

DIANA

REQUEST FOR PROPOSALS

NATODX-25-R-1000

**FRAMEWORK AGREEMENT FOR ADVISORY AND
ASSISTANCE SERVICES, DIANA STAFF AUGMENTATION**

1. INTRODUCTION

- 1.1 The NATO Defence Innovation Accelerator for the North Atlantic (“DIANA”) was launched in 2022 by all NATO Member States as an independent NATO body. The purpose of DIANA is to support the development of dual-use technologies—taking deep tech companies from start-up to maturity—that will build resilience and reduce the risk of conflict and maintain the Allies’ technological edge should conflict arise.
- 1.2 DIANA is a subsidiary body created within the framework of the North Atlantic Treaty Organization (“NATO”) for the implementation of tasks arising out of the North Atlantic Treaty, signed in Washington on 4 April 1949. DIANA is established by the North Atlantic Council pursuant to Article 9 of the North Atlantic Treaty and within the meaning of the Agreement on NATO, National Representatives and International Staff, signed in Ottawa on 20 September 1951 (“Ottawa Agreement”).
- 1.3 NATO member states are: Albania, Belgium, Bulgaria, Canada, Croatia, The Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Montenegro, The Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Republic Of Türkiye, the United Kingdom, and the United States (collectively referred to as “NATO Member States”).

2. FRAMEWORK AGREEMENT BACKGROUND

- 2.1 Through this Request for Proposals, DIANA is seeking to set up a multi-contractor framework for Advisory and Assistance services, DIANA Staff Augmentation (the “Framework”).
- 2.2 The scope of the Framework is set out in Section 11 of this Request for Proposals. In summary, contractors will be responsible for sourcing, screening or vetting, onboarding, liaising with DIANA’s Human Resources Team, and offboarding, of candidates that are nationals of NATO Member States, for short-term (3-12 months) and long-term (longer than 12 months) engagements, for DIANA’s three office locations (London, UK; Tallin, Estonia; and Halifax, Canada) based on DIANA’s requirements.
- 2.3 DIANA will sign a framework agreement (provided with this Request for Proposals) with each selected offeror (the “Framework Agreement”).
- 2.4 Each Framework will be established for an initial one-year period, with four (4) one-year optional extension periods, to be exercised in DIANA’s discretion.
- 2.5 The Framework will have a ceiling value of £1,000,000 (one million GBP) per year; the total ceiling value across the duration of the framework if DIANA exercises all four (4) option periods, will be £5,000,000 (five million GBP).
- 2.6 Framework Operation
 - 2.6.1 Where DIANA has a specific need for support, it will issue a request for quotations, detailing the scope, timelines, evaluation criteria, timelines, pricing information, and any other information deemed necessary by DIANA (“Request for Quotations”).
 - 2.6.2 Quotations will need to conform to the requirements of the Request for Quotations and

the Framework Agreement. Offerors will be required to submit firm fixed prices inclusive of all costs and expenses, unless otherwise specified in the Request for Quotations. Prices shall be exempt of VAT.

- 2.6.3 Request for Quotations will be assessed on a best value basis in accordance with criteria contained in the Request for Quotations, unless otherwise specified.
- 2.6.4 DIANA will award a specific contract for the task(s) contained within the Request for Quotations to the selected contractor (“Task Order”). Signing authority for DIANA resides solely with the DIANA Financial Controller.
- 2.6.5 Task Orders may include terms and conditions to supplement or refine the basic terms and conditions of the Framework Agreement and reflect particular circumstances of the task. This does not mean that Framework Agreement terms may be re-negotiated.
- 2.6.6 Request for Quotations will only be issued if and when particular work or services are needed. Signing of a Framework Agreement provides no guarantee or volume or value.

3. ELIGIBILITY AND SECURITY

- 3.1 The security classification of this Request for Proposals is NATO UNCLASSIFIED.
- 3.2 All work performed through the Framework Agreement must be performed within NATO Member States, only by entities registered within the territory of NATO Member States and by individuals holding citizenship of a NATO Member States.
- 3.3 Any associated invoicing must come from the selected offeror, within NATO Member States.
- 3.4 All materials and work product related to DIANA matters will be stored, processed, and transmitted only within NATO Member States (or transmitted using appropriate security measures and sufficient encryption when in transit over the open internet).
- 3.5 Offerors shall ensure the security of any DIANA information provided in line with this Request for Proposals or Framework Agreement. Such information shall be held (as a minimum) in line with the best practices and security measures proportionate to this type of information.

4. PROCESS AND TIMELINE

- 4.1 The timeline for this Request for Proposals is set out in the table below:

STAGE	DATE
Request for Proposals Issuance	10 March 2025
Clarification Question Deadline	18 March 2025 at 17:00 UTC
Clarification Question Responses	25 March 2025
Request for Proposals Closing Date	4 April 2025 at 17:00 UTC

Outcome Notification	18 April 2025
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4.2 Any changes to the process and/or timeline will be communicated to all offerors.

4.3 CLARIFICATION QUESTIONS

4.3.1 If offerors have any questions they must be asked by the Clarification Question Deadline. Clarification questions must be submitted by email to: procurement@diana.nato.int.

4.3.2 Do not include your identity or the name of your organisation in the text of the question. Similarly, do not include any proprietary information in your questions. This is because we will share all questions and answers in writing to all offerors.

4.3.3 If you consider it is necessary to include any proprietary information in order to ask a question, you must expressly state that the question includes proprietary information. DIANA will determine whether it is possible to answer the question whilst maintaining the integrity of the process, whether the question can be rephrased so that it does not reference proprietary information and therefore answered and shared with all offerors, or whether it is not possible to answer the question.

4.3.4 Offerors are informed that the terms and conditions of the Framework Agreement are not negotiable, and therefore proposals that require significant deviations may be rejected for non-compliance. DIANA in its sole discretion may consider amendments to the terms and conditions in order to ensure effective delivery; any such amendments will be communicated to all offerors and apply to all.

4.3.5 DIANA may reach out after the Request for Proposals Closing Date to clarify aspects of a proposal, at its sole discretion.

4.4 MODIFICATION AND WITHDRAWAL OF PROPOSALS

4.4.1 Offerors are permitted to modify proposals providing the modified proposal is received prior to the Request for Proposals Closing Date. In order to modify a proposal, offerors must resubmit their whole proposal, marking the file name as "v[2]", with the number reflecting the version submitted.

4.4.2 Offerors are not permitted to modify their proposals after the Request for Proposals Closing Date.

4.4.3 A offeror may withdraw its proposal at any time by promptly communicating its decision to withdraw to DIANA's point of contact.

4.5 REJECTION OF PROPOSALS

4.5.1 A proposal may, at the sole discretion of DIANA, be rejected and the offeror may be prevented from further participation in the Request for Proposals process if it:

- (i) Contains gaps, omissions, misrepresentations, errors, uncompleted

sections, or changes to the format of the documentation provided;

- (ii) Does not reflect and confirm compliance with all of the terms and conditions of this Request for Proposals and Framework Agreement;
- (iii) Fails to meet the requirements of DIANA as set out in this Request for Proposals;
- (iv) Is received after the Proposal Submission Deadline.

4.5.2 DIANA shall be entitled to reject any proposal in full and disqualify the offeror from this Request for Proposals process if:

- (i) An offeror breaches the terms and conditions of this Request for Proposals;
- (ii) There are material adverse changes relating to the information provided by the offeror;
- (iii) A offeror engages in any form of corrupt, collusive or anti-competitive behaviour or practices, as defined in applicable laws and regulations;
- (iv) It is necessary in the interests of security.

4.6 PROPOSAL VALIDITY

4.6.1 Proposal validity shall be for a period of ninety (90) calendar days from the Request for Proposals Closing Date (“Proposal Validity Period”).

4.6.2 DIANA will endeavour to complete the evaluation and make an award within the Proposal Validity Period. However, should that period of time prove insufficient to award, DIANA reserves the right to request an extension of the Proposal Validity Period for all offerors that remain under consideration for award.

4.7 DEBRIEFING AND DISPUTE RESOLUTION

4.7.1 Offerors are encouraged to resolve any disputes or concerns amicably through communication.

4.7.2 Offerors shall have a period of five (5) calendar days from the date of Outcome Notification to request a written debriefing by DIANA

4.7.3 Offerors shall have a period of five (5) calendar days from the provision of DIANA’s debriefing to present a protest to DIANA. The protest ground is limited to the non-observance of the provisions of this Request for Proposals or applicable regulations, demonstrating this has prejudiced the offeror concerned.

4.7.4 DIANA’s General Counsel will consider the offeror’s written protest and respond within fifteen (15) calendar days.

4.7.5 Offerors acknowledge and agree that any disputes are to be resolved exclusively in accordance with the procedure contained in this Section.

5. DIANA POINT OF CONTACT AND COMMUNICATION FORMAT

DIANA's point of contact for all information concerning this Request for Proposals is the DIANA Procurement Team, who may be reached by email at: procurement@diana.nato.int.

6. NOTICES

- 6.1 DIANA reserves the right, without responsibility or liability to any offeror, to change the basis of, or the procedures or timelines for, or to terminate at any time, this Request for Proposals. Any such changes will be communicated to all offerors.
- 6.2 DIANA reserves the right to negotiate with one or more offerors, at DIANA's sole discretion.
- 6.3 Nothing in this Request for Proposals, any framework agreement, contract, task order, or other legal instrument, nor any related discussions or correspondence, may be read or interpreted so as to waive DIANA's privileges and immunities or otherwise depart from the provisions of the Ottawa Agreement.
- 6.4 As a result of Articles IX and X of the Ottawa Agreement, DIANA is exempt from all direct and indirect taxes (including VAT) and all customs duties. Pricing shall therefore be exempt of all taxes and duties.
- 6.5 By submitting a proposal, offerors acknowledge and agree that DIANA shall have no liability for any costs offerors incur in the preparation or submission of their proposals, or for any costs incurred in their involvement in the Request for Proposals process, or any subsequent Request for Quotations processes.

7. OFFEROR WARRANTIES

- 7.1 By submitting a proposal in response to this Request for Proposals, the offeror warrants that:
 - 7.1.1 It has read, understood and agrees to all terms and conditions contained in the Request for Proposals and Framework Agreement;
 - 7.1.2 All information, representations and other matters of fact communicated to DIANA by the offeror or anyone acting on its behalf, are true, complete and accurate in all respects, as at the date of proposal submission;
 - 7.1.3 It will immediately notify DIANA of any change in circumstances or change to the information submitted in its proposal;
 - 7.1.4 It has the full power and authority to participate in this Request for Proposals and to perform the obligations in any resulting Framework Agreement;
 - 7.1.5 It will, if requested, produce evidence to DIANA to confirm such warranties.

8. CONFIDENTIALITY, INTELLECTUAL PROPERTY AND PUBLICITY

- 8.1 All information supplied by offeror in connection with this Request for Proposals shall be treated as strictly confidential. DIANA will hold the information in confidence and use it solely for the purpose of determining a offeror's ability to meet the requirements, subject

to the following: DIANA is a subsidiary NATO body with accompanying reporting and audit requirements and as such may share, on a strict need to know basis, information related to this Request for Proposals, including offeror proposals, within NATO.

- 8.2 This Request for Proposals remains the information of DIANA; all rights, including intellectual property rights, are reserved. Offerors and other authorised recipients of the document have a limited licence to reproduce the information; offerors may make it available within their organisation solely for the purposes of preparing a response to this Request for Proposals.
- 8.3 Offerors shall not, without prior written authorisation from DIANA, issue any press notice or public statement, nor publicise, advertise, or market their involvement in this Request for Proposals process.

9. REQUEST FOR PROPOSALS INSTRUCTIONS

9.1 Proposals shall be prepared and submitted in accordance with the following instructions:

- 9.1.1 Be submitted in English.
- 9.1.2 Be completed in Arial font, size 11; use of graphics or images is permitted but not required.
- 9.1.3 Each volume must be presented on a stand-alone basis so that DIANA can evaluate its contents without cross-referencing other parts.
- 9.1.4 Be submitted by the deadline specified in Section 4.1 by email to procurement@diana.nato.int.
- 9.1.5 The attachments entitled: "Volume [number] – [Title]" as applicable, and without encryption or password protection.
- 9.1.6 The email subject line: "NATODX-25-R-1000 - [company name]". In the event the proposal needs to be submitted in multiple emails, the offeror shall add "Email 1 of 2", "Email 2 of 2" as necessary, to the subject line of the email.

9.2 Proposals shall include in the following elements:

9.2.1 VOLUME 0 - ADMINISTRATIVE:

DOCUMENT	MAXIMUM PAGES	FORMAT
Cover Sheet	1 page	Pdf file

9.2.2 VOLUME 1 - TECHNICAL:

DOCUMENT	MAXIMUM PAGES	FORMAT
Key Personnel and Resource Mobilisation	5 pages	Pdf file

Corporate Experience	3 pages	Pdf file
Company Profile/Technical Approach	2 pages	Pdf file

9.2.3 **VOLUME 2 – PRICE:**

DOCUMENT	MAXIMUM PAGES	FORMAT
Pricing Sheet	n/a	Excel sheet

10. EVALUATION CRITERIA

10.1 The evaluation will be conducted on a best value basis comprised of: 70% - Technical, 30% - Price.

10.2 Technical and Price will be evaluated separately.

10.2 Volume 1 – Technical weighting of 100% is comprised of:

DOCUMENT	TITLE	WEIGHTING
1	Key Personnel and Resource Mobilisation	30% of Technical
2	Corporate Experience	30% of Technical
3	Company Profile/Technical Approach	40% of Technical

10.2 Volume 2 – Price weighting of 100% is comprised of:

DOCUMENT	TITLE	WEIGHTING
1	Price	100% of Price

10.3 Upon conclusion of the evaluations, the best value score for each proposal will be determined.

11. FRAMEWORK AGREEMENT SCOPE

11.1 The Framework Agreement shall enable support to DIANA with qualified personnel on short term contracts (3-12 months) to augment current staff levels in order to achieve DIANA's organisational goals.

11.2 Offerors shall be able to provide qualified personnel in one or more the following DIANA locations: London, UK; Tallinn, Estonia; Halifax, Canada.

Offerors shall be responsible for the sourcing, recruitment, screening/vetting, onboard and offboarding of candidates that are nationals of NATO Member Nations based on DIANA's specified role requirements outlined in the Request for Quotations to determine suitability and relevant qualification of candidates.

11.3 For additional information regarding objectives and requirements, please refer to Part 2 and 3 of the Framework Agreement.

12. PROPOSAL CONTENT

12.1 VOLUME 0 – COVER SHEET

12.1.1 A cover sheet, utilising the form provided shall be submitted and include the following:

- (i) Request for Proposals reference: NATODX-25-R-1000;
- (ii) Company Information: Company name, company address, DUNS number (or equivalent), nation of registration and company registration number;
- (iii) Authorised Personnel: Name, title, telephone number, e-mail address and confirmation of individual authority to negotiate with DIANA;
- (iv) Signature of the authorised personnel.

12.2 VOLUME 1 – TECHNICAL

Document 1: Key Personnel and Resource Mobilisation

12.2.1 Offerors must submit a CV (maximum two (2) pages) for the key personnel that will be responsible for leading the relationship with DIANA, if awarded a Framework Agreement, setting out their experience in the area of staff augmentation.

12.2.2 Offerors must submit a document (maximum two (2) pages) detailing their approach to mobilising resources necessary for managing the framework agreement between the parties and the mechanisms used to ensure lost resources are replaced with people of same or similar level of experience and expertise. Additionally, this document will provide proposed description of the handling of the urgent requests for quotation and response turn-around times.

Document 2: Corporate Experience

12.2.3 Offerors are required to submit a three (3) page document summarising three (3) client relationships (one (1) page per client), in which the offeror has an established

relationship providing similar services to the scope of this framework. For each client, the document must set out:

- (i) Client name;
- (ii) Contract dates and approximate total value;
- (iii) Areas of work covered (such as those set out in section 12.2.2 of this Request for Quotations);
- (iv) Client contact information (to enable DIANA to contact the reference to confirm the offeror's: quality of service provided, compliance with contractual terms and conditions; cooperation; and business integrity).

Document 3: Company Profile / Technical Approach

12.2.4 Offerors must submit a document (maximum three (3) pages) detailing their approach to identifying and providing appropriately qualified and experienced staff to a public sector organisation including with an international focus. This is to include confirmation of which areas the offeror is able to provide staff augmentation to:

- (i) Project and programme management;
- (ii) Administrative support;
- (iii) Human resources;
- (iv) Finance and accounting;
- (v) Contracting and procurement support;
- (vi) IT and Security, including data science and cybersecurity;
- (vii) Occupational health and safety;
- (viii) Marketing and communications;
- (ix) Business analytics and data management;
- (x) Legal and compliance;
- (xi) Scientists.

12.3 VOLUME 2 – PRICE

- 12.3.1 Price proposals must be submitted in the excel "Volume 2: Price Sheet" provided.
- 12.3.2 Offerors are advised that abnormally low or high pricing may lead to exclusion or a score of 0 for this element, at the discretion of DIANA.
- 12.3.3 Price proposals must be submitted as firm fixed price, inclusive of all costs and expenses (including in relation to any travel).
- 12.3.4 Price proposals must be in GBP and be exempt of all taxes and duties.