assets. • Group EEIs for similar locations, intelligence collection disciplines and times in order to optimize the use of limited resources. • JCMB : participate in decision making process for tasking dedicated assets (the output is an agreed prioritized decision of what to collect). ○ The CTL including PED requirements is as an output of the JCMB is handed over to COM. ○ Start preparing the CXP. • Send CTL to COM for integration into operations planning and CXP development	Synchronize with J2, J3, J5, Component Commands Liaison Officers (LNO) CRM collaborates with collection and PED LNOs to synchronise collection and PED as an integrated operation. After the decision making process the lead is transferred from CRM to COM. Decision making process to include COM, J2, J3, J35, J5 and the Commander.
IRM&CM TTP 7 JISR TTP X Developing CXP	• Developing CXP[8] by allocating all tasks of the CTL to collection and PED	COM lead with CRM support.

[8] The CXP must include the validated Collection Task, what assets will conduct the collect, and where (eg by NAI) the collect must take place, what agency will complete the PED, to whom the processed information must be disseminated in what timeframe and how

	capabilities. • Publish CXP • Validate the CXP	
IRM&CM TTP 8: Tracking status of IRs	• Track IRs current status iaw ICPP • Identify issues with on-going activities and inform as required when replanning is needed. • Perform MoE and MoP.	IRM lead in conjunction with analysts, CM and CRM The requester must communicate to the IRM personnel if the IR has been satisfied and to what extent, highlighting those elements which have not been responded to. .irm is inherent in this step to track and archive the output of the IRM&CM process.

0307. In an emerging situation requests can be submitted after the completion of deliberate collection and PED tasking (to include CTL production and endorsement by the JCMB). These requests may be identified as emerging IRs, prioritized, validated and managed by IRM, if they do not require immediate collection.

0308. When emergent CRs need fast integration into existing collection, processing, and dissemination planning prior to execution, they go directly into the CM process as a draft CR for ad-hoc tasking. It is expedited through the CM process and is prioritized and validated by an approving authority, bypassing the JCMB and then integrated into the CTL.

0309. Requests may be ISRR, and managed by COM as emergent collection requirement, if they require collection to be executed in addition to the already decided CXP-assignments, in direct support to ongoing operations. Dynamic tasking and re-tasking is executed within the COM process. The COM staff controlling the JISR assets will integrate and manage execution of an ad-hoc or dynamic task. CRM and COM will collaboratively decide how to apportion the dynamic task, taking the commanders priorities into account. The CRM staff will assess the implication of the re-direction and determine how to best satisfy the CRs that were impacted by the re-directed assets.

0310. Specific Intelligence Tools are required. They must include sufficient collaborative bandwidth, an appropriate ICE format, automate the IRM&CM procedure as far as possible and be STANAG compliant.

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ANNEX A.- LEXICON

Part I – Acronyms and Abbreviations

ACO	Allied Command Operations
BICES	Battlefield Information Collection and Exploitation System
CC	Component Command
CCIR	Commander's Critical Information Requirements
CIS	Communication and Information System
COI	Community of Interest
CJTF	Combined Joint Task Force
COM	Collection Operations Management
CR	Collection Requirement
CRL	Collection requirements List
CRM	Collection Requirements Management
CSD	Coalition Shared Data
CTL	Collection Task List
CXP	Collection Exploitation Plan
EEI	Essential Element of Information
ENG	Electronic News-Gathering
FMV	Full Motion Video
HTML	hypertext mark-up language

ICE	IRM&CM Exchange
ICP	Intelligence Collection Plan
ICPP	Intelligence Collection and Processing Plan
INTEL-FS	Intelligence Functional System
IR	Intelligence Requirement
IRM&CM	Intelligence Requirements Management and Collection Management
JCMB	Joint Collection Management Board
JIPOE	Joint Intelligence Preparation of the Operational Environment
JISR	Joint Intelligence, Surveillance and Reconnaissance
LNO	Liaison Officer
LRD	Last Reporting Date
LTIOV	Last Time Information Of Value
MoP	Measurement of Performance
MoE	Measurement of Effectiveness
NAI	Named Area of Interest
NATO	North Atlantic Treaty Organization
OSINT	Open Source Intelligence
PED	Process, Exploit, Disseminate
PIR	Priority Intelligence Requirements
PMESII	Political, Military, Economic, Social, Infrastructure and Information
RFI	Request For Information

SIR	Specific Intelligence Requirements
SOP	Standing Operating Procedures
TCM	Theatre Collection Manager
TCPED	Task, Collect, Process, Exploit, Disseminate

Part II – Terms and Definitions

Actor
A person or organization, including state and non-state entities, within the international system with the capability or desire to influence others in pursuit of its interest and objectives. (AJP-2)

Agency
In intelligence usage, an organization or individual engaged in collecting and/or processing information. (AAP-6)

Analysis
In intelligence usage, a step in the processing phase of the intelligence cycle in which information is subjected to review in order to identify significant facts for subsequent interpretation. (AAP-6)

Collection
The exploitation of sources by collection agencies and the delivery of the information obtained to the appropriate processing unit for use in the production of intelligence. (AAP-6)

Collection discipline
Intelligence collection disciplines are the means or systems used to observe, sense, and record or convey information of conditions, situations, threats and events. (AJP-2)

Direction
Determination of intelligence requirements, planning the collection effort, issuance of orders and requests to collection agencies and maintenance of a continuous check on the productivity of such agencies. (AAP-6)

Dissemination
The timely conveyance of intelligence, in an appropriate form and by any suitable means, to those who need it. (AAP-6)

Evaluation
In intelligence usage, a step in the processing phase of the intelligence cycle constituting appraisal of an item of information in respect of the reliability of the source, and the credibility of the information. (AAP-6)

Information
Unprocessed data of every description which may be used in the production of intelligence. (AAP-6).

Integration
In intelligence usage, a step in processing phase of the intelligence cycle whereby analyzed information and/or intelligence is selected and combined into a pattern in the course of the production of further intelligence. (AAP-6)

Intelligence
The product resulting from the directed collection and processing of information regarding the environment and the capabilities and intentions of actors, in order to identify threats and offer opportunities for exploitation by decision-makers. (AAP-06) To be moved to Annex A part 2 (AAP-6).

Intelligence cycle
The sequence of activities whereby information is obtained, assembled, converted into intelligence and made available to users. (AAP-6)

Interpretation
In intelligence usage, the final step in the processing phase of the intelligence cycle in which the significance of information and/or intelligence is judged in relation to the current body of knowledge. (AAP-6)

Open source intelligence
Intelligence derived from publicly available information, as well as other unclassified information that has limited public distribution or access. It is derived from the systematic collection, processing and exploitation of open sources of information and data of any form in response to specific intelligence requirements (AAP-6)

Operational level
The level at which campaigns and major operations are planned, conducted and sustained to accomplish strategic objectives within theatres or areas of operations. (AAP-6)

Processing (intelligence cycle)
The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation. (AAP-6)

Source
In intelligence use, a source is a person from whom or a thing from which information can be obtained. (AAP-6)

Strategic level
The level at which a nation or group of nations determines national or multinational security objectives and deploys national, including military, resources to achieve them. (AAP-6)

Tactical level
The level at which activities, battles and engagements are planned and executed to accomplish military objectives assigned to tactical formations and units. (AAP-6)

Uncontrolled source
Uncontrolled sources are those not under formal control of an intelligence agency or organization, or specifically nominated intelligence staff. Therefore, they cannot be tasked directly. (AJP-2)

ANNEX B.- FROM CCIRs To CRs[9]

1. IR tracking means to track an IR from its emerging to its answering. This also includes the provision of feedback, from the originator to the IRM&CM Staff..
The status of an IR will change from its emerging to its satisfaction. Agreed status values contribute to a common understanding, and can be:

- Unvalidated
- Validated
- Consolidated
- Redundant
- Approved
- In Action
- Stopped
- Partially Completed
- Completed
- Unfulfilled

The tracking process is as follows:

a. Unvalidated. The default status when a new Intelligence Requirement is generated. Effectively, the Intelligence Requirement is in the process of preparation.

b. Validated. The IR is validated by considering its necessity, feasibility and completeness.

c. Consolidated. The IR was merged with other, already validate IRs.

d. Redundant (with reason). The IR is consolidated and identified as identical or overlapping with another IR in the Intelligence Collection and Processing Plan (ICPP) or in the Collection Exploitation Plan (CXP).

e. Approved. The IR was accepted and will be acted upon.

f. In Action. An ISR resource is in the process of executing an ISR task associated to an IR/EEI.

g. Stopped (with reason – Withdrawn or Cancelled). Withdrawn: the process to fulfil/answer the IR is stopped by the requestor (e.g. the IR is no longer of

[9] The process depicted in this Annex may be reviewed when AIntP-17 is ratified as the approved NATO JIPOE doctrine.

relevance to the operation). Cancelled: to differentiate between an IR that is "withdrawn" by the originator, or "cancelled" by the IRM staff, the user must state the reason for cessation of the IR.

h. Partially Completed. The IRM&CM staff receives a feedback by the requestor, stating that the IR has only been partially completed by a tasked ISR resource, RFI reply or Intelligence Processing.

i. Completed. The IRM&CM staff receives a feedback by the requestor, stating that the IR is evaluated as fully answered.

j. Unfulfilled. The IRM&CM staff receives a feedback by the requestor, stating that the IR has not been successfully completed.

2. PIRs are one part of the Commander's Critical Information Requirements (CCIRs). CCIRs are requirements identified by commanders as being critical in facilitating decision making process affecting successful mission accomplishment. CCIRs also include Essential Elements of Friendly Information (EEFI), Host Nation Information Requirements (HNIRs) if applicable and Friendly Force Information Requirements (FFIR). The intelligence staff is responsible to the commander for the adversary and environment focused PIRs.

3. PIRs are the critical intelligence requirements, for which a commander has an anticipated and stated priority in his task of planning and decision-making (AJP-2.1). They are standing intelligence requirements and should be exchanged with other HQs, and troop contributing nations as appropriate. PIRs should be tailored for each mission and address intelligence requirements that are appropriate for the HQ's level of command for a particular phase of an operation or exercise. The commander's PIRs are the starting point for the IRM&CM process.

4. PIRs need to be harmonized between the various levels of command: e.g., the Component Commanders / mission commanders PIRs should be connected with the higher echelon PIRs.

5. Commanders and Intel Staff should review the PIRs as often as necessary to accurately reflect the current concerns. Intel Staff co-ordinates changes to PIRs through the staff prior to forwarding them to the commander for approval.

INTELLIGENCE REQUIREMENTS
Prio 1 PIR: Does the plan of 16(NLD)MECHBn needs to be changed because of the behaviour of (possible) hostile groups. (ML/MD)
Prio 2 PIR: How can 16(NLD)MECHBn neutralize BdLAA in 16(NLD)MECHBn AOO?
Prio 3 PIR: Can the situation in the IDP camps be described as safe and secure?

Figure 8 : Examples of PIRs

6. Specific Intelligence Requirements (SIRs) are the questions that result from breaking down a PIR in its constituting parts. . IR managers and analysts at each level will develop their IRs to their simplest level, creating Essential Element of Information (EEI). An EEI adds detail to SIRs and are the basis to create collection requirements.[10]

PIR 3: Can the situation in the IDP camps be described as safe and secure?

SIR (Specific Information Requirement)	Link to indicator	EEI (Essential Element of Information)
10.1 Are their capacity problems in the camps		Report on number of IDPs
		Report on capacity of the camp
		Report on expected influx/outflux of IDPs
		Report on intentions of IDPs
10.2 What is the food situation in the camps?		Report on days of food supply (persons*day)
		Report on days of watersupply (persons*days)
10.3 What is the health situation in the camps?		Report on diseases in the camp
		Report on number people deceased last 7 days
		Report on cause of death
		Report on availlability of toilets/washing facilities
10.4 What is the security situation in the camps		Report on criminal activities(murders/kidnappings/ violent attacks etc)
		Report on recruitment activities in the camp

Figure 9 : Example of SIRs and EEIs

[10] AJP-2.1, Paragraph 3.9.

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ANNEX C.- RFI Management and RFI Format

1. Introduction: The aim of the Requests For Information (RFI) Management is to satisfy intelligence requirements with the appropriate answers provided within NATO, and/or partner unit/nations' external Agencies, IOs, and NGOs.

2. The RFI manager manages all incoming and outgoing RFI8. They will review, validate, prioritize, manage and further outgoing RFIs to subordinate elements, adjacent or higher HQs and agencies. Once validated, by SHAPE RFI replies are stored and recorded in appropriate IT systems and are therefore available to anyone having access to the system. IRM cells at all levels measure the satisfaction of all RFIs (feedback), the performances of the RFI process (Measure of Performance – MoP), as well as trends and patterns of the asked units (Measure of effectiveness – MOE).

3. Incoming RFIs which cannot be met with existing data, information, JISR-results and intelligence may result in forwarding the RFI to other agencies or in the formation of a Collection Request, either for the unit receiving the RFI, or as part of the wider IRM&CM process.

4. Format. The request will be titled Request For Information (abbreviated version RFI) and will use the format set out at Appendix 1. The request will include the validation number allocated by the validating authority. The process of validation implies that the requested information is not already available and is relevant to the mission of the originator. Only validated RFIs are to be forwarded, and the validating authority is responsible for monitoring and ensuring that the response is adequately evaluated.

5. Content. The request will follow the section headings as set out at Appendix 1 Only applicable sections need be used; mandatory items are indicated by the symbol * in Appendix 1

6. Rules. The rules to be observed in completing the RFI form are as follows:

a. IRM&CM Use Only: The IRM&CM staff of the originating unit has to import, in the related box, its validation number (VL NO), which is free text.

b. Section 1. This section groups all the necessary details of the senders and recipients:

(1) Originator: States the unit which has originated the RFI and which will be the final destination of the responses.

(2) Validated By: Indicates the organization validating the RFI and responsible for the response and reporting.

(3) Subject: Brief statement sufficient to identify the subject area on which information is required.

(4) Operation: Name of operation by NATO name and sub operation name from the leading command.

(5) Time recorded: The moment when the IRM&CM staff validates the RFI, therefore assigning it to another unit.

(5) For Action: List of nations, commands, agencies, organizations and units requested to provide a response.

(6) For Information: List of nations, commands, agencies, organizations and units which may have an interest in the response.

c. Section 2. This section contains the data necessary for RFI management:

(1) Status: Indicates the status of the RFI as follows:

(a) In Action: Meaning that responses are awaited.

(b) Stopped: Meaning that, by the due suspense date/time, no responses have been received, or that the RFI is no longer required.

(c) Completed: Meaning that, by the due suspense date/time, substantial responses are received.

(2) Priority: Assessment of priority is indicated by the originator. The priorities are from highest to lowest, from 1 to 4. The priority gives an indication how important the reply is for the originator and has to be worked at. The time indicator when the originator wants the reply is not to be set in this paragraph[11]:

[11] If, for technical reasons, the system used for RFI management does not allow to indicate, in this field, a Priority in the way described above, it has to be written in the Comments Field – Section 9.

(a) Priority 1: For information critical to the mission of the originator.

(b) Priority 2: For information of critical importance to current planning, operations or decision making.

(c) Priority 3: For information required for current planning, operations or decision making.

(d) Priority 4: For background information or information not directly affecting current planning, operations or decision making.

d. Section 3 This section contains target coordinates and activities as required:

(1) ID: Target BE# or other Target ID.

(2) Country Code: In accordance with STANAG 1059 and AAP-15.

(3) Target category: in accordance with STANAG 3596 or STANAG 2433 part 2 Annex A (FUNCTIONAL CODE).

(4) Location details: UTM or Geo. The originator has to define the format of the coordinates required. In the below table NATO standardized formats are shown and can be used in the request. When the originator is not able to use the format from the table, then the originator has to make clear what method the location is defined by.

.

Location	**Provides the location of the entity**	**Example**
latitude, longitude, degrees and minutes, 0-4 decimal places	Enter the location latitude and longitude	4520.3500N-02126.1500E
universal transverse mercator (UTM)	Enter "UTM:" followed by the location using the UTM coordinate system	UTM:32N2985945585243
military grid reference system (UTM) (MGRS-UTM)	Enter "MGRS:" followed by the location using the MGRS (UTM) coordinate system	MGRS:32UKA9859485243
universal polar stereographic (UPS)	Enter "UPS:" followed by the location using the UPS coordinate system	UPS:N20450002245522
military grid reference system (UPS) (MGRS-UPS)	Enter "MUPS:" followed by the location using the MGRS (UPS) coordinate system	MUPS:ZAK4500045522

national grid system coordinates	Enter "GRID:" followed by the location using a national coordinate system	GRID:SU654345

e. Section 4: This section contains details of the information required. In the interests of efficient and effective RFI management, it is recommended that the number of questions to which responses are required be kept to a minimum. If the number of questions should exceed six, it is recommended that consideration be given to breaking down the request into two or more RFI, grouping the questions by topic areas.

f. Section 5: This section refers to the collection requirements, as follows:

(1) Date(s) collection required: This is the name of the section which is used to indicate all dates regarding the RFI.

(2) Frequency of Reporting: Usually once, but it may have different periodicity. If required, additional details can be provided in the Section 9 “Comments”.

(3) Start/End Collecting at: The first and last date and time to begin and end collection. This is the timeframe when the expected information is available to be of any value to be used.

(4) Last Report Date: On or before LTIOV. This section should cover a period no longer than 6 months. There is an operation need for a RFI review after 6 months.

(5) Last Time Information of Value (LTIOV): The LTIOV is the acceptable extreme last date/time for the information to be provided, to be still useful.

g. Section 6: This section details the specific location accuracy required, if appropriate.

h. Section 7: This section must detail the justification for the request, explaining why the information is being requested and what the impact to the requesting unit is if satisfactory responses are not provided. Insert the relation of the RFI to the PIR/SIR/EEI of the operation, if it exists.

i. Section 8: This section gives the background to the request, detailing sources already consulted and the information already obtained on the subject.

j. Section 9: This section provides any additional comments offered by the originator.and the End User contact information

k. Section 10: This section states the communication media to be used for dissemination and responses.

l. Section 11: This section provides instructions as to the type and quantity of product being requested (e.g. text, picture, imagery) and the maximum level of security classification. Any restriction on the dissemination of the products, copyright or intellectual property rights must be clearly stated. Imagery requires the validation in time.

7. Security Classification: It indicates the maximum security classification requested for the RFI replies, including releasability caveats. It can be different from the security classification of the RFI.

8. Processing: The RFI should be processed through the NATO chain of command. RFI seeking national responses should be transferred, by the individual nations, to the respective national RFI system, directly or via that nation's NIC, if one exists. Once passed into national channels, the RFI will be handled according to individual national practices.

9. Responses: The RFI originator and serial number should be used as a reference and appended to all reports and other materials constituting the response.

APPENDIX 1 TO
ANNEX C TO
AIntP-16

SECURITY CLASSIFICATION

Request For Information

CCIRM USE ONLY
CONTROL NUMBER
YEAR
VL NO

1. ORIGINATOR :
VALIDATED BY :
SUBJECT :
OPERATION :
TIME RECORDED :
FOR ACTION :
FOR INFORMATION :

---

2. STATUS :
PRIORITY :

---

3 TARGET COORDINATES & ACTIVITIES
.

Name	
ID	
CC	
Category	

LOCATION DETAILS

---

4. INFORMATION REQUIRED

---

5. DATE(S) COLLECTION REQUIRED
FREQUENCY OF REPORTING :
START COLLECTION AT :
END COLLECTION AT :

LAST REPORT DATE :
LAST TIME INFO OF VALUE (LTIOV) :

6. LOCATIONAL ACCURACY REQUIRED:

7 . JUSTIFICATION

Intelligence Requirements	
PIR	
SIR	
EEI	

8. BACKGROUND

NUMBER OF ATTACHMENTS:

9. COMMENTS

END USER CONTACT INFORMATION
NAME:
ORGANISATION:
CLASSIFIED EMAIL ADDRESS:
TELEPHONE NUMBER:

10. COMMUNICATION MEDIA

11. PRODUCT TYPE, QUANTITY AND MAXIMUM CLASSIFICATION

MAX CLASSIFICATION:
RELEASABILITY:

QUANTITY: END OF TRANSMISSION

SECURITY CLASSIFICATION

ANNEX D.- ICPP

4 Sample Collection Plan

Priority Intel Requirements	Specific Intelligence Requirements	Essential Elements of Information	Frequency of Reporting	Product Required									

PIR	SIR	EEI	Activity	NAI	Reporting	Product	SHAPE	NIFC	MCC	LCC	ACC	NATION 1	NATION 2	OSINT	MASINT	SIGINT	ETC.	
PIR#1	SIR#1	EEI#1	What?	Where?	When?	Type?	✓			✓		✓		✓				
#2								✓	✓	✓	✓							
#3								✓							✓	✓		

Figure 10 : Example of a basic intelligence collection and processing plan (ICPP).

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ANNEX E.- CTL

(COLLECTION TASKING LIST TEMPLATE)

Annex H

Example Collection Tasking List Format

14-Feb-12

JFC's Mission Priorities (From the Joint Coordination Order)

1. Establish and maintain air superiority over own territory
02-Jan-12

Page 1

DARB Collection Priorities

Show the commander's collection priorities in either bullet or paragraph format. Explain in enough detail to ensure the higher, adjacent and subordinate commands fully understand the commander's [illegible].

1. Locate and track enemy Integrated Air Defence System (IADS) components
2. Locate and track enemy offensive air assets
3. Locate and track enemy Weapons of Mass Destruction (WMD) facilities and delivery means
4. Locate and track enemy 2nd echelon forces
5. Locate and track enemy command and control (C2) facilities
6. Identify enemy key lines of communication (LOC)

ANNEX H (Page 2)

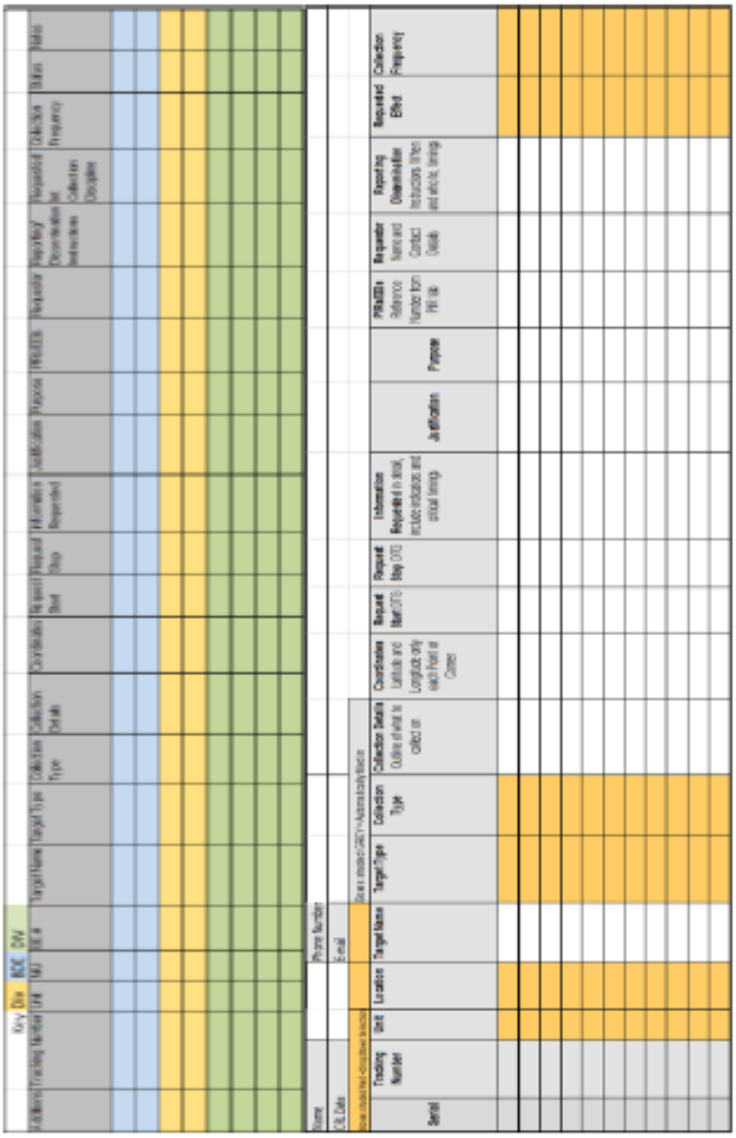
Example Collection Tasking List Format

Prioritised: Collection Tasking List 16 Feb 2012

Priority	Target Name/Area of Interest	Requestor	NRL/BE	Lat/Long	[illegible]n Target ([illegible])	[illegible]	Information Requested & Reporting Criteria	Reporting Frequency	Observer	Additional Remarks	X-Cue	Tasked To
1	CCL-NAI 1	CCL-HQ	12-0123 0123KA4566	1. 123456N 0123456W 2. 123456N	1900z-[illegible]	[illegible]	[illegible] vehicle movement [illegible] or more	Hourly	CCL Gnd Station		Predator	JSTARS
2	ACME Chem Weapons Stor Fac	I Corps	N/A	333333N 0333333W	1255z-1400z	5 km	Vehicles entering or exiting facility (5 or more vehicles)	Immediately	I Corps Gnd Station	Unconfirmed reports of WMD activity at site	JSTARS	Predator

Figure 11 : Example of CTL

Annex C: CTL Template	Annex C: CRL Template



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