**MARKET SURVEY – REQUEST FOR INFORMATION**

**DIANA Operating System**

**DIANA REFERENCE: NATODX-24-R-0009**

**The NATO Defence Innovation Accelerator for the North Atlantic ("DIANA") is seeking information from industry regarding DIANA's cloud-based, enterprise IT solutions to support operational growth and efficiency.**

**DIANA Point of Contact**

**Edel Esparza**

**procurement@diana.nato.int**

To: Prospective Solutions Providers and Allied National Points of Contact

Subject: **DIANA Market Survey – Request for Information (RFI)**

Reference(s):
A. C-M(2015)0025 –NATO Financial Regulations
B. AC/346-D(2024)0041 -DIANA Financial Rules & Procedures

1. The NATO Defence Innovation Accelerator for the North Atlantic ("DIANA") requests the assistance of solutions providers in the market within all NATO Nations input regarding cloud-based, enterprise IT solutions and components to support DIANA's continued operational growth.
2. This Market Survey is being issued to identify potential solutions and possible providers in the form of an RFI to solicit feedback on both the capabilities desired (as described below) as well as the path to create, build, and sustain them.
3. The broadest possible dissemination by National Points of Contact of this Market Survey Request to their qualified and interested industrial base is requested.
4. A summary of the objectives is set forth in Annex A of this document. Respondents are requested to reply via the questionnaire at Annex B.
5. The reference for this RFI - Request for Information is RFI **NATODX-24-R-0009**, and all correspondence and submissions concerning this matter should reference this number.
6. Nations are kindly requested to inform suitable companies that this RFI has been published on the DIANA website at: https://www.diana.nato.int/resources/site1/general/procurement/rfi.pdf.

7. Responses may be issued to DIANA directly from Nations and potential solutions providers to the Point of Contact indicated at Paragraph 10 below. Respondents are invited to carefully review the objectives in Annex A.
8. Responses shall in all cases include the name of the firm, telephone number, e-mail address, designated Point of Contact, an unclassified description of the capability available and its functionalities, and non-binding cost and pricing information. This shall include any restrictions (e.g., export controls) for direct procurement of the various capabilities by DIANA for users located throughout the territory of the NATO Alliance and potentially outside in the Alliance.
9. At this stage, clarification requests or any further questions are not accepted in return. DIANA reserves the right to invite respondents to discuss their response. This may include a product demonstration setup for validation purposes. The demonstration/ period shall be mutually agreed between the respondent and DIANA.
10. Any response to this request shall be provided on a cost-free and voluntary basis. Not responding will not prejudice or cause the exclusion of companies from any future procurement or purchase by DIANA.
11. Responses to this request, and any information provided within the context of this survey, including but not limited to pricing, quantities, capabilities, functionalities and requirements will be considered as indicative and informational only and will not be considered as binding on the participant or on DIANA within the context of any future acquisition.
12. DIANA shall not be liable for any costs companies may incur in the preparation or submission of responses or arising out of their participation in the RFI and this Survey shall not be regarded as a commitment of any kind concerning future procurement of the items described therein.
13. Responses are requested to be submitted to DIANA point of contract provided in paragraph 15 by no later than **17:00 UTC on Friday, 29 November 2024.**
14. Your assistance in this RFI request is greatly appreciated.
15. The DIANA point of contact for all information concerning this RFI is Mr. Edel Esparza, Procurement and Contracts Officer who can be reached at e-mail: procurement@diana.nato.int.

Yours sincerely,

*Edel Esparza*

Procurement and Contracts Officer

Enclosures:
Annex A: Summary of Objectives
Annex B: Questionnaire

# DIANA Operating System ("OS")
# RFI-NATODX-24-R-0009
# REQUEST FOR INFORMATION

## NATO DIANA

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Dear Prospective Solution Provider,

DIANA is about to embark on an ambitious program to build a comprehensive digital platform to support our mission of helping companies develop deep tech solutions to solve critical defence and security challenges. This platform will provide a wide range of self-service tools for innovators, accelerators, investors, test centres and DIANA's other ecosystem partners. Ultimately, our ambition is for DIANA OS to evolve into an Alliance-wide innovation ecosystem management platform that can serve the needs of DIANA, organizations within the NATO enterprise, and national governments.

**As part of our innovative approach, we want to engage with vendors who typically do not engage in government contracts.** We are looking for ***specialists*** in the areas outlined in this document, not generalists. We are looking for the best boutique user interface (UI) design firms that can deliver an ultra-modern, world-class user experience that is as beautiful as it is functional, the best backend development firms that eat, breathe, and sweat data at scale, and best-of-breed Software as a Service (SaaS) vendors with applications that can be seamlessly integrated into DIANA OS. We are looking for world-class technology companies who derive the majority of their revenue from delivering world-class technology solutions.

This RFI is being issued as an early engagement with the market and includes a comprehensive set of questions. This RFI is non-committal, but it is a good opportunity to begin collaborating and introduce a more dynamic communication procedure. **If you are a smaller, niche company, don't be discouraged!** Focus on the questions relevant to your expertise. Even if you only respond to 1 question, we are eager to hear from you if you can demonstrate that your team, technologies, and approaches will deliver unparalleled success for DIANA and our ecosystem partners.

While not responding to this survey does not disqualify you from future business opportunities, it is an important chance to inform DIANA about best practices, technologies, and other critical elements that will shape our future efforts. Thank you for engaging with us. We look forward to partnering with you to build a stronger DIANA and together contribute to a more robust Allied innovation ecosystem.

Yours sincerely,

James White
IT Lead, DIANA

# ANNEX A SUMMARY OF OBJECTIVES

## 1. GENERAL

### 1.1. PURPOSE

This Request for Information ("RFI") seeks input on solutions to support DIANA's continued operational growth. The RFI intends to solicit best-practice guidance on:

- solution architecture approaches including best of breed Software as a Service capabilities ("SaaS"),
- procurement approaches,
- cost and effort estimates, and
- security implications for options provided.

The DIANA Operating System ("DIANA OS") will be a comprehensive 100% cloud-based enterprise technology stack that supports the entire DIANA operating cycle – from Innovators applying to DIANA Challenges through adoption of innovator solutions by NATO and NATO Allies. It must meet the various needs of innovators, NATO Allies, accelerator sites, test centres, mentors, investors, and beyond. DIANA OS must be efficient and performant, scaling to support traffic of potentially hundreds of simultaneous users with different tools and functionality tailored to user roles.

Every element of DIANA OS should support our key objectives to:

- Increase the maturity of DIANA Innovators, i.e., support DIANA programmatic elements - the Innovator journey though DIANA's Accelerator Programme.
- Increase adoption of DIANA Innovator solutions
- Increase investment in DIANA Innovators

Following this RFI, DIANA may issue one or more Requests for Proposals (RFP) to seek solutions to specific elements of OS. More details related to the procurement process will be provided via the RFP.

In addition, DIANA will procure many elements of OS through commercial channels using products and services available off the shelf or with limited customisation on a commercial basis.

### 1.2. WHAT IS DIANA?

NATO Allies established the Defence Innovation Accelerator for the North Atlantic ("DIANA") to engage deep tech innovators with dual-use solutions in Allied countries. DIANA provides innovators with tailored support and helps to fast-track technological solution adoption for defence and security bodies.

DIANA aims to accelerate development of emerging and disruptive technologies ("EDTs") in the areas of AI, autonomy, biotechnologies and human enhancement, quantum technologies, energy and propulsion, novel materials

and manufacturing, big data processing, new communication technologies, and space.

DIANA is based in London, United Kingdom and includes regional offices in Halifax, Canada and Tallinn, Estonia. In addition, DIANA currently leverages a transatlantic network of over 20 accelerator sites and close to 200 test centres in innovation hubs across the Alliance (map available on the DIANA website). This network will continue to grow.

DIANA opened its call for participants in five challenge programmes in mid-2024. Selected challenge awardees will receive funding to iterate their solutions and participate in the DIANA Accelerator Programme starting in early 2025. Once DIANA achieves full operating capability in 2025, DIANA will run up to ten challenge programmes per year and have the capacity to interact with hundreds of innovators each year across its network of accelerator sites and test centres in NATO countries.

## 1.3. DIANA OS CORPORATE OBJECTIVE

By providing a unified technology stack that connects and empowers stakeholders across the DIANA ecosystem (both internal and external), DIANA OS will facilitate seamless collaboration, provide secure information sharing, and enable automation in areas that currently require significant manual effort.

In the future, DIANA OS may evolve into an Alliance-wide innovation management portal providing a focal point where innovators can discover and apply for innovation programs being run within the NATO enterprise as well as those being run throughout the Alliance. Additionally, DIANA OS elements will achieve security accreditation by NATO through a collaborative effort between the DIANA IT and Security staff, other NATO bodies, and our DIANA OS vendors.

## 1.4. DIANA OS – SCOPE AND REQUIREMENTS

Table 1 below captures rough orders of magnitude for the number of communities of interest to DIANA that would be leveraging and accessing DIANA OS.

| | Current | Future – 1 Year | Future - 5 Year |
|---|---|---|---|
| Cumulative Innovator Applications | ~3900 | ~9000 | ~28000 |
| Cumulative DIANA Innovators | ~120 | ~250 | ~700 |
| Alumni | ~44 | ~120 | ~580 |
| Mentors | ~1500 | ~2000 | ~3200 |
| Evaluators | ~110 | ~300 | ~600 |
| DIANA and other Allied Users (Personnel, Board Members, Stakeholders) | ~200 | ~400 | ~800 |

*Table 1 - These are notional estimates*

In addition, outlined below are some of the major life cycle activities and where DIANA OS will provide digital support.

- **Applications Responding to Challenge Calls, Evaluation of Proposed Solutions, and Onboarding of Selected Innovators**
    - Accepting Challenge applications from Innovators,
    - Streamlining support to Innovators during the application and evaluation period,
    - Supporting challenge feedback mechanisms by DIANA and supporting staff (such as evaluators),
    - Automating the processes, data integration and collaboration for Challenge evaluation and management, including automatic sifting to reject non-compliant applications, supporting evaluators and other users executing application reviews, down-selection processes, due diligence, and final cohort selection,
    - Automation of Innovator to Accelerator matching and assignment,
- **Accelerator Experience for Selected Innovators**
    - Provision of continuous feedback to Innovators throughout the acceleration process,
    - Automation of the Testing, Evaluation, Verification and Validation (TEVV) planning and funding process for Innovators. This includes identifying testing facilities, funding request submission, tracking approvals, capturing agreements, and tracking payments to the test centres for approved TEVV activities, as well as secured data sharing of results and insights from TEVV activities back with accelerator sites, mentors, stakeholders, and innovators.
- **Rapid Adoption of Solutions**
    - Streamlining information sharing between DIANA, Innovators, operational end users, investors, and other stakeholders regarding Innovator progress, results, needs, capabilities, and roadmaps throughout the programme,
    - Utilising AI and other automation capabilities to accelerate the Rapid Adoption of Innovator technologies for defence and non-defence use cases,
    - Provision of tools and external system integrations to support the innovators for their scaling and adoption into civilian and defence markets,
    - Integration through Application Programming Interface (“API”) with other Allied innovation program software systems at both the

application and acceleration phases where technically feasible and security requirements are met.

- Tracking Innovators and their solutions through the DIANA Challenge and Accelerator Programmes.
- Facilitating interaction between Innovators, DIANA, and stakeholders, including by providing requests for information and feedback to Innovators based on what users learn about their solutions on the platform.
- Sharing potential testing, experimentation, commercial, and procurement opportunities with Innovators.

## 1.5. SOURCING APPROACH

DIANA seeks advice on various procurement approaches including but not limited to:

a) A single vendor provided, all-encompassing solution,

b) A "separation of concerns approach" where:

   a. One vendor is responsible for all back-end services that are exposed through a well-defined API layer

   b. An Independent Verification and Validation ("IV&V") contractor to ensure the API meets functional, security, and performance requirements

   c. One or more vendors providing user interface solutions,

c) An open-source program approach with one company providing overall architecture support and managing the open-source baseline supported by an ecosystem of commercial and non-commercial entities supporting development of various aspects of the solution.

These options are represented in Figure 1 below:

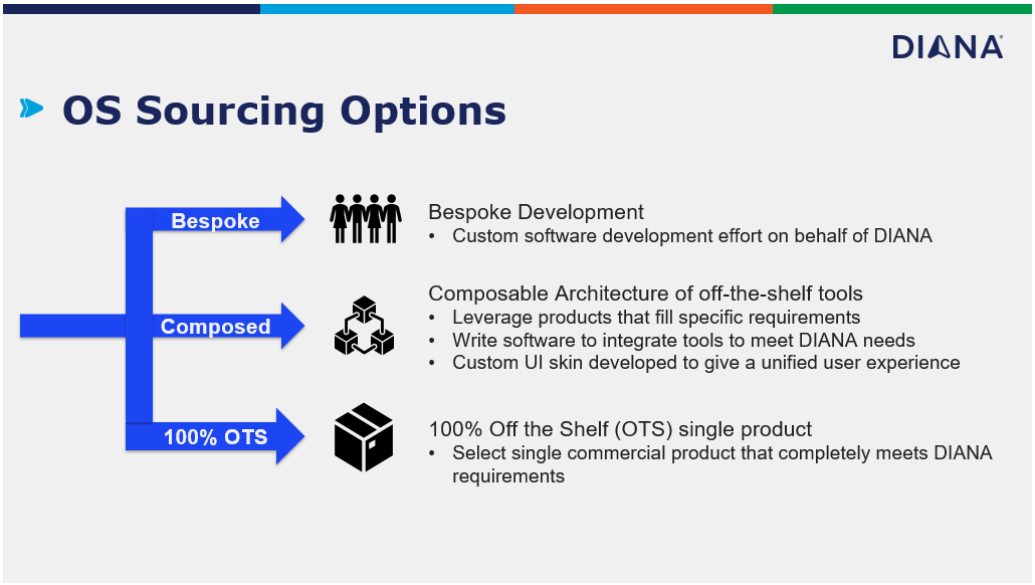


*Figure 1 - DIANA OS Sourcing Options*

To fully deliver these capabilities in a timely fashion, the DIANA IT team is favouring the use of a composable architecture where multiple vendor SaaS solutions are integrated with a lightweight bespoke backend and where functionality is exposed to end users through a unified user interface (UI) layer as outlined in Figure 2 (n.b., the "Composed" line in Figure 1 above.)

Figure 2 below shows three main layers of DIANA OS which comprehensively provide the integrated solution. These layers are:

- Data Layer (bottom): Existing tools and data sets: The foundational layer which will allow all applications and tools to store data in a secure manner with data consistency and role-based access.
- Middleware (middle): Integration fabric and data fusion: Middleware connecting data elements from distributed systems (including SaaS and custom) will be integrated to meet DIANA business requirements.
- Presentation (top): A custom user interface that provides unified, single-sign-on access to all applications and tools which are relevant to a user's roles, and skins all tools with DIANA branding.

Through this RFI, we want to explore options from industry that we can use to ensure that the tools we develop and SaaS solutions we use are interoperable and can be used with single-sign on to present users with role-based access to a system with a unified UI.

Of course, we are open to other architectural approaches and hope to see alternatives presented by companies in their proposals; including using best of breed Software as a Service solutions (such as products specific to innovation and challenge management), development of custom software, or some combination of the two types of offerings. Most important is that the final solution architecture is agile, scalable and open while at the same time limiting vendor lock-in. **All data stored and processed through DIANA OS must always be portable and transferable from any one solution, vendor, or proprietary domain.**

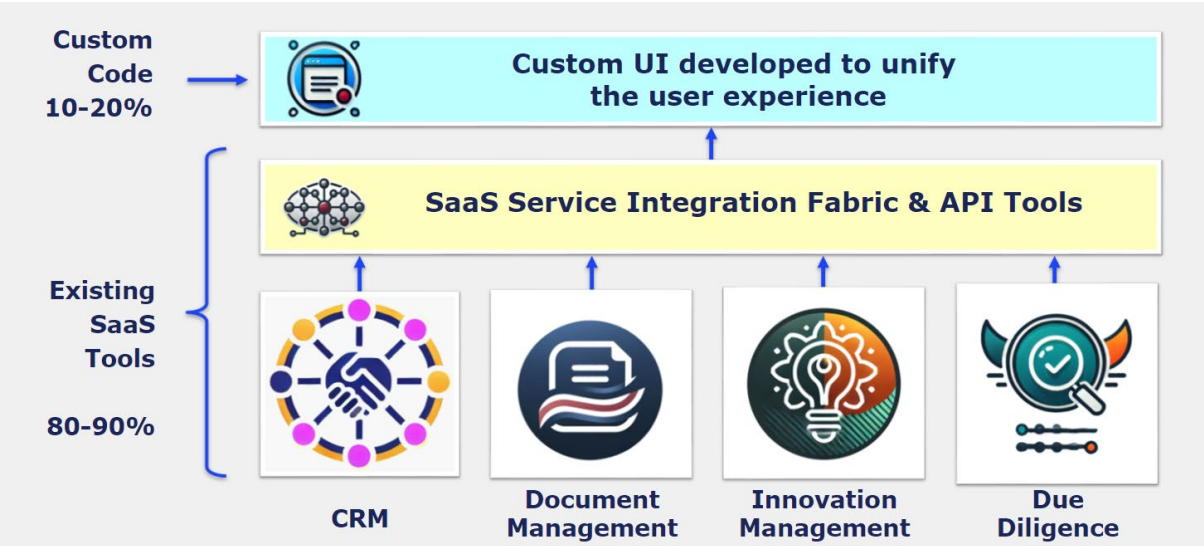


*Figure 2 - DIANA OS Composable Architecture*

DIANA also seeks advice and high-level plans from vendors regarding the cost and time to implement their portions of the architecture identified as in scope for this RFI.

## 1.6. SECURITY AND ACCREDITATION

DIANA OS will obtain NATO Communication and Information Systems ("CIS") Security Accreditation. DIANA also seeks input from potential vendors on existing security accreditation and standards that proposed solutions have already obtained, including, for example, NATO nation security accreditation (e.g. US FedRAMP or DoD Cloud Computing Impact Levels).

All data in DIANA OS must be processed, stored, and transmitted within NATO Member States.

## 1.7. INSTALLATION, CONFIGURATION, AND INTEGRATION

For SaaS tools we will need to understand how these applications integrate to custom generated solutions both from a technical integration perspective (such as Application Programming Interfaces) as well as the time and cost associated with developing and maintaining such integrations.

For custom software, we need to understand how CI/CD pipelines can be used, other development / deployment patterns, installation scripts, and other related matters for installation and support.

Proposals will need to consider that the final DIANA OS platform may include 'customer furnished equipment' (both current and future).

## 1.8. DIANA OS DESIRED CHARACTERISTICS

The solution architecture should exhibit the following characteristics:

a) **Usability:** The DIANA OS user experience must be intuitive and not require dedicated training. Advanced features should include guided help and / or short videos for task specific training so users are able to quickly learn how to use the system without having to invest significant time in reading substantial documentation or taking courses. DIANA OS should "delight the user" in a way that draws people to the platform and drives adoption.

b) **Tailored and Unified User Experiences:** The value of DIANA OS will be the smooth integration of capabilities and tools necessary for DIANA operations across a variety of business requirements and unique user groups. Even within a given set of users such as the Innovators, the interactions with DIANA OS must be consistent and intuitive to ensure Innovators stay in the DIANA ecosystem.

c) **Elastic Cloud Operations:** DIANA OS must be able to quickly scale up and down compute and network resources based on demand. DIANA's business needs change significantly throughout the year (e.g., higher consumption during challenge application and evaluation phases, lower consumption at the beginning of the acceleration phase). Utilization of cloud services should be elastic and scale according to demand (e.g., this should be easy to achieve with a containerized architecture).

d) **Collaboration:** DIANA OS must enable DIANA and other ecosystem stakeholders to collaborate across different business areas. DIANA OS must foster a culture of secure but open innovation and collaboration.

e) **Open Architecture:** The DIANA OS will adhere to industry standards wherever possible. This includes items such file formats, documentation styles, and APIs. This approach will minimize the need for learning bespoke offerings and reducing time and effort for integration.

f) **Composability:** DIANA OS must offer DIANA the ability to adapt to evolving business needs swiftly. DIANA must be able to compose new capabilities quickly and adapt existing ones to changing business needs. There must also be separation between the components executing the work and the visualization shown to the users.

g) **Leverage Existing Offerings:** There are likely several existing innovation platforms, matching AI algorithms, and other tools available that can address some of the DIANA requirements. The intent of DIANA OS is to identify and leverage SaaS products where possible and fuse them together in a manner that meets DIANA business requirements while reducing the burden on DIANA staff to do this manually.

h) **Reporting:** DIANA OS must include highly configurable, automated reporting and data visualization capabilities that enable DIANA staff, the DIANA Board of Directors, and Allies to gain insights into DIANA operations and the impact achieved by DIANA and its ecosystem partners. Reporting and access to data must be appropriately controlled and secured through industrial, national, and NATO standards (Section 1.4 above).

i) **Integration:** Essential data in DIANA OS will be accessible through security-controlled APIs thus allowing integration with other IT systems inside DIANA, within the broader NATO enterprise, amongst the Allies, and amongst DIANA affiliated organisations (e.g. test centres and innovation accelerators hosted by NATO nations).

j) **Secure:** DIANA OS must be secure-by-design with security considered at the earliest stages of the development process. It must be both cyber protected (i.e., secure) and cyber resilient (i.e., can be quickly restored to operational state following a breach or cyber-attack).

k) **Vendor Agility:** Building on the principles of composability and open architecture, DIANA OS will be designed to give DIANA the flexibility to replace underlying system components with minimal effort.

l) **Leverage AI and Automation:** DIANA OS must leverage AI and automation to establish effective stakeholder engagement and DIANA process management at the projected scale. These business processes include but are not limited to items such as:

- Document registry functions (such as document ingestion, transmission and tracking),
- Task functions including assignment, status, and delegation,
- Funding dispersal,

- Multi-variable matching processes such as test centres, mentors, experts, investors, end-users), and integration opportunities
- Automated review and recommendations at various stages in the DIANA lifecycle,
- Continuous Innovator insight including status on items such as business acceleration, testing, integration.

It is understood that some of these capabilities may be provided by external SaaS tools, however the fusion and integrated view of this information is unique to DIANA and may likely be custom built. It should be noted that DIANA business processes span internal and external users that use a variety of identity providers. Accordingly, any automation tools must function normally irrespective of the identity provider of the end users.

As this is an RFI, we do not expect final or detailed pricing, ROM costs are sufficient to inform our decision-making processes. The collected information will be used to assess whether DIANA's technical ambitions and requirements align with market capabilities and to assist in identifying the optimal solution architecture, along with the appropriate procurement and program management strategies.

Any prospective participant that declines to respond to this RFI will remain eligible to take part in any eventual sourcing process.

## 1.9. SCOPE

The information requested in this RFI relates to the following areas:

- Consider the degree to which commercially available capabilities ("SaaS") are likely to meet DIANA's business requirements.
- Consider the degree to which custom software is likely to meet DIANA's business requirements.
- Consider what option(s) would best meet DIANA's needs considering different architectural approaches (e.g., SaaS only, custom software, SaaS and custom software integrated).
- Consider what hosting approaches would best meet DIANA's needs –Public cloud (i.e., a hyperscaler), private cloud, or a blended approach. And consider portability of the platform such that if DIANA OS services need to be relocated they can be moved between hyperscalers (i.e., cloud platform agnostic), or from public cloud to private cloud and vice-versa.
- Learn more about the current state of the art in SaaS solutions and integration opportunities.
- Obtain cost estimates for various options including license or subscription fees, annual maintenance costs, hosting fees, and other ongoing costs for budgetary and planning purposes. We are looking for RFI survey respondents to help us identify all costs with the development, deployment, operation, and maintenance of the entire DIANA OS platform.
- Obtain schedule estimates to define, develop, install, configure, deploy and maintain DIANA OS, using a phased approach.

- Obtain staffing estimates to prepare for, implement, manage and maintain DIANA OS.
- Consider different user interaction / user interface paradigms including a comprehensive platform approach (e.g., LinkedIn) vs an app-based paradigm, or some other user interaction approach.
- Consider different procurement approaches including single vendor, multi-vendor based on a separation of concerns, or open-source programme (or some combination thereof).
- Inform the development of a comprehensive RFP (or RFPs) to acquire the platform through a multi-year programme but with solid minimum viable products (MVPs) delivering in 2025.

# 2. RFI PROCEDURE

## 2.1. PROCUREMENT PROCESS SUMMARY

This RFI is the first step in a new process that DIANA will follow for DIANA OS. The intent of this approach is to collaboratively work with providers to focus on outcomes and enable co-creation of the solution. DIANA intends to engage with the market throughout this procurement process and work collectively with providers to ensure business requirements are understood, and the best possible solution from both a technical and business support perspective is created.

Following the release of this RFI there will be a vendor conference (or possibly multiple vendor conferences) where DIANA will engage with industry in an interactive manner to further refine our plans and allow industry to identify and discuss capabilities that could be created, integrated and/or leveraged to produce meaningful value to DIANA. Participation in these information exchanges is not mandatory, but highly encouraged.

The final outputs of this RFI will be used in follow on procurements which can take a number of forms including, but not limited to, streamlined procedures, commercial purchases, and RequestS for Proposal based competitive bids.

## 2.2. RFI STAFF

Responses to this RFI will be reviewed by staff from different functional areas within DIANA to provide the most diverse and comprehensive perspectives to this review.

## 2.3. CONFIDENTIALITY

DIANA may incorporate industry comments and responses to this RFI, in part or in whole, into the future release of RFPs, requests for quotations, or other processes related to the procurement of related goods and services. RFI participants that include data in their responses that they do not want disclosed to the public for any purpose, or used by DIANA except for internal evaluation purposes, must:

1. Mark the title page as follows:

   *"This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed -- in whole*

*or in part -- for any purpose other than for NATO internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit NATO's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]"*

2. Mark each sheet of data to be restricted as follows:

   *"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document."*

### 2.4. RESPONSE TO THE RFI

Responses must be submitted to the DIANA procurement email procurement@diana.nato.int. All correspondence concerning this RFI should include the reference RFI-NATODX-24-R-0009 in the subject line.

Responses must be attached as a single compressed file archive (less than 10MB) including the required response (ANNEX B) and additional materials that participants consider relevant.

While responses to RFI will not constitute the basis for selection, DIANA may, at its own discretion establish a pool of participants for the collaboration workshops held under the procurement procedure. Selected participants may be invited to participate in oral presentations. Not all RFI respondents will be invited to present. Presentations should include examples or demonstrations of previous relevant work as well as discussions about how the participant would approach the NATO DIANA OS requirements as articulated in this document.

### 2.5. CORRESPONDENCE

All questions relating to this RFI will be addressed through the DIANA procurement email procurement@diana.nato.int and reference RFI-NATODX-24-R-0009 in the subject line.

### 2.6. CLOSING DATE

Responses to this RFI must be received by the point of contact specified above, not later than **17:00 UTC on Friday, 29 November 2024.**

### 2.7. EXTENSION OF CLOSING DATE

There will be no extensions granted for this RFI. We encourage partial responses and reiterate that this RFI is for information gathering only.

## 3. DISCLAIMER

### 3.1. NO REIMBURSEMENT OF COSTS

This is a request for information only and your response shall not be construed as an offer. This request for information does not commit DIANA to pay any costs incurred in the preparation of any submission or any kind of participation into this RFI, or to contract for goods or services.

## 3.2. RIGHT OF CANCELLATION OR MODIFICATION

DIANA reserves the right to cancel or suspend, at any time, this request for information partially or in its entirety. No legal liability on the part of DIANA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant to this RFI for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective RFI participants shall be done considering and accepting these terms and conditions.

## 3.3. ELIGIBILITY AND ORIGIN OF EQUIPMENT AND SERVICES

Only companies domiciled in a NATO member nation that are also eligible to do business with the government of such NATO member nation are eligible to engage in this process.

NATO member nations currently include the following nations (in alphabetical order):

ALBANIA, BELGIUM, BULGARIA, CANADA, CROATIA, CZECH REPUBLIC, DENMARK, ESTONIA, FINLAND, FRANCE, GERMANY, GREECE, HUNGARY, ICELAND, ITALY, LATVIA, LITHUANIA, LUXEMBOURG, MONTENEGRO, NETHERLANDS, NORTH MACEDONIA, NORWAY, POLAND, PORTUGAL, ROMANIA, SLOVAKIA, SLOVENIA, SPAIN, SWEDEN, TÜRKIYE, THE UNITED KINGDOM and THE UNITED STATES.

## 3.4. FOLLOW ON PROCUREMENT

Issuance of Requests for Proposals (RFP) resulting from this RFI is not guaranteed. The Purchaser's decision to issue Requests for Proposals (RFP) will be based on budget approval and availability. DIANA may also opt to procure elements of DIANA OS using other procurement processes, including by procuring solutions off the shelf or with limited customisation on a commercial basis where appropriate.

# ANNEX B QUESTIONNAIRE

**Please COMPLETE the table below and provide brief answers to any of the OPTIONAL questions that follow the table which are applicable to you in a document that does not exceed 20 pages (including diagrams and tables). You can answer ONE QUESTION, SOME QUESTIONS, OR ALL QUESTIONS, as you deem appropriate. You can answer the optional questions individually or you can draft an overall response addressing whatever relevant optional questions and incorporating as much other relevant information as necessary or useful.**

| | | |
|---|---|---|
| | Company name | |
| | Company address | |
| | Company web page | |
| | Proposed products/services | |
| | Main market/customers | |
| | Number of years in the market | |
| | Company location(s) | |
| | Number of Employees | |
| | Pricing Model (Specify how you charge for your solution: Licensing (Per User? Per Location? Consumption?), Hourly Rates, Implementation Services, Cost for Addition of Integrations or New Features, etc.) | |
| | Rough Order of Magnitude<br><br>Using the Table at 1.4 above as a **rough estimate to which you are not and will not be bound in any further procurement or purchasing process…**<br><br>1. What would be the estimated costs for implementing your solution?<br>2. Can you provide a detailed breakdown of costs for different components of the solution? | |

| | | |
|---|---|---|
| | Contact person and responsible for answering this RFI (Name) | |
| | Telephone | |
| | Email | |

**OPTIONAL QUESTIONS:**

General and Background Information

1. What is your company's experience with developing and implementing SaaS-based digital platforms for organisations like DIANA?
2. Can you provide case studies or examples of previous projects that are relevant to DIANA's needs?
3. Please state if you have prior experience with NATO, innovation challenges, investing, services, and/or implementation relevant to this RFI and in this industry (intergovernmental). If you do have experience, please list examples and timeframes.
4. What is the major benefit of choosing your company rather than a competitor?
5. Please indicate the primary model under which you would supply solutions to DIANA (e.g. provision of specific existing off-the-shelf software and related implementation services, custom software development, managed provision of services, consulting and project management, etc.) as well as, where applicable, your approach to software licensing.
6. Please provide a summary of best practices, recommended strategies, and lessons learned that would provide "best value" solutions for DIANA.
7. How does your solution align with open-source standards and what open-source components does it utilise?

Technical Architecture and Integration

8. Please describe your proposed solution (i.e., is it comprehensive or are you proposing to support only one or more specific functions, front-end or back-end development, etc.)

9. What is the overall architecture of your proposed solution?
10. Describe the recommended technical delivery platform for the proposed solution. As appropriate, describe the architecture that supports the solution, and critical technical components that are required. If the proposed solution can be offered on multiple platforms (e.g., private cloud vs. implementation on a hyperscale cloud platform), provide a brief description of other platforms available. Discuss advantages or disadvantages that DIANA should consider when selecting the technical platform.
11. Does your solution handle integration with existing systems and third-party applications through APIs? If yes, please briefly describe the nature of the APIs (e.g., REST, OpenAPI, WebSockets, etc.) and how you secure the API endpoints.
12. What security measures are in place to protect data during development, integration and operation?
13. We are committed to developing DIANA OS using Secure-by-Design principles. Please indicate what you know about these techniques and how you plan on ensuring the platform is secure, especially if the platform contains multiple components (including custom software and SaaS).
14. For any code specifically developed for DIANA OS we aim to develop a solution that can be utilised license-free within the NATO Enterprise and amongst NATO Allied governments. What parts of your solution can be developed under NATO's NCoDe open-source license or a similar open-source model? (n.b., we do not expect existing SaaS solutions to be offered license free, only code developed specifically for this project such as integrations and other customizations).

<u>Customisation and Scalability</u>

15. To what extent can your solution be customised to meet DIANA's specific needs?
16. What is involved in customizing the software?
17. Does the proposed software have tools that enable non-programmers to develop new business processes in the system? (E.g. new fields/files, changes to screens, new screens, etc.)
18. What percentage of your envisioned solution(s) uses custom-built software vs. existing Software as a Service (SaaS) solutions that are offered to other companies?
19. If you are proposing to use third party SaaS providers as a part of your solution, can you elaborate on your previous work experience with these SaaS providers?
20. How scalable is your solution to accommodate a growing number of challenges and participants?

Implementation, Testing and Deployment

21. What is your proposed timeline for implementing the solution?
22. What resources (time, personnel, budget) are required from DIANA for implementation?
23. What are the major milestones in your implementation plan?
24. Please describe your approach to testing and the resources and time required for different types of testing.
25. Please provide an estimate of the typical implementation timeframe to reach an MVP for your proposed solution.
26. What staffing needs will the proposed solutions require of DIANA for implementation, support and long-term management?
27. Can you provide a written statement of work outlining what work will be performed as part of the implementation?
28. Is there a flat fee or capped number of hours associated with that work?
29. Describe any suggested activities that DIANA could complete prior to the start of the implementation project that would de-risk, accelerate, and facilitate the implementation effort.
30. DIANA is considering having a clear separation of concerns between the backend development and the frontend development. How would you coordinate with another company handling either the backend or the frontend development to ensure seamless integration?

Training and Support

31. What training materials and programs do you provide for users of your solution?
32. What training delivery methods are available? (videos, in-app guides and chatbots, webinars, train-the-trainer options, classroom, etc.)
33. What are the costs associated with training and ongoing support?
34. What levels of support are available, and what are the hours of operation and response times? Please indicate support capabilities in North America and Europe.
35. Where is your support team located (please be country specific), and what is their typical response time?

Operations and Maintenance

36. How many full-time equivalents (FTEs) are required to operate and maintain your solution?
37. What are the roles and responsibilities of these FTEs?
38. How do you handle system updates and patches?
39. What is your approach to ensuring system reliability and uptime?

Security and Compliance

40. What security frameworks and standards does your solution comply with?
41. Does your solution hold specific third party or governmental accreditations?
42. How do you ensure data privacy and protection for DIANA and its stakeholders?
43. What measures are in place to prevent and respond to security breaches?
44. How does your solution handle compliance with national regulations in a cross border deployment?
45. Where are the services physically located in your solution (if known)?
46. What is the nationality of the administrators who work on the servers (if known)?

Performance and Usability

47. How do you measure and ensure the performance and responsiveness of your solution?
48. What usability features are incorporated to enhance user experience?
49. Are the user interfaces exposed by your solution "responsive"? Do they work equally well on a desktop device as they would on a mobile phone with a small screen?
50. Can you provide examples of user feedback and improvements made based on that feedback?

Innovation and Futureproofing

51. How does your solution incorporate advanced technologies like AI and machine learning?
52. What is your approach to staying current with technological advancements and industry trends?
53. How do you ensure that your solution remains adaptable to future changes in DIANA's needs?

54. What are your plans for future developments and enhancements of the solution?

Vendor and Partnership

55. What kind of support and partnership can DIANA expect from your company post-implementation?
56. Please provide information on your implementation methodology.
57. Who will be supervising our implementation, and what is their experience in working with organisations like ours?
58. Please describe your organisation's experience in running complex open-source projects (if applicable).

Documentation and Best Practices

59. What documentation of existing business process workflows would be appropriate to include in a subsequent RFP?
60. What are typical and effective solutions used by other organisations of DIANA's size?
61. Provide guidance on which elements of DIANA OS, and related software products, software development, and/or implementation services should be in the same or separate RFP documents.

Technical Specifics for Platform and Components

62. What Database Management Systems does your platform / software employ?
63. For pre-built SaaS components, when was the code base of the business logic originally developed?
64. How many clients are you currently supporting who are utilizing this or similar software?
65. How often are upgrades to the software planned to be released?
66. Please provide details of how the product is supported across multiple sites.
67. What computer operating systems would your solution(s) best operate on?

Commercial and Contractual

68. Will you provide full source code in the price of the software? (This does not apply to SaaS offerings.)
69. Is the software written in a commercially available development language which is still being enhanced and supported by the supplier?

70. Is your company the original author of the proposed software?
71. If your organisation is not located in London, please provide details on anticipated travel volumes and costs during implementation, testing, and operation.
72. What are the working location requirements for your implementation team?
73. If DIANA were to discontinue the use of your product(s), what are the anticipated offboarding costs (e.g., data export costs, data destruction costs, etc.