



Market Consultation Document

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Market consultation

for

Payroll (Management) Services Worldwide

commissioned by

the Ministry of Foreign Affairs of the Netherlands

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Appendices in TenderNed

To be completed and submitted electronically in TenderNed		
Appendix 1	Questions and response form	Please use and submit this form
Appendix 2	Target prices payroll management services	Please use and submit this form
Downloadable in TenderNed		
Appendix 3a - Draft agreement		
Appendix 3b - ARVODI 2025		
Appendix 4 - Requirements and wishes regarding APIs		
Appendix 5a – Data Processing Agreement		
Appendix 5b – Standard Contractual Clause		
Appendix 6 – List of countries per lot		

1 Introduction

The Contracting authority, the Ministry of Foreign Affairs of the Netherlands, more specifically the Shared Service Organization Working for the Netherlands Worldwide (3W), is preparing a tender for Payroll (Management) Services Worldwide. Part of these preparations is a Market Consultation, offering interested companies with an opportunity to provide information early in the procurement process.

The announcement of this Market Consultation is published on [TenderNed](#) on February 12th, 2026.

The Ministry of Foreign Affairs of the Netherlands invites all qualified service providers to respond to this Market Consultation in preparation of the tender for Global payroll (management) services.

1.1 The Contracting Authority

The Ministry of Foreign Affairs of the Netherlands is the channel through which the Dutch Government communicates with foreign governments and international organizations. It coordinates and carries out Dutch foreign policy. The Ministry works from its headquarters in The Hague and its missions abroad (embassies, consulates, and permanent representations).

The Ministry of Foreign Affairs of the Netherlands works for Dutch nationals and for Dutch trade, interests, and values around the world. Together with other countries, we work to tackle global challenges. The ministry works to ensure:

- **Prosperity and fairness:** we promote international trade, help Dutch businesses do business with and in other countries, and promote sustainable trade and shared prosperity.
- **Security and stability:** we offer help and mediation to countries affected by conflict and violence and enhance stability in vulnerable countries by working to improve living conditions.
- **Justice and freedom:** we contribute to a well-functioning international legal order and promote international agreements in order to tackle global issues.
- **Dutch nationals abroad:** we give support to Dutch nationals in difficulties abroad and try to prevent such situations from occurring by providing information and advice.

Around the world, the Ministry of Foreign Affairs of the Netherlands has more than 140 embassies, consulates-general, consulates and permanent representations to international organizations, also known as 'missions'. In addition, it has some 360 honorary consulates, with more limited powers. The missions promote the interests of the Kingdom of the Netherlands and of Dutch people abroad.

For more information, please visit [the website](#) of the Ministry of Foreign Affairs.

The Shared Service Organization 3W

The Shared Service Organization (SSO) 3W has been supplying products and services since 2013, supporting those who work, travel and live abroad for the Dutch government (deployed and local employee). The organization has been successful in laying a firm foundation for the provision of a flexible and efficient service.

3W's vision is for their customers to always be satisfied with 3W services. The services are easy to find on their website, transparent and accessible. 3W continuously improves its method and services.

3W works by the following principles:

- **Demand-based:** 3W offers its services in a demand-oriented manner on the basis of a product and service catalogue which is periodically updated. This means that the customer's demand (ease of use for the customer) is central to determining the structure of the service process. The ambition is to offer, where possible, the service in its entirety.
- **Standardization and customization:** For efficiency sake, we work as much as possible with standard products and services. 3W quote is 'standardize where possible, tailor-make where necessary'. On the one hand, it does justice to the advantages that standardization offers and on the other recognizes that there are different needs among our customers which require customization.
- **Lean & Mean:** The 3W organization is set up in a 'lean & mean' way, working from structured processes and maximizing the use of digital work processes and self-service.
- **Broad is best:** The services are provided by the most suitable provider ("broad is best principle"). In most cases this is the back office of 3W itself, but if more efficient, other parties are called in. This can be other Ministries, SSOs and also other parties in the market.
- **Trust-based:** 3W wants to work on the basis of trust. By delivering good quality, in-line with the agreed conditions, 3W strives to earn the trust of its customers, and to keep it.
- **Quality of employees:** The quality of the service 3W provides is also largely determined by the quality of 3W employees. 3W invests in its employees so that they have the right knowledge and can work optimally both internally and very importantly, in a customer-oriented way. A "healthy" 3W is crucial.
- **Collaborating for optimization & innovation:** 3W is always looking for ways to improve its services. With this in mind, it seeks maximum cooperation with other partners: the clients / customers and the suppliers (other SSOs, Ministries and the market). By building sustainable relationships, we can look together at opportunities to optimize (improve) and to innovate (renew).
- **Financial Framework:** With regard to 3W finances and management, they operate along the basic principles of simplicity, transparency and minimal bureaucracy. A cost model is developed in consultation with all parties.

The following core values are important for 3W:

- **Context sensitivity:** 3W knows and understands the international context and its customers. 3W is therefore able to respond in an ideal way to the questions and needs of its customers in order to deliver the desired result.
- **Reliable:** 3W is clear about what it has to offer, how it handles questions, fulfils its commitments and always acts with integrity.
- **Professional:** 3W is focused in its actions (continuously striving to be more efficient and better) and solution-oriented. 3W always comes up with a solution / proposal - within the framework of the services of 3W - which the customer benefits from.

Context of the requested payroll management services

3W works in a political sensitive surrounding from The Hague, providing services to those working for the Dutch government abroad. Amongst these workers abroad are some 2600 locally employed staff members, working at the Dutch representations (Embassy, consulates-general and permanent representation).

The personnel and salary administration is taken care of centrally from The Hague. Gross to net salary calculations as well as payment of salaries including for example a bonus, lunch ticket etc. to local staff have to be executed accurately by partners abroad. This Market Consultations serves to find these partners. For more information, please visit the [3W website](#).

The Rijksinkoop samenwerking (RIS) supervises this Market Consultation

The RIS has been commissioned to supervise this Market Consultation. The RIS is a civil service organization specialized in the procurement of services and products. If you would like to know more about how the RIS works, please read [this document](#) (in Dutch) on the RIS website.

1.2 Contacts

Your Contacts are Roy Reintjes and Malou van Popta, senior procurement advisors at the RIS. For this formal Market Consultation we would like to maintain clear rules, comparable to a request for tenders. This is why we would like you to communicate only with the Market Consultation Contacts and request that such communication is done via TenderNed.

1.3 Structure of the Market Consultation Document

This document is intended to clarify the procedure, conditions, methods and intentions of the Market Consultation. This document contains an explanation of the consultation procedure, background information of the project and a formulation of questions to the participating parties.

In chapter:

- 2: we describe the aims of the Market Consultation;
- 3: we provide an outline of the contents of the potential assignment;
- 4: gives context to the questionnaire in Appendix 1;
- 5: we describe the procedure followed by the Contracting Authority in this Market Consultation;
- 6: the applicable limiting conditions and starting points of the Market Consultation are listed.

Finally, there is a glossary which explains what is meant by certain terms. In the text itself, such terms are shown with a capital letter. This indicates which terms can be found in the glossary.

Appendices 1 and 2 are used to share your answers with the Contracting Authority.

2 What is the reason for and aim of this Market Consultation?

2.1 Background and reason for the Market Consultation

The Ministry of Foreign Affairs of the Netherlands is considering a (European) request for tenders to contract a service provider for Global payroll (management) services.

We have previously conducted a market consultation and you might have given your input already. This input brought insights which were included in this document. Since the last consultation much has changed in the area of IT in relation to the payroll (management) services. Therefore we conduct another Market Consultation. Our aim is to publish the request for tenders in July 2026.

2.2 Aim of the Market Consultation

The purpose of this Market Consultation is to include the lessons learned from practice, in the tender. We are also interested in current trends and developments in the market which could have impact on the tender. Whether or not the Contracting authority will proceed with a European tender is at the discretion of the Ministry and will, in part, be dependent on the information gathered in this Market Consultation.

The Market Consultation provides benefits for all parties involved. The Contracting authority ascertains what is possible, the trends, the extent of interest of the market and the possibilities and impossibilities associated with payroll (management) service. The advantage for the entrepreneurs involved is to have an idea of the Contracting authority as an organization and the goals set for the tender project early on in the procurement process.

The aim of the Market Consultation is to:

- gain insight whether the market is interested in the possible Contract;
- involve entrepreneurs that are interested at an early stage;
- test our own starting points and assumptions;
- get an overview of visions, suggestions and ideas of entrepreneurs;
- determine which procurement strategy is most suitable.

3 What is the topic of the Market Consultation?

This chapter describes the scope of the possible assignment. The first paragraph discusses the background of the assignment. The second paragraph explains the scope of the requested payroll (management) services. The third and fourth paragraphs of this chapter discuss the purpose and size of the possible assignment.

3.1 Context of the Contract

In recent years The Ministry of Foreign Affairs of the Netherlands centralized all operational management for its embassies and missions abroad, to its headquarters in The Hague, the Netherlands. The payroll (management) services were part of this centralization. 3W took over the responsibility for executing the payroll (management) services gradually since 2018. In 2020 this process was concluded.

Since five years 3W is responsible for the payroll (management) services in a central role. In the current situation the payroll (management) services are outsourced to various payroll management service providers, grouped in various regions. The exact responsibilities of the service provider are listed in 3.2.

3.2 Scope of the Contract

Payroll (management) services as described in the context of the contract is the main task of the provider. These services need to be rendered for the following groups: locally employed personnel by the Ministry of Foreign Affairs and other Dutch Ministries at missions abroad. These services include "supplementations/OBWP" paid after local employees reach the retirement age and the domestic employees who are employed by the (Deputy) Head of Mission. When in the document "local personnel/employees" is stated, this always includes "supplementations/OBWP" and domestic employees. The Ministry of Foreign Affairs of the Netherlands coordinates the payroll (management) services for all missions by outsourcing it to entrepreneurs.

A broad description of payroll (management) services responsibilities of the service provider are:

- day to day payroll (management) services for the missions;
- payment of monthly salaries and supplementation/OBWP to (former) local employees;
- payment and remittance of statutory contributions and local taxes;
- preparation and providing monthly payslips for the (former) local employees of the missions;
- providing a clear and detailed explanation of the monthly payslip, so all (former) local staff members understand what happens in the gross-to-nett calculation;
- preparation and providing yearly statement for local tax purposes;
- providing information and implementing of HR and payroll changes arising from local legislation and regulations impacting ;
- acting as a point of contact for all local authorities, external parties and sub-contractors related to payroll and employment registration.
- register new personnel in a country according to its rules and regulations and make sure all (administrative) social security and obligatory tax payments are met from an employee's start to their departure from the Dutch entity.
- The provider needs to be able to calculate/generate/prepare payments in local currency, Euro's or US Dollars.

- It is the Ministry's preference that the provider makes the monthly payments to those entitled to a salary, after receiving funds to do so from the Ministry. Therefore the scope of the services include:
 - all necessary actions to have a month-to-month correct payroll and payment in the bank account of the employee.
 - This includes completing necessary forms, membership of platforms et cetera, as in some countries the payroll services consists of additional services.
 - It also includes the prompt answer to the questions by the Contracting Authority when a payment was calculated incorrectly or not received on the bank account (in time). The delivery of payroll (management) services for (former) local employees is based on the Ministry's Legal status regulations for local employees (LSR2020), locally oriented regulations (PUW) and local labour codes (local labour laws and regulations) in the respective countries of the missions. For domestic employees, only the local legislation and regulations of the respective counties are applicable.

The General Terms and Conditions for Public Service Contracts (ARVODI 2025) commonly apply to contracts with the Contracting Authority. Besides the ARVODI 2025, compliance with the European Privacy Legislation and data-security is mandatory.

3.3 The aim of the Contract

The Ministry of Foreign Affairs of the Netherlands aims to achieve the following goals with the assignment:

- first time right worldwide payroll calculations for (former) local employees;
- timely monthly payments to (former) local employees;
- timely monthly payments of taxes, social security and if applicable, other funds. Where applicable exchange of data with local government organizations, like tax authorities and social securities, handling of necessary forms/platforms and other necessary actions needed to get te (former) local employees the right (de-)registration(s);
- timely delivery of payslips to (former) local employees;
- excellent service management aimed at solving problems quickly. A pro-active attitude is expected to prevent escalations.
- all communication is in English.

3.4 The scope of the Contract

The scope of the potential request for tenders and Contract will encompass at this point in time 116 countries. This number can vary due to political decision by the Minister of Foreign Affairs of the Netherlands. In total, payroll (management) services must be provided for approximately 3,000 employees.

4 What questions does the Contracting Authority have?

The Contracting Authority has several questions. The list of questions below was drawn up with care and is presented in Appendix 1. Answering the questions requires the necessary time and effort, which we very much appreciate. The intention is that this Market Consultation leads to a request for tenders, that is as much as possible in tune with the present payroll market.

Please answer the questions in Appendices 1 and 2, and submit these to us before the response deadline (see paragraph 5.3).

5 What is the course of the procedure?

In this chapter the procedure of the Market Consultation is described and you will be given an overview of the planning. Each step is then explained briefly. In paragraph 5.4. you will find where and how you can ask your questions.

5.1 The Market Consultation

Every Relevant Market Party may participate in this Market Consultation

This Market Consultation is part of a possible request for tenders. For more information on participating in public requests for tender, please visit the following website: [Taking part in national and European tenders: step-by-step plan | Business.gov.nl](https://www.business.gov.nl/en/taking-part-in-national-and-european-tenders-step-by-step-plan)

This Market Consultation concerns services with the following CPV codes:

- 79211110-0, Payroll management services.

5.2 TenderNed

The Market Consultation has been published on TenderNed, the Dutch government's online tendering system. Participation in this Market Consultation also takes place via TenderNed. For more information, see their [website](#).

If you experience technical problems (e.g. inability to log in or submit an answer or tender), you can contact the TenderNed Service desk:

- telephone: **+31 70 379 88 99** (Monday to Friday from 8:30 am to 5:00 pm CET)
- email: [website form](#)

5.3 Market Consultation planning

This Market Consultation was published on TenderNed. From that moment on, the Market Consultation officially started. Below is the planning of the remainder of the procedure.

Activity	Date and time
Submit responses to the questions of the Market Consultation	Thursday 5 th of March 2026
Making final reports available to interested entrepreneurs	Monday 6 th of April 2026

5.4 Submission of response to Market Consultation

Submit your response to the Market Consultation at the latest by March 5th 2026

You can only submit your response via TenderNed. This is done by adding the appendices in a message to us in TenderNed. It helps if your response meets the following conditions:

- You respond to the answers provided by us by using the response forms (Appendix 1 and Appendix 2).
- You submit your response in a Microsoft Word file, Microsoft Excel file, Open Text file and/or in PDF form.

If you do not want to answer a certain question, then please let us know why, so that we can understand the underlying reasoning. By submitting a response to this Market Consultation you agree to all the terms and conditions of this Market Consultation. You are free to add any additional documents to your response.

5.5 Individual interviews

We have the option to conduct individual interviews

Based on the written submissions, we will determine whether an individual interview would provide significant added value. If so, we will select the relevant entrepreneurs to participate. These sessions are intended as explanatory meetings. A report will be drawn up for each interview, which will be shared with the participant for review and handled with strict confidentiality.

5.6 A final report will be made available to interested Relevant Market Parties

The report will be shared with the Relevant Market Parties when the request for tenders is published

An anonymised summary report will be drawn up of both the round of written questions and the round of interviews. The report includes:

- A summary of the results of the Market Consultation.

It does not contain information on prices and/or rates. Neither will the report show any questions and/or answers, nor any problem-solving approaches, for which the participating Relevant Market Party explicitly requested confidentiality. This will be at the discretion of the Contracting Authority.

If there is a follow-up to the Market Consultation in the form of a tender, then this final report will be included in the tender documents.

5.7 Contracting Authority reservations

The Contracting Authority may stop this Market Consultation at any time

Should it be decided to do so, you will be notified via TenderNed. In addition, the Contracting Authority has the right at all times to amend, alter and/or expand the Market Consultation.

The Contracting Authority does not reimburse costs

All costs associated with this Market Consultation are for your own account. Any loss caused due to participation in this Market Consultation is at your own risk.

6 What are the starting points and limiting conditions for this Market Consultation?

This chapter describes the starting points and limiting conditions applicable to this Market Consultation. By participating in this Market Consultation, you agree unconditionally with reservations, starting points and limiting conditions as stated in this Market Consultation Document. The starting points and limiting conditions have been listed below:

- In this Market Consultation procedure, the Contracting Authority will observe the principles of non-discrimination and transparency, as meant in the Public Procurement Act 2012;
- This Market Consultation Document is solely intended for Market Consultation purposes;
- This Market Consultation will explicitly not be used to make a pre-selection of candidates or interested Relevant Market Parties in the context of an intended tender;
- Relevant Market Parties who do not participate in the Market Consultation will not be excluded from further participation in a potential procurement procedure. Relevant Market Parties who do participate in the Market Consultation do not exclude themselves in any manner whatsoever, nor do they advantage themselves in any way for any participation in a procurement procedure;
- The Market Consultation is free of obligation both for any Relevant Market Parties and for the Contracting Authority;
- Participating Relevant Market Parties can derive no rights or obligations from this Market Consultation against the Contracting Authority;
- Participation by a Relevant Market Party to this Market Consultation does not give any right to acquiring an assignment;
- The participating Relevant Market Parties agree that the Contracting Authority will incorporate the information provided by the Relevant Market Parties anonymised in the schedule of requirements still to be determined by the Contracting Authority;
- Information provided in the context of the Market Consultation might deviate from the information still to be issued in the tender;
- To the extent possible, the Contracting Authority will deal with input from the Participating Relevant Market Parties confidentially, in which, in any event, the Contracting Authority will keep account of the legitimate business interests of parties;
- The languages to be used in this Market Consultation is English on TenderNed;
- The Contracting Authority is not bound in any way whatsoever by the results of the Market Consultation, nor is it obliged to realisation and/or tendering of the project to which this Market Consultation relates;
- Under no circumstances will the Contracting Authority honour any claims for the use of information, confidentiality, or requests for remuneration;
- The documents submitted by participating parties will be considered to be public documents and exempt of copyright. If copyrights are applicable, then that Participating Company or those Participating Companies indemnify the Contracting Authority;
- The Contracting Authority places no value judgment on the answers given by you to the questions; and
- The Contracting Authority reserves the right to:
 - amend the planning as stated in this document;
 - implement the intended tendering procedure in terms of format and content in a manner other than the procedure that has possibly been notified; and
 - discontinue this Market Consultation tentatively or definitely.

Glossary

Some terms are used more often in this Market Consultation Document. We want to ensure that you know exactly what these terms mean. Hence the important terms are explained below.

Term	Meaning
<u>Appendix</u>	An Appendix is a document that is part of this Market Consultation Document. These include the documents on TenderNed that have "Appendix" in their title.
<u>Contact</u>	RIS Roy Reintjes and Malou van Popta Senior procurement advisors
<u>Contract</u>	The possible public contract(s) for which this Market Consultation serves.
<u>Contracting Authority</u>	The State of the Netherlands. In this case, 3W, part of the Ministry of Foreign Affairs.
<u>ESP</u>	External Service Provider
<u>Market Consultation</u>	Posing questions to the market about a specific topic which aims to gather information. This information is possibly used by the Contracting Authority in a tendering procedure.
<u>Market Consultation Document</u>	This document and its associated Appendices.
<u>Public Procurement Act</u>	The Act of 1 November 2012, containing new rules governing tendering procedures (Bulletin of Acts and Decrees 2012/542).
<u>Relevant Market Party</u>	A service provider – according to the description provided in Section 1.1 of the Public Procurement Act 2012 – which is also a financial institution (within the meaning of the Dutch Financial Supervision Act) and who is permitted to carry out the services as described in this Market Consultation in the Netherlands.
<u>RIS</u>	The Rijksinkoop Samenwerking, the organisation who supervises the Tender for the Contracting Authority.
<u>SSO</u>	Shared service organisations that are responsible for executive tasks in the business operations of the ministries.
<u>TenderNed</u>	The Dutch government's online tendering system via which this Market Consultation, and the possible subsequent EU contract, are put out to tender.