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NCIA Request for Information (RFI)



MAINTENANCE, SUPPORT AND DEPLOYMENT OF PRINTING SERVICES RFI-CO-424319-MFD

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Monday, 22 December 2025

NCIA Request for Information (RFI)

To: **Industry Partners**

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify qualified vendors and gather input on potential solutions to support the upcoming acquisition for printing and plotter services distributed in all NATO countries and operated in different NATO on-prem networks and cloud. To that end, we are issuing the attached Request for Information (RFI) RFI-CO-424319-MFD to solicit feedback from capable and interested industry partners.
2. This RFI is issued for planning purposes only and is not a request for bids. It is part of NCIA's effort to ensure it has a clear understanding of the marketplace, available capabilities, and potential acquisition strategies.
3. We value your insight and invite you to:
 - a. Share relevant corporate capabilities and experience;
 - b. Review and comment on our draft requirements (Annexes A and B) with a view in providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
4. Submission instructions and additional details can be found in the enclosure to this RFI.
5. Only companies from a NATO member country can participate in or respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).
6. Should you have any questions or need clarification, please contact Lise Vieux-Rochat or Esteban Diaz at CO-424319-MDF@ncia.nato.int.
7. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

For the Chief of Acquisition:

Lise Vieux-Rochat
Senior Contracting Officer

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Enclosure:

- Request for Information with Annexes A and B
- Distribution List

Distribution List

1. NATO Delegation (Attn: Infrastructure Adviser)

1. Albania	12. Greece	23. Poland
2. Belgium	13. Hungary	24. Portugal
3. Bulgaria	14. Iceland	25. Romania
4. Canada	15. Italy	26. Slovakia
5. Croatia	16. Latvia	27. Slovenia
6. Czechia	17. Lithuania	28. Spain
7. Denmark	18. Luxembourg	29. Sweden
8. Estonia	19. Montenegro	30. Türkiye
9. Finland	20. Netherlands	31. United Kingdom
10. France	21. North Macedonia	32. United States
11. Germany	22. Norway	

2. All NATEXs

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REQUEST FOR INFORMATION

A. Introduction

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify potential sources and gather information regarding industry capabilities to support around 3000 Multi-Functional Devices (MFDs) printers and 300 plotters, that are operating in all NATO countries, connected into different on-prem networks and cloud. This Request for Information (RFI) is issued solely for informational purposes and does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ), or invitation for bid.

B. Purpose

1. The purpose of this RFI is to obtain input from industry to help inform the NCIA's acquisition planning. Responses to this RFI will assist in refining requirements, identifying capabilities, and shaping the strategy for any future solicitation.

C. Background

1. The NATO Communications and Information Agency (NCIA) serves as the technology and cyber-hub of the Alliance. Its core mission is to provide secure, interoperable communications and information systems and services (CIS), including advanced Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) capabilities, in support of NATO's collective defence, consultation, and crisis-management tasks.
2. This RFI is issued in response to an identified operational requirement to procure printing services and deploy Multi-Functional Devices (MFDs) and plotters across multiple NATO member states, under the stewardship of NATO Communications and Information Agency (NCIA). The MFDs and plotters will serve as integral components of NCIA's broader objective to deliver standardised, interoperable communications and information-management capabilities across the Alliance, particularly for printing, scanning, copying, and other document-handling services under the existing Print/Scan/Copy service portfolio.

Given the distributed nature of NATO operations, these devices may be required in different countries simultaneously (for example, installation in Norway, Greece, and Portugal in the same procurement wave). To ensure coherence, maintainability, cost-effectiveness and contractual clarity, NCIA aims to rely on a single contracting entity (as Prime Contractor) to cover supply, configuration, maintenance, and support of all those devices (MFDs and plotters), regardless of geographic location.

The overall goal is to guarantee consistent device configuration (including security features such as badge-controlled authentication and TEMPEST-certified variants where required), uniform support and service levels, streamlined logistics and spare-part management, and consolidated invoicing, enabling NCIA to uphold a high standard of reliability, accountability and budgetary control across the Alliance.

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:
 - a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET)** on **26 January 2026**.
 - b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:
 - i. Responses to [Annex A](#) and comments on [Annex B](#)
excluding:
 - i. Cover page
 - ii. Company brochures or product literature (if included)
 - iii. Attachments such as past performance references
 - c. Use the following subject line for submission
 - i. "Response to RFI [RFI Number] – [Company Name]"
 - d. All responses should address the items listed in [Annex A](#) – Requested Information.
 - e. Respondents are also encouraged to review and comment on the draft requirements in [Annex B](#) – Draft Statement of Work (SOW)/Performance Work Statement (PWS).

E. Industry Engagement

1. Industry day is not foreseen during this initial stage, however technical discussions via one-on-one virtual sessions may take place following the submission of responses, with the purpose of clarifying or further augmenting those responses where required.

F. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.
2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant 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 informal market survey participants shall be done considering and accepting this fact.

G. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

a. Mark the title page with the following legend:

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

b. Mark each sheet of data it wishes to restrict with the following legend:

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

H. RFI Point of Contact

1. Lise Vieux-Rochat & Esteban Diaz
2. CO-424319-MDF@ncia.nato.int.

Annex A – Requested Information

1. Respondents are encouraged to provide the following information in their response:

a. Company Information

- i. Legal Business Name
- ii. Address
- iii. Website
- iv. Primary Point of Contact
- v. Email address

b. Technical Capability

- i. Summary of relevant capabilities and past performance

c. Feedback and Recommendations

- i. Comments on the draft Statement of Work (SOW)/ Performance Work Statement (PWS)
- ii. Responses to the following RFI Questions

1. Mandatory Requirement — Security-Cleared Personnel

The Vendor shall provide personnel cleared to **NATO Secret (NS) level or higher** in **all NATO member countries**, as applicable. These cleared personnel (e.g. printing technicians or engineers) must be capable of: operational support, maintenance, installation, and deployment of the MFDs throughout the NATO area of operations.

Questions for the Vendors

- Do you confirm that you can meet the above mandatory requirement?
- Do you have currently cleared staff available with appropriate NATO Secret (NS) clearance to provide technical support in *all* NATO member countries? If not, please specify in which countries you can provide cleared personnel.
- Please describe the structure and size of your cleared workforce (e.g. number of cleared technicians/engineers per region), and provide evidence/credentials of their clearance status (e.g. national security clearance copy, clearance certificate reference, etc.).

2. Support Requirement — After-Business-Hours On-Call Availability

The Vendor must provide a dedicated technical support team based in Belgium that is available on-call outside of standard business hours. This on-call support must be available 24 hours a day, 7 days a week to support operations outside normal working hours, including the handling of incidents, problems, and urgent changes.

The on-call resource must be able to respond to issues either remotely or onsite, depending on the nature of the problem and the required resolution. Can the vendor provide this kind of support? Do you foresee any restriction to fulfil this requirement?

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3. We require a supplier that can provide MFDs and support services across multiple NATO countries, but contract and billing must remain under **a single business entity (as Prime Contractor)**. For example: if we require 10 MFDs to be shipped to Norway, 20 to Greece, and 12 to Portugal, can your firm guarantee full delivery and maintenance support in all these locations, while issuing **invoice only from a single legal entity?**
4. Our internal service budget is allocated on a calendar-year basis and cannot be carried over. Accordingly, we require that all **invoices** related to this contract be issued within NCIA financial system (**NEO**): <https://www.ncia.nato.int/business/procurement/neo-eprocurement>) and the latest by beginning of the next Quarter as the associated delivery or service with no overlap into the following quarter/year and highlighted the period of the service that is covered but that specific invoice cost. Do you foresee any constraints or issues complying with this requirement?
5. Could you please provide a transition/implementation plan for replacing the existing MFDs/plotters from the current vendor with the new units? Additionally, could you share a proposed timeline for completing this replacement?

6. TEMPEST Testing Compliance

Do you have the capability to provide TEMPEST-compliant solutions and perform TEMPEST testing for all MFDs and plotters that will be connected to classified networks?

If so, do you currently perform this testing in-house, or do you engage (or plan to engage) a subcontractor to conduct TEMPEST testing for devices operating in classified environments? Please describe your proposed approach and any relevant certifications or accreditations.

- iii. Innovations or alternatives
- iv. Rough Order Magnitude (ROM) cost for the yearly use of the service based on the quantity and period of commitment you are able to offer. Please include any assumptions that this ROM is based upon, including management fees for operating and supporting, if and where applicable.
 1. What is your pricing model: is it a price per click/page, fixed monthly lease, purchase, or hybrid model? How do you split the initial investment versus the operation and maintenance (O&M).
 2. What is included into the base lease rate vs. price per click/page charged?
 - a. Is equipment delivery, installation and configuration included into the lease price? Or is it charged separately?

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- b. What are the O&M fees, are they included into the lease rate or separately?
 - c. Do you charge separately for software licenses or is it included into the lease rate?
 - d. Are there any other fees not included into the lease rate or price per click/page we should be aware of?
 - e. Lease rates are calculated based on what term (3 or 5 years? Other term?).
3. Are the consumables included into the price per click/page or are they billed separately?
4. Are there different pricing tiers based on the total number of MFDs deployed?
5. Please provide the per-page/click price broken down by
 - a. Color printing
 - b. Black and white printing
 - c. Different volume tiers?
6. How do you structure pricing for low initial volumes per Nation? How do you handle cost efficiency for such low-initial-volume deployments? Are there any incentives for long-term commitments?
7. Please describe the process of Tempesteing MFDs. Do you have Tempesteing partners, what is the price (for SDIP-27/3) per security level and does it include transportation from/to Tempest facility to end-location?
8. What is your geographic service coverage as prime? In which countries do you have local partners and sub-Contractors delivering services?
9. Is your pricing structure different for maintaining your own equipment versus other equipment already on our premises? If yes, please provide the pricing difference applied on maintenance costs.
10. Can you provide reporting on the environmental impact associated to a specific contract (e.g. carbon footprint, paper and energy usage).
11. What is your daily labour rate for consultancy services and when would you apply this?
- 12.

d. Questions or Concerns

- i. Risks, concerns, or barriers
- ii. Suggestions for risk mitigation or enhancing competition

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Annex B – Draft Requirements / Statement of Work (SOW/PWS)

Note: This is a DRAFT and subject to change. The NCIA is seeking industry feedback.

1. Background

The NATO Communications and Information Agency (NCIA) requires a comprehensive **printing, scanning and document reproduction service** to support its internal and external documentation needs. This includes the production of high-quality hardcopy materials for **official reports, briefings, meetings, exercises, and outreach activities**, as well as the digitization of physical documents into secure digital formats for archival and operational purposes. This capability supports the NCIA's mission to ensure efficient and reliable document handling across NCIA offices and activities, including environments where secure, classified, or multi-domain documentation workflows are necessary. This printing capability supports the NCIA's mission to provide secure, interoperable, and cost-effective communications and information systems that enable NATO to coordinate consultation, collective defence, and crisis management across the Alliance.

2. Scope

The Contractor shall provide support including, but not limited to:

All printing services provided by the vendor must be centralized and managed by a central team based in Belgium (Mons, Brussels, and Braine-l'Alleud). The vendor is required to provide both an on-premises centralized solution and a cloud-based solution.

All printing devices (existing ones and also new ones that will be required) must be procured and delivered by a single legal business entity. In addition, the vendor must provide onsite resources for the central team, including technicians and engineers, located at the main NCIA offices in Mons, Brussels, and Braine-l'Alleud.

The printing infrastructure, including servers and print management applications, must be centralized and capable of managing all printing devices across multiple locations and networks through the central team. The centralized solution must provide full visibility and management of all connected devices across all locations and network environments. The MFDs/plotters that have to be connected into classified networks have to be tempest tested into the tempest level required for the location/building/floor/room they will be connected.

Currently, NCIA operates approximately 3,000 printing devices, of which around 700 are connected via cloud services; therefore, support for a cloud-based solution is mandatory.

The service activities described below must be supported by the vendor for the full duration of the contract to support NCIA and its customers:

- a) Replacement of all the existing printing devices with the same printing technical capabilities with the new devices from the vendor that will win the bid.
- b) Deployment of new printing devices based on the customer requirements ensuring business continuity.
- c) Operation and maintenance of all multifunction devices (MFDs) and plotters across NATO sites, following the COCO (Company-Owned, Company-Operated) model;

- d) End-of-life replacement of MFDs and plotters that reach the end of their lifecycle;
- e) Provision of onsite support technicians and engineers with NATO Security Clearance (NS) as part of the NCIA Printing Central Team located in Mons, Brussels, and Braine-l'Alleud;
- f) Provision of onsite support technicians and engineers with NATO Security Clearance (NS) at other NATO locations, as required, to address incidents related to hardware failures of MFDs and plotters;
- g) Deployment of new components within the technical environment, including but not limited to new MFDs/plotters, servers, and software licences;
- h) Incident, Problem, and Change Management support activities related to IPC processes for the NATO printing environment;
- i) Upgrade support activities related to printing applications, MEAP, and/or firmware within the NATO printing environment;
- j) Development and implementation of resiliency and disaster recovery solutions, including both on-premises and cloud-based solutions, to ensure full printing service continuity for the NATO printing environment;
- k) Provision of technical advice to NCIA representatives on potential improvements to the NATO printing environment;
- l) Advisory services to NCIA representatives on the optimal use of available printing tools for all NATO customers, including ensuring effective knowledge transfer for all components of the NATO printing solution, such as applications, software, hardware, tools, and related data.

Please find below four types of printing devices and their technical specifications to ensure you have an overview of our requirements:

Type A: A3 Large Print Volume MFD

This printer comes with the following technical specifications:

- 40 ppm
- Optimum print volume: 5.000 – 30.000 per month
- Lifetime 2.000.000 prints
- Color & B&W Printing/Scanning/Copying
- Double-sided Printing/Scanning/Copying
- Document Feeder for scanning of multiple documents
- Scan directly to users' email address
- Multiple paper sizes possible: A3-A4-A5-A6-Envelopes
- User Identification through RFID card

Type B: A3 MFD

This printer comes with the following technical specifications:

- 30 ppm
- Optimum print volume: 5.000 – 10.000 per month
- Lifetime 1.000.000 prints
- Color & B&W Printing/Scanning/Copying
- Double-sided Printing/Scanning/Copying

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- Document Feeder for scanning of multiple documents
- Scan directly to users' email address
- Multiple paper sizes possible : A3-A4-A5-A6-Envelopes
- User Identification through RFID card

Type C: A4 MFD

This printer comes with the following technical specifications:

- 35ppm
- Color & B&W Printing/Scanning/Copying
- Double-sided Printing/Scanning/Copying
- Document Feeder for scanning of multiple documents
- Scan directly to users' email address
- Multiple paper sizes possible : A4-A5-A6-Envelopes
- User Identification through RFID card

Type D: A4 Desktop-sized MFD

This printer comes with the following technical specifications:

- 33ppm
- Color & B&W Printing/Scanning/Copying
- Double-sided Printing/Scanning/Copying
- Document Feeder for scanning of multiple documents
- Scan directly to users' email address
- Multiple paper sizes possible : A4-A5-A6-Envelopes
- User Identification through RFID card

Please find below the actual fleet of COCO printing services based on the locations and type of MFDs:

MFDs Type/Model						
No	Location	Type A	Type B	Type C	Type D	Total
1	Belgium	190	320	100	100	710
2	Czech Republic		10			10
3	Germany	30	150	20	60	260
4	Denmark		20			20
5	Spain		40	25		65
6	Finland		30	1		31
7	France	1	10			11
8	UK		70	30	1	101
9	Croatia		10			10
10	Hungary		20			20
11	Iceland		10			10

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12	Italy		320	60	40	420
13	Lithuania	2	6			8
14	Netherland		160	100	20	280
15	Norway		84	1	6	91
16	Poland	15	70	30	60	175
17	Portugal	20	30	2	2	54
18	Romania		20			20
19	Sweden		25	1		26
20	Slovakia	1	40			41
21	Türkiye		120	10		130
22	USA		100	10		110
23	Bulgaria		10			10
24	Estonia		10			10
25	Greece		10	1		11
26	Latvia		10			10
						2644

Please find below the list of the countries and also cities where our service is actually distributed, but the service is not limited to only those locations but to ALL NATO countries:

No	Country	City
1	Belgium	Brussels
		Braine l'Alleud
		Kester
		Mons
2	Bulgaria	Gorna Malina
3	Czech Republic	Lipnik nad Bečvou
4	Croatia	Pleso
		Velika Gorica
5	Denmark	Haderslev
6	Estonia	Tallin
7	Finland	Helsinki
		Jyväskylä
8	France	Paris
		Strasbourg
9	Germany	Ramstein
		Wesel
		Ulm
		Uedem
		Castelgate
		Erndtebrück
		Haderslev
		Ramstein-Miesenbach

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10	Greece	Athens Atalanti
11	Hungary	Szekesehervar
12	Iceland	Keflavik
13	Italy	Capodichino Grazzanise La Spezia Lago Patria Lentini Poggio Renatico Lughezano Rome Sigonella Napoli
14	Latvia	Adazi
15	Lithuania	Vilnius Kapsu
16	Netherland	Brunssum The Hague
17	Norway	Stavanger Sola
18	Poland	Bydgoszcz
19	Portugal	Oeiras Fonte de Telha Monsanto Lisboa
20	Romania	Bucharest
21	Slovakia	Bratislava Ruzomberok
22		Torrejon
23	Sweden	Stockholm Uppsala
24	Türkiye	Ankara Izmir
25	UK	Blandford Molesworth Northwood Yeovilton
26		Washington Norfolk

3. Objectives

a. [The purpose of this Request for Information (RFI) is to gather industry input on capabilities, pricing models, and innovative approaches for providing **printing, scanning, copying and document reproduction services** in support of NCIA's enterprise documentation needs. The desired solution should enable efficient production and digitization of critical documentation across multiple security domains and organisational locations. Outputs may include hardcopy briefing materials, technical manuals, exercise documentation, classified and unclassified reports, and other operational artefacts. This RFI will inform future procurement planning and define requirements for a potential contract vehicle that supports NATO's operational readiness, collaboration, and administrative functions.]

4. Performance Requirements

a. Support & Response Times

Propose measurable response and resolution time targets based on issue priority:

- **Incident Acknowledgement:** Initial response to support tickets within **2 hours** for critical issues and **4 hours** for non-critical during business hours.
- **On-Site Dispatch:** For issues requiring on-site action, technician arrival within **4 business hours** for high-priority calls, and within **1 business day** for standard requests.

b. Uptime & Availability

Printers and managed printing infrastructure should meet high availability targets:

- **Device Uptime:** Minimum 98 % uptime measured monthly for all critical printers, with higher levels (e.g., 99 %) for mission-critical units.
- **Planned Maintenance:** Scheduled maintenance must be communicated in advance and excluded from uptime calculations.

c. Quality Standards

Deliverables must meet documented quality criteria:

- **Print Quality:** No visible defects (e.g., streaking, blotches); colour accuracy within acceptable tolerances for official documents

d. Consumables & Support Onsite (Belgium, Netherland and Germany)

The service provider must ensure effective management of supplies and maintenance:

- **Consumables Replenishment:** Toner, drums, and other key components should be replaced before depletion impacts service by the onsite technician
- **Preventive Maintenance:** Regular maintenance as per manufacturer recommendations to ensure uptime and device health

e. Reporting & Monitoring

Providers must deliver transparent performance insights:

- **Performance Reporting:** /quarterly/yearly reports including uptime, response and resolution times, ticket volumes, and quality issues.
- **Remote Monitoring:** Support remote diagnostics to detect and address issues proactively where available.

f. Severity Levels

Define tiers for issue classification to align support expectations:

- **Critical:** A complete service outage or failure that halts mission-critical workflows and prevents normal operation. There is **no available workaround** and the issue affects essential business functions or multiple users and multiple sites.
- **High:** A **significant disruption** to operations where major features or services are malfunctioning. The system is still partially usable, but performance or availability is severely degraded. A workaround may exist, but operation is

noticeably impacted.

- **Standard:** A moderate issue with limited impact. The problem affects functionality for some users or features but does not disrupt core business operations. A workaround usually exists or the impact is minimal.
- **Low:** Minor issues, questions, cosmetic errors, or general inquiries that have little to no operational impact.

5. Deliverables

Deliverable	Description	Frequency	Format
Quarterly and Yearly Reports	<ul style="list-style-type: none"> • Print Consumption by site • Accurate Inventory of Deployed MFDs 	Quarterly and Yearly	Written reports

6. Purchaser Furnished Equipment (PFE) / Information (PFI)

N/A

7. Period of Performance

- a. Period of Performance will be 2027-2031, plus 5 x 1 yearly options

8. Place of Performance

1. Albania	12. Greece	23. Poland
2. Belgium	13. Hungary	24. Portugal
3. Bulgaria	14. Iceland	25. Romania
4. Canada	15. Italy	26. Slovakia
5. Croatia	16. Latvia	27. Slovenia
6. Czechia	17. Lithuania	28. Spain
7. Denmark	18. Luxembourg	29. Sweden
8. Estonia	19. Montenegro	30. Türkiye
9. Finland	20. Netherlands	31. United Kingdom
10. France	21. North Macedonia	32. United States
11. Germany	22. Norway	