



FIJI REVENUE AND CUSTOMS SERVICE

TERMS OF REFERENCE

Engagement of a System Architecture Consultant

Design and Development of a Service-Oriented Architecture (SOA),

Microservices and Middleware Integration Landscape

Fiji Revenue and Customs Service/ ICT Division

Issued: 12th June 2026

Closing Date: 13th July 2026

Reference No.: RFT 21/2026

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Advertisement

The following is the advertisement for Fiji Revenue and Customs Service as it originally appeared in the local media and should be used as the basis to submit your responses:

 **FIJI REVENUE AND
CUSTOMS SERVICE**

TENDER

**RFT No. 21/2026 – Engagement of a System
Architecture Consultant**

FRCS, a statutory authority mandated with the assessment and collection of tax and customs revenue, the facilitation of legitimate trade, and the safeguarding of Fiji's borders, hereby invites proposals from suitably qualified and experienced bidders for the modernization and integration of its business application environment. The Service currently operates a portfolio of systems that have evolved independently over time and function as siloed platforms, each supporting specific business processes without a unified integration framework.

Consequently, data exchange between systems relies on ad-hoc, point-to-point interfaces that are resource-intensive to develop, maintain, and scale. The proposed engagement seeks to establish a robust, scalable, and cohesive integration approach that will enhance interoperability, improve data consistency, and support the Client's ongoing digital transformation objectives. Interested bidders are encouraged to participate in this opportunity to deliver a sustainable and future-ready solution.

Interested bidders can access the Terms of Reference from the FRCS website: <https://www.frcs.org.fj/tenders/> or for further information, please email on tenders@frcs.org.fj.

Submission must be enclosed in a sealed envelope, clearly marked with **"RFT 21/2026 - Engagement of a System Architecture Consultant"**, and addressed to:

**The Chairman
FRCS Tender Board
Fiji Revenue and Customs Service
Private Mail Bag
Suva, Fiji**

Or it should be dropped in the Tender Box located at FRCS Complex, Building 2 – Level 4, Corner of Ratu Sukuna Road and Queen Elizabeth Drive, Nasese, Suva, Fiji **no later than 12 pm FJT on Monday 13th July 2026.**

FRCS reserves the right to accept or reject any submissions at its discretion and this RFT does not constitute a contract or offer and is intended solely for the purposes of soliciting interests.

1. Background and Context

The Fiji revenue and Customs Service (hereinafter referred to as "the Client") is the statutory authority responsible for the assessment and collection of tax and customs revenue in Fiji, the facilitation of legitimate trade, and the protection of Fiji's borders currently operates a portfolio of business applications that have evolved independently over time. These systems function as siloed platforms, each addressing specific business functions but without a consistent integration framework. As a result, data exchange between systems is largely achieved through ad-hoc, point-to-point interfaces that require significant manual effort to build, maintain, and extend.

This fragmented landscape has introduced several challenges, including duplicated data, inconsistent business logic, limited reusability of services, long lead times for new integrations, and increasing difficulty in supporting digital transformation initiatives and external stakeholder integrations.

To address these challenges, the Client intends to transition towards a modern, loosely coupled architecture based on the following strategic directions:

- Adoption of a Service-Oriented Architecture (SOA) as the foundational integration paradigm.
- Implementation of an enterprise middleware / integration platform (e.g., ESB, API Gateway, iPaaS) to mediate internal and external integrations.
- Development of all new applications using a microservices architecture.
- Selective deployment of workloads on cloud infrastructure (public, private, or hybrid).
- Establishment of architecture governance, standards, and reference patterns.

The Client does not currently have a dedicated Enterprise/Solution Architect within its ICT department. Accordingly, the Client wishes to engage an experienced and suitably qualified System Architecture Consultant ("the Consultant") to design and deliver a comprehensive architecture landscape and detailed architecture artefacts that will guide the transformation.

2. Objectives of the Assignment

The overall objective of this engagement is to design and establish a secure, robust, reusable, scalable, future-ready and well governed enterprise architecture landscape for the Client. Specifically, the Consultant is expected to:

1. Assess the current (As-Is) application, data, integration, and technology landscape.
2. Define the target (To-Be) enterprise architecture aligned with business goals, covering business, application, data, integration, infrastructure, and security domains.
3. Design a detailed SOA and microservices architecture, including service taxonomy, service boundaries, and reuse strategy.
4. Recommend a suitable middleware / integration platform and define integration patterns, standards, and reference implementations.
5. Develop a cloud adoption strategy and a hybrid deployment model appropriate to the Client's workloads and regulatory context.
6. Define security, identity, and data protection architecture aligned with industry best practices.
7. Establish architecture governance, standards, principles, and a capability-building roadmap for internal staff.
8. Produce a phased implementation roadmap with cost estimates, dependencies, and risk assessments.

3. Scope of Work

The scope of the assignment is organized into the following work streams. The Consultant is expected to deliver each stream to a professional standard consistent with recognized frameworks such as TOGAF, the C4 Model, or equivalent.

3.1 Current-State (As-Is) Assessment

- Conduct structured interviews and workshops with business units, ICT staff, and key stakeholders.
- Inventory existing applications, databases, interfaces, infrastructure components, and external integrations.
- Capture business and technical drivers, non-functional requirements and constraints
- Document existing business capabilities, information flows, and integration pain points.
- Identify technical debt, redundancies, and risks in the current landscape.
- Produce a validated As-Is architecture baseline and capability gap analysis.

3.2 Target-State (To-Be) Enterprise Architecture

- Define architecture vision, principles, and guiding standards with traceability from business capabilities to the supporting systems and services.
- Produce Business, Application, Data, Integration, Infrastructure, and Security architecture views.
- Define reference architectures for typical solution patterns (transactional, analytical, integration, public-facing, internal).
- Define canonical data models and data governance for entities shared across tax, customs and corporate systems, aligned to relevant standards
- Produce conceptual, logical, and physical architecture diagrams for priority domains.
- Establish the basis for transition from the As-Is to the To-Be state.

3.3 SOA and Microservices Design

- Define the SOA reference model, service catalogue structure, and service ownership model.
- Define service granularity guidelines and boundaries between SOA services and microservices.
- Specify microservice design patterns (e.g., API-first, event-driven, CQRS, saga, circuit breaker) appropriate to the Client's context.
- Recommend technology stack options for microservice development, containerization, and orchestration.
- Provide at least one reference implementation or proof-of-concept covering an end-to-end scenario.

3.4 Middleware and Integration Platform

- Assess middleware options (ESB, API Gateway, iPaaS, message broker, event streaming) against the Client's requirements.
- Recommend a preferred middleware solution / integration platform and API management capability on a vendor-neutral basis with clear justification covering functional fit, total cost of ownership, vendor viability, and skill availability.
- Define integration patterns, canonical data models where applicable, API standards, and versioning policies.
- Define standards for synchronous, asynchronous, batch, and event-driven integrations.

- Define the logical and physical integration design, including connectivity, transformation, orchestration, mediation and routing.
- Define monitoring, logging, and observability requirements for the integration layer.

3.5 Cloud Architecture and Deployment Strategy

- Develop a cloud adoption strategy appropriate to FRCS's workloads, addressing data residency, sovereignty, and regulatory considerations relevant to the Client data-sovereignty and regulatory context
- Assess workload suitability for cloud deployment (public, private, hybrid, or on-premises).
- Recommend cloud service provider(s) and service models (IaaS, PaaS, SaaS, CaaS) with justification.
- Define the landing zone, network topology, connectivity, and hybrid integration approach.
- Define DevSecOps, CI/CD pipeline, and Infrastructure-as-Code standards.
- Identify the cost, resilience, business-continuity and disaster-recovery implications of the proposed model.

3.6 Security, Identity, and Data Protection

- Define the security architecture covering perimeter, network, application, data, and identity layers.
- Recommend an identity and access management approach (e.g., OAuth 2.0, OIDC, SAML, mTLS) and API security standards.
- Define a zero-trust oriented security model where appropriate.
- Define a data-protection architecture, audit logging, non-repudiation and traceability consistent with FRCS security policy and applicable Fiji data-protection law
- Address encryption at rest and in transit, secrets management, and key management.
- Align the design with recognized standards such as ISO/IEC 27001, NIST CSF, and applicable local regulations.

3.7 Architecture Governance and Capability Building

- Establish an Architecture Governance framework, including an Architecture Review Board charter, roles, and decision rights.
- Define architecture standards, patterns, templates, and a decision-record practice (e.g., ADRs).
- Define how services, APIs and architecture changes are reviewed, approved and maintained over time; and
- Provide knowledge transfer and structured training sessions for internal technical staff.
- Mentor nominated staff to build in-house architecture capability over the engagement period.

3.8 Implementation Roadmap

- Develop a prioritized, phased, time-bound roadmap sequencing initiatives into short, medium, and long-term horizons.
- Provide high-level cost estimates (capital and operating), resource profiles, sequencing, and dependency maps for each phase.
- Identify key risks and mitigation strategies for each phase.
- Define success metrics and KPIs for measuring architectural maturity over time.

4. Deliverables

The Consultant shall submit the following deliverables during the engagement. All deliverables shall be subject to review and acceptance by the Client. Final deliverables must be provided in editable format (e.g., Word, PowerPoint, Visio/Draw.io, PDF) and include all source files.

No.	Deliverable	Format	Indicative Timing
D1	Inception Report and Detailed Work Plan	Document + Presentation	Week 2
D2	As-Is Architecture Assessment Report	Document + Diagrams	Week 5
D3	Target Architecture Vision and Principles	Document + Presentation	Week 7
D4	Detailed To-Be Architecture (Business, Application, Data, Integration, Infrastructure, Security)	Document + Diagrams	Week 12
D5	SOA, Microservices and Middleware Design Specifications	Document + Reference Models	Week 14
D6	Cloud Adoption Strategy and Deployment Blueprint	Document + Diagrams	Week 15
D7	Security and Identity Architecture	Document	Week 16
D8	Architecture Governance Framework and Standards	Document + Templates	Week 17
D9	Proof-of-Concept / Reference Implementation	Working artefact + Documentation	Week 18
D10	Implementation Roadmap with Costing and Risk Register	Document + Schedule	Week 20
D11	Knowledge Transfer and Training Sessions	Training materials + Sessions	Weeks 18–22
D12	Final Consolidated Architecture Landscape Package	Complete document set	Week 22

The timings above are indicative and will be refined in the Inception Report. Each deliverable must meet the acceptance criteria agreed during inception and shall be formally signed off by the Client before the next phase proceeds.

5. Duration of the Assignment

The assignment is expected to be completed within a period of approximately twenty-two (22) weeks from the commencement date, including all deliverables, reviews, and knowledge transfer activities. The engagement may be structured as a combination of on-site and remote work, with on-site presence required for key workshops, governance meetings, and knowledge transfer sessions. The final duration and working arrangements shall be confirmed at contract negotiation.

6. Approach and Methodology

The Consultant is expected to propose a clear, structured methodology that combines recognised enterprise-architecture practice (for example TOGAF or an equivalent framework) with iterative, incremental delivery. The proposed approach should:

- Be evidence-based and collaborative, validating findings and designs with FRCS business and technical stakeholders
- Favour incremental delivery of working software and “thin slices” of integration that demonstrate value early and de-risk the programme
- Be vendor-neutral, with technology recommendations justified against documented requirements and total cost of ownership
- Embed security-by-design and privacy-by-design throughout; and
- Prioritise knowledge transfer and FRCS ownership at every stage, rather than creating dependence on the Consultant.

7. Required Qualifications and Experience

The Consultant must demonstrate senior-level expertise in enterprise and solution architecture. Proposals may be submitted by an individual consultant or a firm offering a qualified lead architect supported by specialist team members. Individual consultants must have a valid business registration and relevant compliance certificates as outlined in the General Terms and Conditions of the Tender in Annex A

7.1 Academic Qualifications

- A Bachelor's degree in Computer Science, Information Technology, Software Engineering, or a closely related discipline. A Master's degree will be considered an advantage.

7.2 Professional Certifications (at least one required)

- TOGAF 9 / TOGAF Standard 10 Certified.
- Certified Information Systems Security Professional (CISSP) or equivalent for the security lead.
- Cloud architecture certification from a major provider (AWS Solutions Architect Professional, Microsoft Azure Solutions Architect Expert, or Google Cloud Professional Cloud Architect).
- Additional relevant certifications (e.g., ArchiMate, Kubernetes CKA/CKAD, ITIL) are an advantage.

7.3 Professional Experience

- A minimum of ten (10) years of progressive experience in ICT, with at least five (5) years in a dedicated Enterprise or Solution Architect role.

- Demonstrated experience in leading at least two (2) comparable SOA, microservices, or enterprise integration programmes of similar scale and complexity.
- Proven experience designing middleware / integration platforms (ESB, API Gateway, iPaaS, or event streaming).
- Hands-on experience with cloud architecture across at least one major provider, including hybrid deployment patterns.
- Experience establishing architecture governance and mentoring internal teams.
- Experience working with public-sector or regulated environments will be considered an advantage.

7.4 Technical Competencies

- Strong command of architecture frameworks (TOGAF, Zachman) and modelling notations (ArchiMate, UML, C4, BPMN).
- Deep knowledge of API design (REST, GraphQL), messaging (Kafka, RabbitMQ, JMS), and integration patterns.
- Proficiency in containerisation (Docker), orchestration (Kubernetes), and DevSecOps toolchains.
- Sound understanding of application security, identity federation, and data protection standards.

7.5 Soft Skills

- Excellent written and spoken English.
- Strong facilitation, stakeholder engagement, and presentation skills.
- Ability to communicate complex technical concepts to non-technical audiences.
- Demonstrated mentoring and knowledge-transfer ability.

8. Reporting and Governance Arrangements

The Consultant shall report directly to the [Head of ICT / Chief Information Officer / Nominated Project Sponsor], who will act as the primary point of contact for the assignment. A Project Steering Committee will be established to provide strategic direction and approve key deliverables.

The Consultant shall:

- Submit weekly progress reports covering activities completed, planned activities, issues, and risks.
- Attend fortnightly status meetings with the Client's project team.
- Present major deliverables formally to the Steering Committee for approval.
- Maintain a decision log and a risk and issues register throughout the engagement.

9. Client Inputs and Facilities

The Client shall provide the Consultant with reasonable support to ensure successful delivery of the assignment, including:

- Timely access to relevant staff, documentation, and existing architecture artefacts.
- A nominated counterpart team to participate in workshops and receive knowledge transfer.
- Access to non-production environments needed for analysis and proof-of-concept work.
- Workspace and basic facilities during on-site engagements.

- Timely review and feedback on deliverables in accordance with the agreed schedule.

10. Evaluation Criteria

Proposals will be evaluated based on a combined technical and financial assessment. The minimum qualifying technical score shall be seventy percent (70%). The indicative evaluation weighting is as follows:

Criterion	Weight	Notes
Relevant experience of the consultant / firm in comparable assignments	25%	Evidence of at least 2 comparable assignments
Qualifications and experience of the proposed lead architect	25%	Curriculum Vitae and certifications
Understanding of the assignment and proposed methodology	20%	Technical proposal quality and clarity
Work plan, deliverables, and resource allocation	10%	Feasibility and completeness
Knowledge transfer and capability-building approach	10%	Training plan and mentoring model
Financial proposal	10%	Value for money (evaluated separately where required)

The Client reserves the right to apply either a Quality and Cost-Based Selection (QCBS) or Quality-Based Selection (QBS) method, as shall be specified in the Request for Proposal (RFP) issued in conjunction with this Terms of Reference.

11. Proposal Submission Requirements

Interested consultants/firms shall submit a proposal comprising the following:

11.1 Technical Proposal

- Understanding of the assignment and the Client's context.
- Proposed methodology, approach, and work plan with a Gantt chart.
- Team composition, roles, and Curricula Vitae of all key personnel.
- At least three (3) references from comparable assignments, including contact details.
- Samples of comparable architecture deliverables (where confidentiality allows).
- Proposed risk management and quality assurance approach.

11.2 Financial Proposal

- All-inclusive professional fees, broken down by phase and deliverable.
- Reimbursable costs (travel, accommodation, etc.) stated separately.
- Applicable taxes clearly indicated.
- Payment terms aligned with the deliverables schedule.

12. Payment Schedule

Payments shall be made in instalments linked to acceptance of deliverables, as follows:

Milestone	Linked Deliverables	Payment
Contract signing and mobilization (Inception Report accepted)	D1	15%
Acceptance of As-Is Assessment	D2	15%
Acceptance of Target Architecture and Detailed Design	D3, D4	25%
Acceptance of SOA, Microservices, Middleware, Cloud and Security designs	D5, D6, D7	20%
Acceptance of Governance, PoC and Roadmap	D8, D9, D10	15%
Completion of knowledge transfer and Final Package acceptance	D11, D12	10%

Payments will be effected within thirty (30) days of formal acceptance of the corresponding deliverables and receipt of a valid invoice.

13. Confidentiality and Intellectual Property

Given the sensitivity of the tax, customs and border-protection information to which the Consultant may be exposed, all information disclosed to the Consultant in the course of the assignment shall be treated as strictly confidential. The Consultant shall be required to sign a Non-Disclosure Agreement (NDA) prior to commencement. The following terms shall be incorporated into the NDA and the resulting contract:

- Definition: “Confidential Information” means all non-public information disclosed by or on behalf of FRCS, or obtained or generated in the course of the assignment, in any form – including taxpayer and trader data, system designs and configurations, security information, business processes, and the existence and contents of the engagement
- Use limitations: the Consultant shall use Confidential Information solely to perform the assignment and shall not disclose it to any third party without the prior written consent of FRCS

- Personnel undertakings: every member of the Consultant’s team, and any approved subcontractor, shall sign an individual confidentiality undertaking before being granted access, and the Consultant remains fully responsible for their compliance
- Need-to-know: access shall be granted strictly on a need-to-know basis and protected by appropriate technical and organizational safeguards
- Statutory secrecy: the Consultant acknowledges that taxpayer and trader information is protected by statutory secrecy obligations under Fiji tax and customs legislation, and that unauthorized access to or disclosure of such information shall constitute a criminal offence
- Survival: confidentiality obligations survive completion or termination of the contract, continuing indefinitely in respect of taxpayer, trader data and all other information obtained, shared or disclosed during the engagement.

All deliverables, including documents, diagrams, code, configurations, and derivative works produced under this assignment, shall be the sole property of the Client. The Consultant shall not reuse or publish any part of the deliverables without the prior written consent of the Client.

14. Data Protection and Security

The Consultant shall comply with FRCS information-security policies, applicable Fiji data-protection and privacy law, and good industry practice for the protection of personal and fiscal data. In particular, the Consultant shall:

- Process personal, taxpayer and trader data only on the documented instructions of FRCS and only to the extent necessary for the assignment
- Use anonymized, masked or synthetic data in development, test and other non-production environments; live data shall not be used outside production without explicit written authorization
- Not transfer, host or process FRCS data outside Fiji without the prior written approval of FRCS, consistent with data-sovereignty requirements
- Implement appropriate access control, encryption, logging, segregation and other security controls for all environments holding FRCS data
- Ensure that personnel with access to sensitive systems or data are subject to security vetting or background checks where required by FRCS
- Notify FRCS without undue delay, and within the period specified in the contract, of any actual or suspected data breach or security incident, and cooperate fully in its investigation and remediation
- Maintain auditable records of processing and permit FRCS, or its appointed auditors, to verify compliance.

15. Intellectual Property Rights

Ownership and use of intellectual property arising from or used in the assignment shall be addressed as follows:

- Foreground IP: all deliverables, architecture designs, models, specifications, source code, configurations, scripts, documentation and other work products created specifically for FRCS under this assignment shall vest exclusively in, or be irrevocably assigned to, FRCS upon creation, together with all associated intellectual-property rights
- Background IP: any pre-existing intellectual property of the Consultant incorporated into a deliverable remains the Consultant’s property, but the Consultant grants FRCS a perpetual, irrevocable, royalty-free, worldwide and non-exclusive licence to use, modify and maintain it as necessary to use the deliverables and the resulting architecture

- Third-party and open-source components: the Consultant shall obtain all necessary licences, disclose all such components and their licence types in a bill of materials, and ensure the licences are compatible with FRCS's intended use and impose no unacceptable obligations
- Source code and handover: all source code, configuration and infrastructure-as-code shall be delivered to a FRCS-controlled repository, with documentation sufficient for FRCS or a third party to operate, maintain and extend the solution
- No disabling mechanisms: the Consultant shall not embed any disabling code, time-lock or licensing mechanism that could impair FRCS's use of the deliverables
- IP warranty and indemnity: the Consultant warrants that the deliverables do not infringe any third-party intellectual-property rights and shall indemnify FRCS against any such claim.

16. Warranties and Professional Standards

The Consultant warrants and undertakes that:

- The services will be performed with the degree of skill, care and diligence expected by a suitably qualified and experienced professional in this field
- The deliverables will conform to the agreed requirements, specifications and acceptance criteria and will be free from material defects
- Personnel are suitably qualified, vetted and authorized, and key personnel will not be substituted without the prior written approval of FRCS and only with personnel of equal or better qualification
- The Consultant will comply with all applicable laws, FRCS policies and any relevant development-partner guidelines
- Defects identified during the warranty / defects-liability period specified in the contract, following acceptance of a deliverable, will be remedied promptly at the Consultant's cost.

17. Liability and Indemnities

The contract shall allocate liability and risk between the parties, including the following provisions:

- Liability: the Consultant shall be liable for, and shall indemnify FRCS against, losses, damages, costs and expenses arising from the Consultant's breach of contract, negligence, breach of confidentiality, infringement of intellectual-property rights, breach of data-protection obligations, or the unauthorised disclosure or loss of FRCS data.
- Limitation of liability: an aggregate cap on the Consultant's liability (for example, a multiple of the contract value) may be agreed for general contractual claims; the cap shall not apply to liability for breach of confidentiality, loss or unauthorized disclosure of taxpayer or trader data, intellectual-property infringement, fraud, willful misconduct, gross negligence, or death or personal injury.
- Indemnities: the Consultant shall indemnify FRCS against third-party claims arising from the Consultant's performance, including intellectual-property infringement and data-breach claims.

18. Other Contractual and Risk Provisions

The resulting contract prior to the engagement shall also address the following matters:

- Termination: FRCS may terminate for cause (including uncured material breach, insolvency, or breach of confidentiality or anti-corruption obligations) and for convenience on notice; on termination the Consultant shall

hand over all work product, provide reasonable transition assistance, and be paid for accepted work performed to the date of termination.

- Suspension: FRCS may suspend the assignment on notice, with an equitable adjustment to the timeline where appropriate.
- Subcontracting and assignment: no subcontracting, assignment or novation shall occur without the prior written consent of FRCS, and the Consultant remains fully responsible for any approved subcontractor.
- Key-personnel continuity: key experts are engaged by name; substitution requires prior approval and equivalent qualifications, and unplanned departures must be managed to avoid disruption.
- Anti-corruption, fraud and sanctions: the Consultant shall comply with applicable anti-bribery, anti-corruption and sanctions laws and a code of conduct, and shall neither offer nor accept any improper inducement; breach entitles FRCS to terminate and pursue remedies.
- Audit and records: the Consultant shall maintain proper records and permit FRCS, its auditors and relevant development partners to audit performance, costs and compliance.
- Force majeure: relief may be granted for events beyond a party's reasonable control, subject to notice and mitigation obligations.
- Business continuity and exit: the Consultant shall support an orderly exit and knowledge transfer to FRCS or a successor at the end of, or on termination of, the engagement.
- Independent contractor and taxes: the Consultant acts as an independent contractor and is responsible for its own taxes and statutory obligations.
- Governing law and disputes: the contract shall be governed by the laws of Fiji, with disputes resolved by good-faith negotiation and thereafter by arbitration or the courts of Fiji as specified in the contract.

19. Conflict of Interest

The Consultant shall declare any actual or potential conflict of interest at the time of proposal submission and throughout the engagement. Consultants who have commercial relationships with specific technology vendors shall clearly disclose such relationships. The Consultant is expected to provide vendor-neutral advice, and all technology recommendations must be justified against the Client's requirements rather than commercial affiliations.

20. Submission of Proposals

Proposals shall be submitted in sealed envelopes or via the Client's designated electronic procurement platform, clearly marked with the reference number of this Terms of Reference, no later than **12pm Monday 13th July 2026**.

Clarifications and enquiries may be addressed in writing to:

Name: Jyoti Singh

Title: Procurement Officer

Email: tenders@frcs.org.fj

Phone: 3243126

Address: Building 2 – Level 4 | Revenue & Customs Services Complex, Cnr Queen Elizabeth Drive & Ratu Sukuna Road, Nasese, Suva

Annex A — FRCS Request for Tender (RFT) Framework

This Annex follows the FRCS standard RFT template structure and consists of three parts: Part A.1 — Invitation to Tender; Part A.2 — General Terms and Conditions (GTC); Part A.3 — Bid Data Sheet (BDS). Schedules A, B, and C (Forms) are provided in Annex B.

A.1 Invitation to Tender (RFT No. 21/2026 — Engagement of a System Architecture Consultant)

1. Fiji Revenue and Customs Service (FRCS) invites written signed tenders from experienced Architecture Consultant to design and deliver a comprehensive architecture landscape and detailed architecture artefacts that will guide the transformation described in this Terms of Reference and its Annexes.
2. The following attachments form part of the Bidding Documents:
 - Annex A.1 – Invitation to Tender
 - Annex A.2 – General Terms and Conditions
 - Annex A.3 – Bid Data Sheet
 - Annex B – Forms
 - Annex B Schedule A: Declaration by Bidder – Conformity
 - Annex B Schedule B: Bidder Information
 - Annex B Schedule C: Declaration by Bidder – Price
3. Competitive bidding will be conducted under FRCS procurement procedures and guidelines and is open to all eligible companies.
4. Interested bidders can access the tender specifications from the FRCS website: <https://www.frcs.org.fj/tenders/> at no cost. All documents are in the English language.
5. It is the bidder's responsibility to ensure that the submission is dropped in the Tender Box located at FRCS Complex, Building 2 — Level 4, Corner of Ratu Sukuna Road and Queen Elizabeth Drive, Nasese, Suva, or via email before the specified closing time stated in Annex A.3 (Bid Data Sheet).
6. Local bidders are required to submit valid compliance certificates / letters from FNPF, FRCS, and FNU as part of their bids. Failure to comply with the requirements of the Bidding Documents may invalidate the submission.
7. Bidders seeking further clarification or information on the Tender and/or the process should contact FRCS via email on tenders@frcs.org.fj
8. Bid responses must be hand-delivered or emailed before the deadline stated in Part A.3 (Bid Data Sheet). Late tenders will not be accepted.
9. The highest or any tender may not necessarily be accepted.
10. FRCS reserves the right to accept or reject any Bid, and to annul, in whole or in part, or to suspend the bidding process and reject all Bids at any time and without reason prior to award, without thereby incurring any liability to the affected Tenderer or Tenderers.

A.2 General Terms and Conditions (GTC)

The following 16 General Terms and Conditions (FRCS standard) apply to this Tender.

Clause	Provision
1. Format of Response	Each bidder must provide a formal letter of transmittal that must: a) Be signed by an authorized representative of the organization and state that the signing official is authorized to legally bind the organization

	b) Include the names, titles, office addresses, and office telephone numbers of the persons authorized by the organization to conduct negotiations on the proposal, including their expected roles in negotiations. c) Provide a contact name, address, landline number and email address which FRCS will use in serving notices to the bidder. d) Two envelopes/zipped folder for email submission, 1 for technical and 2nd for financial.
2. Late Submissions	Submissions received within five (5) minutes of the closing time will be accepted. Five minutes is allowed as variation for any timing difference. Submissions received later than this will not be accepted.
3. Applicants to Inform Themselves	Each applicant should: a) Examine this specifications document, any documents referred to within, and any other information made available by FRCS b) Obtain any further information about the facts, risks, and other circumstances relevant to the tender by making all lawful inquiries c) Ensure that the submission and all information on which its proposal is based is true, accurate, and complete. By submitting their proposal, applicants are deemed to have: a) Examined the tender specifications and any other information made available in writing by FRCS to the applicants. b) Examined all information relevant to the risks, contingencies, and other circumstances having an effect on their proposal and which is obtainable by the making of reasonable inquiries.
4. Bidder's Risk	FRCS accepts no responsibility, liability, or obligation whatsoever for costs incurred by or on behalf of any bidder in connection with the EO/RFT or any participation in the tender process.
5. Selection of Preferred Applicant	• No proposal will necessarily be selected by FRCS as the preferred solution. The FRCS Evaluation Committee may decide not to accept any proposal or to reject all proposals at any time. FRCS reserves the right to cancel this tender and pursue an alternative course of action at any time. • Selection of a Preferred Applicant will not constitute acceptance of the proposal, and no binding relationship will exist between the preferred applicant and FRCS until a written agreement acceptable to FRCS is executed by an authorized officer of FRCS and the successful applicant.
6. Conduct of Applicants	Conduct of Applicants or any of their consortium members may affect the outcome of their tender responses, including non-consideration of the proposal. Applicants warrant that they (and their consortium members) have not and will not engage in: a) Lobbying of, or discussions with, any politician or political groups during this tender process. b) Attempts to contact or discuss the tender process with any officer, member, staff, contractor, or agent of FRCS, except for Evaluation Committee members through the formal clarification channel c) Provision of gifts or future promises of gifts of any sort to the previously mentioned personnel. d) Accepting or providing secret commissions. e) Seeking to influence any decisions of FRCS by improper means or otherwise acting in bad faith, fraudulently or improperly.
7. Currency	All currency in the proposal shall be quoted in Fiji Dollars (FJD) and prices shall be VAT-inclusive.
8. Corporate Information	Each applicant must provide: a) Details of the corporate and ownership structure including identification of any holding/parent companies (Business License and Business Registration). b) Profiles of the company and any parent entity, including the names of all directors and officers. If the company is a subsidiary, the applicant must provide full details of the legal and financial relationship between the subsidiary and parent. c) A full description of current operations including the most recent audited financial statement

	d) A copy of the company's Certificate of Incorporation. e) Confirmation that the company has the capacity to bid for the Services and that there is no restriction under any relevant law preventing it from bidding. f) Provision of details of any legal proceedings against the company.
9. Qualifications and Capability	Each Applicant must: a) Be FNPF, FRCS, and FNU compliant (valid letters/certificates to be attached). Tax Identification Number (TIN) MUST be quoted in the submission. b) Demonstrate that it will be able to meet its financial obligations under this tender. c) Provide evidence of the professional certifications and relevant experience of proposed key experts as specified in the Terms of Reference.. d) Relevant experience in successfully executing projects or managing service support contracts of a similar scope and monetary value.
10. Mergers, Acquisitions, Sales of Applicant	Where such information is publicly accessible, the Applicant must indicate whether any mergers, acquisitions, or sales are planned presently or during the year following the submission of the proposal.
11. Enquiries	All questions and enquiries regarding this tender are to be made in writing via email or official letter. All questions and enquiries will be responded to in writing via email. Verbal responses will not have any binding on either party.
12. Confidentiality	All Companies shall keep strictly confidential any and all information contained in this RFT and any other information or documents made available to them by or on behalf of FRCS in connection with this RFT. The firms shall not disclose, nor allow any such information to be disclosed. Any effort by a Tenderer to influence FRCS in its decisions on Tender evaluation, comparison, or contract award may result in the rejection of the Tenderer's Bid.
13. Price Bid	The Price(s) should include all non-exempt duties, taxes, and other levies payable by the Tenderer under the contract/purchase order and must be presented as per the Price Schedule (Schedule C) provided in Annex B.
14. Bid Validity Period	The bid shall remain valid for 120 calendar days after the deadline of the receipt of the bids.
15. Notification of Award	FRCS will notify the successful Tenderer in writing prior to the expiration of the period of Bid Validity.
16. Extension of Validity Period	In exceptional circumstances, prior to the expiration of the proposal validity period, FRCS may request bidders to extend the period of validity of their proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal. If the bidder agrees to extend, it shall be done without any change to the original proposal. The bidder has the right to refuse to extend, in which case the proposal will not be further evaluated.

A.3 Bid Data Sheet (BDS)

BDS No.	Description	Instruction
1	Condition of Tender	Fixed Lump Sum (Base Service Fee) plus T&M Rate Card and Optional Services per Annex B.
2	Contract Form	The provisions of the Contract Template are indicative of the terms and conditions the parties may ultimately agree, and will become binding on the parties after the tender has been awarded and upon finalization and execution of the contract. A Memorandum of Understanding ("MOU") and Non-Disclosure Document ("NDD") shall be signed with the successful bidder prior to commencement of works.
3	Mandatory Supplementary Documents	• Company Profile (≤ 15 pages) including Organization Structure • Schedule A — Declaration by Bidder — Conformity (Annex H) • Schedule B — Bidder Information (Annex H) • Schedule C — Declaration by Bidder — Price (Annex H) • Valid FRCS Tax Compliance Certificate • Valid FNPF Compliance Letter (for companies) • Valid FNU Levy Compliance Certificate

		• Certificate of Tax Registration and Exemption (if any) • Certificate of Incorporation / Business Registration • Minimum 3 written Client References with contact details • Minimum 2 written Supplier References • Proof of relevant certifications / architecture credentials for proposed key experts • Concise CV (maximum three pages) covering: • full name and proposed role • education and professional certifications • total and relevant years of experience • a summary of three to five most relevant assignments (client, role, scope, outcome and dates) • language proficiency. CVs should be signed by the expert and confirm availability for the assignment period.
4	Deadline / Submission	Date: 13th July 2026 Time: 12:00 noon FJT Mode: Submission to be dropped in the Tender Box located at FRCS Complex, Building 2 — Level 4, Corner of Ratu Sukuna Road and Queen Elizabeth Drive, Nasese, Suva or emailed to : tenders@frcs.org.fj Tender to be in a sealed envelope and clearly marked: " RFT No. 21/2026 — Engagement of a System Architecture Consultant ".
5	Deliverables	Refer to Section 4 (Deliverables) and Section 3 (Scope of Work) of this TOR for the full deliverables matrix. Bidders shall acknowledge each deliverable in Schedule A.
6	Locations	FRCS Nasese Office
7	Clarifications	Email: tenders@frcs.org.fj Bidder questions due 21 days after RFT issue. FRCS responses (including any addenda) published 14 days before bid deadline. All Q&A published to all bidders simultaneously without identifying the questioner. Verbal responses are non-binding.
8	Pre-Bid Conference	Mandatory virtual pre-bid conference 14 days after RFT issue. Attendance to be confirmed by email at least 3 business days in advance. Minutes published as addendum within 5 business days.
9	Bid Opening	Two-envelope bid: Technical envelopes and Financial envelopes
10	Evaluation Methodology	Per Section 10.
11	Conflict of Interest	Bidders shall declare any actual, potential, or perceived COI. Material undisclosed COI is grounds for disqualification.
12	Joint Ventures, Consortia, and Sub-Contractors	Permitted with disclosure. Lead bidder bears primary contractual liability with cross-guarantee from JV partners. Sub-contractors > 10% of contract value disclosed at bid; changes during contract require prior written FRCS approval.

Annex B — Schedules (FRCS Standard Forms)

This Annex provides the FRCS standard Schedule forms required as part of the bid submission. Schedules A, B, and C must be completed, signed by the authorized representative, and included in the bid envelope.

B.1 Schedule A — Declaration by Bidder — Conformity

Tender Reference:	RFT No. 21/2026
Tender Title:	Engagement of a System Architecture Consultant

1. We confirm to have examined the Tender Documents, attended the Pre-Bid Conference (where applicable) and hereby acknowledge any addenda thereof, and offer to supply the services set out in the RFT, the Specifications, the Terms of Reference, and accompanying documents for the price(s) specified in the Price Schedule (Schedule C).
2. We declare that we have read and clearly understood all Sections of this RFT, including the GTC and the TOR, and if required we will sign and return any section of the RFT to form part of the Contract Document.
3. We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium/Association members or subcontractors or suppliers for any part of the contract:
 - a. have no conflict of interest, are not under procurement prohibition by FRCS, and have not been suspended, debarred, sanctioned, or otherwise identified as ineligible.
 - b. have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future.
 - c. Undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice with FRCS or any other party, and to conduct business in a manner that averts any financial, operational, reputational, or other undue risk to FRCS.
4. We declare that all information and statements made in this Proposal are true and we accept not to deviate, unless the Scope of Work is changed by FRCS.
5. We agree that FRCS has the right to deduct the full Bid Security Sum (if any) in case of any breach of the terms and conditions of the RFT or in the case where we decide to reject the offer by FRCS after the Letter of Award has been issued.
6. We understand that FRCS reserves the right, unless the tenderer stipulates to the contrary in the tender, to accept such portion thereof as FRCS may decide. FRCS is not bound to accept the lowest or any tender.
7. We confirm that our submission shall be valid and remain binding upon us for the period specified in the Bid Data Sheet (90 calendar days).

I, the undersigned, certify that I am duly authorized to sign this Proposal and bind it should FRCS accept this Proposal.

Field	Detail	Common Seal
Authorized Representative - Signature		
Authorized Representative - Name		
Designation		
Company Name		
Date		

B.2 Schedule B - Bidder Information

Field	Bidder Response
Bidder Registered Name	[Complete]

Legal Address - Street Address	[Complete]
Legal Address - Postal Address	[Complete]
Office Number	[Complete]
Website (if any)	[Complete]
Year of Registration	[Complete]
List of Director(s) / Shareholder(s)	[Complete]
Bidder Authorized Representative - Name and Title	[Complete]
Bidder Authorized Representative - Telephone	[Complete]
Bidder Authorized Representative - Email	[Complete]
Countries of Operation	[Complete]
No. of Full-time Employees	[Complete]
No. of Technical Employees	[Complete]
No. of Field / On-site Employees in Asia-Pacific	[Complete]
FRCS Clarification Contact - Name and Title	[Complete]
FRCS Clarification Contact - Telephone	[Complete]
FRCS Clarification Contact - Email	[Complete]

Documents to be Attached with Schedule B

- Company Profile, not exceeding fifteen (15) pages, with Organization Structure, Director(s), specialization, expertise, list of equipment, machinery, and resources.
- Certificate of Incorporation / Business Registration.
- Valid Tax Compliance Certificate issued by FRCS.
- Certificate of Tax Registration and Exemption (if any).
- Valid FNPFC Compliance Certificate.
- Valid FNU Levy Compliance Certificate.
- Audited Financial Statements (balance sheets including all related notes, and income statements) for at least the most recent 3 years, prepared by a qualified Accountant professional.
- Minimum 3 written Client References (preferably tax / revenue authority engagements) with contact details.
- Minimum 2 written Supplier References.
- Personnel CVs for all proposed Key Personnel.
- Insurance certificates per Annex I (Professional Indemnity, Public Liability, Cyber Liability, Workers Compensation).
- Methodology Questionnaire response using template B.5.
- Sub-contractor disclosure (where any sub-contractor is > 10% of contract value).
- Anti-Bribery, Sanctions, and Modern-Slavery / Human-Rights Declarations.
- Conflict-of-Interest Declaration.

B.3 Schedule C - Declaration by Bidder - Price

Tender Reference:	RFT No. 21/2026
Tender Title:	Engagement of a System Architecture Consultant

We, the undersigned, submit our Price for the above project in accordance with the Specification prepared by FRCS.

The whole of the works shall be completed and carried out to the entire satisfaction of FRCS for the sum of [Insert amount in words and figures (VIP)].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet. We understand you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized to sign this Proposal and bind it should FRCS accept this Proposal.

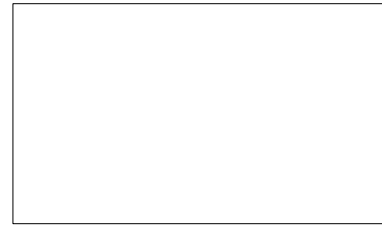
Authorized Representative Signature : _____

Authorized Representative Name : _____

Designation : _____

Company Name : _____

Date : _____



[Bidders official stamp/seal]

The Client reserves the right to accept or reject any proposal, and to annul the procurement process at any time prior to contract award, without thereby incurring any liability to the affected proposer(s).

— End of Terms of Reference —