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In the context of the above market consultation, the parties have asked the following questions. Each question is accompanied by the corresponding answer. The questions and answers form an integral part of the market consultation document.

Ref. Nr.	Subject	Question	Answer
1	General	Is there any process or formalities we need to do to get registered as a vendor in order to submit the response?	No process or formalities are required to participate in the market consultation.
2	General	In case you will proceed with an RFP, what will this process look like, including scope, timelines and budget?	Depending on the information received from the market consultation, a strategy regarding the procurement of a COTS solution will be determined. In view of the expected size, a European tender will have to be applied. The exact European tendering procedure as well as the scope, timelines and budget will be determined at a later stage.
3	General	Can the Agency outline the procurement process and timeline should the NTCA decide to procure a COTS solution?	See answer to the question with ref. nr. 2.
4	General	Can the Agency please identify the date that a new VAT solution needs to be in production?	The current landscape has technical debt. The new solution should preferably be brought into production as soon as possible.
5	General	Due to the impact of COVID-19 on working arrangements, can the Agency clarify the contemplated type of engagement? For example is the Agency planning on: a. a complete on-premise team of consultants working with NTCA staff, b. a partial on-premise team of consultants working with NTCA staff and supported remotely by other consultants and NTCA staff, or c. a complete remote team of consultants working with NTCA staff	Due to COVID-19, all contacts will be digital for this market consultation. Regarding the implementation we would like you to share your best practices, based on your experience, which way of collaborating is most likely to be successful.
6	1.1 Preface	NTCA is referring to a realistic objective for a possible tender process. What is the possibility that you will continue with a tender process? And what other factors are impacting that decision, besides the outcome of this market consultation? In other words, will you release a RFP in case the outcome of the market consultation is positive?	The NTCA is seriously investigating the possibilities of a COTS solution. If the results of this market consultation are positive, this will significantly increase the chance of a tender. Other factors that may effect this decision are: implementation risks, budget and costs, available expertise, internal support, etc.

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7	1.1 Preface	With this market consultation, NTCA aims to gather information for a possible tender process. For respondent, it is unclear who will receive and read the response so it can tune the response to the target audience. Who is the target audience that will read the responses to the market consultation? (CIO Office, CTO Office, Information technology IBS OB, Small & Medium Enterprises Business stakeholders, Central Administrative Processes Business stakeholders?)	The information gathered as a result of this market consultation will at least be shared with the units you mention. Your answers in writing can be distributed amongst relevant managers and employees of those units, and others when applicable.
8	1.3..1 Thr dtructure of the NTCA	To understand the NTCA organisation better and to get a grip on the impact for the management of the project, which department(s) or unit(s) are responsible for the (current) VAT system?	The small and medium enterprises unit is responsible for the VAT process model and the business owner of the current VAT system. The VAT system is being operated and maintained by the information technology unit. More units however are involved in the execution of the VAT-processes. The Central Administrative Processes unit is responsible for the execution of transaction processing; the Customer Services unit is responsible for e-filing services and for first-line support; the small and medium enterprises unit as well as the large businesses unit are responsible for scrutiny.
9	2 Value Added Taks: The functionality	Chapter 2 describes the different VAT schemes. Is there any priority in urgency considered by the NTCA to replace the existing solution by a COTS? If so, could you elaborate what the priority is based on?	No prioritization has yet been established. At a later stage this will be reviewed and further elaborated. It is the intention that all regulations will be included in the COTS solution.
10	2.3.1 Process VAT (Inland)	How does COTS interact with registering a company with the Chamber of Commerce? What is in scope of the COTS solution regarding this registration and how much will it remain in the yellow Interaction box or in a different government register that it has to interact with?	The normal procedure is that an enterprise registers itself at the chamber of commerce. The chamber sends a signal to the NTCA customer master data management system, with the details of the new enterprise. If, as will mostly be the case, the enterprise is liable to the VAT, the VAT system will be informed by the master customer data management system. As a starting point the new enterprise is registered as a quarterly payer. An overview of his upcoming obligations will be sent to him then.
11	2.3.1 Processes VAT (Inland)	In paragraph 2.3.1 it is described that an entrepreneur is informed that he should file a tax return and payment before certain due dates. Can you describe how the entrepreneur is informed?	At the beginning of the year, or after registration, the entrepreneur receives an overview of the obligations he has to fulfil during the year. He receives this by (paper) mail. He can ask for a reminder to be sent shortly before every due date. The reminder will be placed in his e-services web portal.

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12	2.3.1 Processes VAT (Inland)	In paragraph 2.3.1 the process "Processing payment on tax return: the payment on a declaration is registered" is described. As this is not a VAT specific business process, is there already a COTS solution in place for other tax schemes to support this business process? (also taking into consideration the remark in paragraph 3.3 about common applications: "Applications that support payments processing and collections")	There are separate (generic) systems in place for payments processing/collections. They are custom built, not COTS solutions. These systems can inform the VAT systems (upon request, or upon an event) of payments that have been received and attributed to VAT (amount and time), and register VAT assessments that require payment. We kindly invite you to share your ideas on the optimal scope of a COTS Solution for VAT.
13	2.5 One Stop Shop	In paragraph 2.5 the One Stop Shop (OSS) is explained, including the new legislation that will be in place from 1st of July 2021 onwards. As this is new legislation, is this also implemented (partly) in the 40 year old monolithic custom built application (as described in paragraph 3.4)? If not, what architecture and solution is used for this? And if this is a new build solution, to what extent is this solution also a solution to eventually replace the monolithic custom built application?	For support of the new OSS regulations a separate custom build application (DB2, Java) is being created at this moment. The old (inland) VAT application will not be used for these processes. If we decide to choose a COTS solution for support of VAT, it is our intention that this COTS solution will also support the OSS processes in the future.
14	2.5.2 One Stop Shop	Can you share Dutch VAT legislation documents with us that are relevant for this market consultation (e.g. question 16)?	All the Dutch tax laws and regulations can be found on the internet: www.wetten.nl. They are written in Dutch. Among others, the VAT law (https://wetten.overheid.nl/BWBR0002629/2020-01-01) and General Tax Law (https://wetten.overheid.nl/BWBR0002320/2020-10-01) are relevant. In addition to Dutch legislation, European legislation concerning the VAT (or ‘btw’ in Dutch) is also important. (https://eur-lex.europa.eu/homepage.html).
15	2.7 Generic processes for all VAT schemes	The fifth question refers to how our COTS solution will fit within the service-oriented landscape. As stated in paragraph 3.3, NTCA has opted for a service-oriented architecture in which IT domains service each other. To what extent are the processes of paragraph 2.7 seen as processes of the VAT COTS solution? Or are these processes served by other solutions that need to interact with the foreseen VAT COTS solution?	This is up for discussion, we kindly invite you to share your ideas on the optimal scope of a COTS solution. We expect that automated processing of permission requests, error handling and production control will likely be part of the COTS solution. Scrutiny and processing requests/objections that require review by case workers could require integration with generic applications (e.g. applications managing case workers' workload, applications providing a cross-tax-type single view of customer data, applications supporting cross-tax type scrutiny etc.). We'd like case workers to be able to work on multiple tax types with a minimum of switching between applications.

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16	3.4 Existing IT architecture VAT (Baseline)	Paragraph 3.4 states that around the heart of the VAT landscape, several applications have been added to support OSS, VAT-refund and ICP because adaptation of the core system was not feasible at the time. Has a COTS solution been considered before to support the additional regulations and if so, what arguments led to a custom built solution instead?	In the past, certain choices have been made for undisclosed reasons. Choices were made in a different era, with a different state of technical capabilities and possibilities, within a different organization structure with corresponding responsibilities, and by different management.
17	4.3 Support VAT Processess - Question 1	Regarding question 1, Entry of tax filings. How much is in scope of the COTS solution? Will data entry be kept in existing solutions for tax filings, and afterwards be exposed in a service?	We kindly invite you to share your ideas on the optimal scope of a COTS solution for VAT. E-filing and Input Management services are currently covered by other systems and thus not at the core of the COTS solution we are looking for.
18	4.3 Support VAT Processess - Question 1	The first question refers to what extent the COTS solution supports the processes as described in chapter 2. Chapter 2 describes the core VAT business processes as well as some supporting and generic business processes that are also applicable for non-VAT schemes. For example processes like described in paragraph 2.7. As stated in paragraph 3.3, NTCA has opted for a service-oriented architecture in which IT domains service each other. In our response to question 1, do we have to refer to all business processes as described, or only the ones that can be seen as VAT core business processes?	We kindly invite you to refer to all business processes as described in chapter 2. With respect to 2.7, please see the answer to the question with ref. nr. 15. As NTCA has systems in place that support capabilities such as collections, objections workflow management and scrutiny across different tax types, we invite you to share your views on the optimal scope of a COTS solution and the possibilities of integrating it with existing systems.

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19	4.4 Architecture	Regarding question 6. Can NCTA provide a more detailed description of the new COTS VAT systems expected interfaces and system surroundings as illustrated in Figure 1: The Capability model on page 13?	Interfaces depend on which capabilities will be covered by the COTS solution. We kindly invite you to share your ideas on an optimal scope of a COTS solution for VAT. We may see interfaces with: Interaction systems, for all the incoming and outgoing messages; Collections systems (Payment information from collections systems can be accessed from the VAT system. Tax assessment information will be provided from the VAT system to the collections system). Registration & Master Data management (Customer master data will be provided to the VAT system. VAT data should be made available for BI and analytics purposes); Scrutiny and interaction: VAT records are provided for display in e-services portals and other business applications, Case workers' workflow may be managed by generic workflow management systems Analytics: rules and models for risk assessment are provided to the VAT system. Other: Data and documents will be archived in central archiving system. Role based access control is based on central systems for identity and access management.
20	4.5 Development, transition	Regarding question 12 'lead times'. What is meant with 'lead times'? Is this the lead time from getting the contract until the solution is in to place and ready to use? If not, what is meant here? And since it is stated as plural ('times') instead of singular, are their more lead times meant here?	Our question concerns the estimated time between the moment of signing the contract and the delivery of a working solution (whole implementation timeline). We are also interested in de timeline to mobilize a project team.
21	4.5 Development, transition	Regarding question 15, can NTCA be more specific about the API's between the yellow boxes in Fig.2?	See answer to the question with ref. nr. 19
22	4.5 Development, transition	To understand and better answer question 15 regarding conversion of data from the current system. how is the data structured in the current solution and which kind of data expects NTCA to be converted? Would it be necessary to do the conversion all at once or will the old system run in parallel with the new?	The central (inland) VAT system uses VSAM files. The other systems use DB2 for their databases. We are interested in your ideas concerning the way a conversion should be handled. For database elements see answer on the question with ref. nr. 24.
23	4.5 Development, Transition - Question 12	Section 4.5 Development, Transition: Question 12 - Which lead times do you expect in regard to this VAT case? Can the Agency please clarify whether the intent of this question is to identify the implementation timeline or the time required to mobilize a project team prior to project start?	See answer to the question with ref .nr. 20

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24	4.5 Development, transition - Question 15	Regarding question 15, can NCTA provide a more detailed picture of the data in the existing VAT system, and what data/process is expected to be new compared to this, for example One Stop Shop?	The main data objects are: Customer (natural person, legal person), Scheme (VAT, OSS, VAT-R, ICP), Customer agreement (return period, small enterprise, omission etc.), Declaration (return, request, objection, correction, recapitulative statement etc.), Debt and payment, Assessment/fiscal decision, Message (formal message, reminder etc.). Additionally for OSS two data objects have to be added: Notification (set of returns for EU countries) and EU Payment. Please refer to paragraph 2.5 of the market consultation document for specifics on OSS.
25	5.2 Contact	We are an UK based organisation and would like to know if we can respond via an email ?	All information regarding this market consultation will be shared via TenderNed (all questions and given answers will be published publicly on TenderNed). It is our preference to have all communication take place via this platform. The platform offers the possibility to exchange messages. You can register with TenderNed via the procedure described in the link below. After you have registered, you can express your interest at the market consultation. You will then receive a message from TenderNed when changes or additional information are published. https://www.tenderned.nl/cms/english/registering-foreign-business-tenderned.
26	5.6 Procedural requirements	Is there a format that we need to adhere to? Or is it a free format answering questions in the Section 4 of the Market Consultation document?	There is no prescribed format for answering the questions. Participants can answer the questions in their own preferred format.