



FIJI REVENUE AND CUSTOMS SERVICE

Terms of Reference

Tender Reference	EOI No. 31/2026
Tender Title	Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)
Release Date	Friday 17 th July 2026
Submission Response Close	Friday 31 st July 2026, 12PM FJT

Table of Contents

Advertisement	3
Section 1 – Invitation to Tender	5
Section 2 – General Terms and Conditions.....	6
Section 3 – Bid Data Sheet.....	9
Section 4 – Schedule of Returnable Forms.....	10
Schedule A: Declaration by Bidder – Conformity	10
Schedule B: Bidder Information	11
Schedule C: Commitment, Experience & Referees	12
Schedule D: Declaration by Bidder – Price	13
Schedule E: Price Breakdown	14
Section 5 – Technical Specification.....	15

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**

Expression of Interest

NO. 31/2026 - Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)

FRCS invites Expressions of Interest from experienced and forward-thinking service providers to partners in undertaking a comprehensive workforce planning exercise.

This engagement is a key step in supporting FRCS's strategic direction, particularly its ambition to:

- Become an employer of choice
- Delivering customer-centric and trusted services
- Drive organizational transformation through digital innovation

The intention is not only to understand workforce numbers and structures, but to take a deeper, more meaningful look at how people, capability, and culture come together to enable performance. FRCS is seeking a partner who understands that workforce planning is ultimately about people, their potential, their experience, and their contribution to national service.

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 "EOI 31/2026 – Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)", 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 12.00pm on Friday 31st 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.

Section 1 – Invitation to Tender

EOI No. 31/2026 – Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)

1. Fiji Revenue and Customs Service (FRCS), invites written signed tenders from eligible bidders for the given subject.
2. The following attachments form part of the Bidding Documents:
 - Section 1 – Invitation to Tender
 - Section 2 – General Terms and Conditions
 - Section 3 – Bid Data Sheet
 - Section 4 – Schedule of Returnable Forms
 - Schedule A: Declaration by Bidder – Conformity
 - Schedule B: Bidder Information
 - Schedule C: Commitment, Experience & Referees
 - Schedule D: Declaration by Bidder – Price
 - Schedule E: Price Breakdown
 - Section 5 – Technical Specification
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 page: <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, before the specified closing time.
6. Bidders are required to submit compliance certificates/letters from FNPF, FRCS & FNU, as part of their bids. Failure to comply with the requirements of the Bidding Documents may invalidate your submission.
7. Bidders seeking further clarification/information on the Tender and/or the process should contact via email on tenders@frcs.org.fj
8. Bid responses must be hand delivered before **12pm FJT on Friday 31st July 2026**.
9. Late tenders will not be accepted.
10. The lowest or any tender may not necessarily be accepted.
11. 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.

Section 2 – General Terms and Conditions

The following General Terms and Conditions will apply.

1.1 Format of Response	Each bidder must provide a formal letter of transmittal that must: - Be signed by an authorized representative of the organization and must state that the signing official is authorized to legally bind the organization. - 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; and - Provide a contact name, address, landline number and email address which FRCS will use in serving notices to the bidder.
1.2 Late Submissions	Submissions received within five minutes of the closing time will be accepted. Five minutes is allowed as variation for any timing difference.
1.3 Applicants to Inform Themselves	Each applicant should: - Examine this specifications document and any documents referred to within; and any other information made available by FRCS to the applicants. - Obtain any further information about the facts, risks, and other circumstances relevant to the tender by making all lawful inquiries. - Ensure that the submission, and all information on which its proposal is based, is true, accurate and complete. By submitting their proposal, applicants will be deemed to have: - Examined the tender specifications and any other information made available in writing by FRCS to the applicants. - 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.
1.4 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 RFT or any participation in the tender process.
1.5 Selection of Preferred Applicant	- No proposal will necessarily be selected by FRCS as the preferred solution/s. The FRCS Evaluation Committee may decide not to accept any proposal or 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 Preferred Applicant will not be acceptance of the proposal and no binding relationship will exist between the preferred applicant(s) and FRCS until a written agreement acceptable by FRCS is executed by an authorized officer of FRCS and the successful applicant(s).
1.6 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 to FRCS that they (and their consortium members) have not and will not engage in any of the following activities in relation to this tender process: - Lobbying of or discussions with any politician or political groups during this tender process. - Attempts to contact or discuss the tender process with officers, any member or staff or contractor currently working in FRCS or any agent of this Department, Exception to Evaluation Committee members. - Provision of gifts or future promise of gifts of any sort to the previously mentioned personnel. - Accepting or providing secret commissions. - Seeking to influence any decisions of FRCS by an improper means; or otherwise acting in bad faith, fraudulently or improperly.
1.7 Currency	All currency in the proposal shall be quoted in Fiji Dollars and prices shall be VAT Exclusive.
1.8 Corporate Information	Each applicant must provide the following information: - Details of the corporate and ownership structure, including identification of any holding company or companies and parent companies (Business license and Business Registration); - Profiles of the company and any parent entity. If the company is a subsidiary, the applicant must provide full details of the legal and financial relationship between the subsidiary and parent. The names of all directors and officers of the company. - All Directors' Tax Compliance to be submitted (Mandatory) - A full description of the current operations of the company including the most recent audited financial statement. - A copy of the company's Certificate of Incorporation. - Confirmation that the company has the capacity to bid for the Services and that there is no restriction under any relevant law to prevent it from bidding. - Provision of details of any legal proceedings that are being done against the company.
1.9 Qualifications and Capability	Each Applicant must: - Be FNPF, FRCS, FNU & VAT compliant (letters to be attached). Tax Identification Number (TIN) must be quoted in the submission. - Be able to demonstrate that it will be able to meet its financial obligations under this tender. - The bidder has to have direct partnership with the supplier (Partner Certificate to be included with proposal) and must be an authorized reseller, distributor and service center.
1.10 Mergers, Acquisitions, Sales of	Where such information is publicly accessible, the Applicant must indicate whether any mergers, acquisitions or sales are planned

Applicant	presently or during the year following the submission of the proposal.
1.11 Enquiries	• All questions and enquiries regarding this tender are to be made in writing via email or official letter. • All questions and inquiries will be responded to in writing by email. • Verbal responses will not have any binding on either party.
1.12 Confidentiality	• All Companies shall keep strictly confidential any and all information contained in this ITT, and other information or documents made available to it by or on behalf of FRCS in connection with this ITT. The firms shall not disclose, nor allow any such information to be disclosed. • Any effort by a Tenderer to influence the FRCS in its decisions on Tender evaluation, Tender comparison, or Contract Award may result in the rejection of the Tenderer's Bid.
1.13 Price Bid	The Price(s) should include all non-exempt duties, and other levies payable by the Tenderer under the contract/purchase order. All prices to be quoted in VEP.
1.14 Bid Validity Period	The bid shall remain valid for 90 calendar days after the deadline of the receipt of the bids.
1.15 Notification of Award	FRCS will notify the successful Tenderer in writing prior to the expiration of the period of Bid Validity. FRCS may sign a contract with the successful Tenderer and issue a Purchase Order for a set duration.
1.16 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 the validity of its Proposal, it shall be done without any change to the original Proposal. • The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.

Section 3 – Bid Data Sheet

BDS No.	Description	Instruction
1.	Condition of EOI	Fixed Lump Sum
2.	Contract Form	- The provisions of the Contract Template are only indicative of the terms and conditions that the parties may ultimately agree to enter and will become binding on the parties after the Tender has been awarded and upon finalization and execution of the contract. - Purchase Order and Contract for Goods and Services.
3.	Mandatory Supplementary Documents	- Company Profile including Organization Structure - Key Resources (staff & equipment) - Business Registration - FRCS Tax Compliance Letter - FNPF Compliance Letter - FNU Levy Certificate - OHS Compliance Certification - All Directors FRCS Tax Compliance Letter 3 minimum written Clients Reference with contact details 2 minimum written Supplier Reference 3 minimum Past Services Experience of Similar Value and Nature - Delivery & Service Program - CVs of key personnel; - Relevant certifications; - Government sector experience; - Workforce planning credentials; - Organizational design experience; - Understanding of FRCS context, mandate, and strategic direction; - Proposed methodology and approach; - Details of project governance and team composition; - High-level timeline and delivery plan; - Client references;
4.	Public Liability Cover	FJD 100,000.00
5.	Deadline / Submission	Date: Friday 31st July 2026 Time: 12pm 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. Tender to be in a sealed envelope and clearly marked as “EOI No. 31/2026 – Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)”.

Section 4 – Schedule of Returnable Forms

Schedule A: Declaration by Bidder – Conformity

Tender Reference:	EOI No. 31/2026
Tender Title:	Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)

1. We, confirm to have examined the Tender Documents, attended the Pre-Bid Site Meeting (if any) and hereby acknowledged any addendums thereof, offer to supply the goods, services or works set out in the ITT, the Specifications, Drawings and accompanying documents for the price(s) specified in the Price Schedule.
2. Declare that we have read and clearly understood all Sections of this ITT , including the GTC & TOR, if required we will sign and return any section of ITT 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, is not under procurement prohibition by the FRCS or 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 the 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 the information and statements made in this Proposal are true and we accept not to deviate, unless the Scope of Work will change by the FRCS;
5. Agree that the FRCS has the right to deduct the full Bid Security Sum (if any) in case of any breach to the terms of conditions of the ITT or in case where we decided to reject the offer by the FRCS after the Letter of Award has been issued by the FRCS;
6. I understand that the 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. Confirm that our submission shall be valid and remain binding upon us for the period specified in the GTC.

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]

Schedule B: Bidder Information

Bidder Registered Name	[Complete]
Legal Address	Street Address: [Complete] Postal Address: [Complete] Office Number: [Complete] Website (if any): [Complete]
Year of Registration	[Complete]
List of Director(s)/Shareholder(s)	[Complete]
Bidder's Authorized Representative	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Countries of Operation	[Complete]
No. of full-time Employees	[Complete]
No. of Technical Employees	[Complete]
No. of Field Employees	[Complete]
Contact person FRCS may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Attach the following documents:	• Company Profile, <u>not</u> exceeding fifteen (15) pages with Organization Structure, Director(s), specialization, expertise and resources; • List of past experiences in similar nature and capacity with contact details; • Brochures and product catalogues relevant to the goods/services being offered; • Certificate of Incorporation/ Business Registration; • Valid Tax Compliance Certificate issued by FRCS; • Certificate of Tax Registration and Exemption (if any); • Valid FNPf Compliance Certificate; • Valid FNU Levy Compliance Certificate; • Valid OHS Compliance Certificate; • Valid Public Liability Insurance Cover; • CVs of key personnel; • Relevant certifications; • Government sector experience; • Workforce planning credentials; • Organizational design experience; • Understanding of FRCS context, mandate, and strategic direction; • Proposed methodology and approach; • Details of project governance and team composition; • High-level timeline and delivery plan; • Client references;

Schedule C: Commitment, Experience & Referees

C.1 – Past Experience

List down Past Experience in the table below of similar scope & capacity to this tender.

Client Name	Company Name & Location	Contract Value	Year of Completion	Types of activities undertaken

☐ Bidders may also attach Statements of Satisfactory Performance from the Top 3 (three) Clients or more, with the submission.

C.2 – Cliental Referees

List down at least 3 Cliental Referee details on the table below.

Name of Referee	Company Name & Location	Reference Contact Details	Contract Value	Types of activities undertaken
1.				
2.				
3.				

☐ Bidders may also attach Statements of Satisfactory Performance from the Top 3 (three) Clients or more, with the submission.

Schedule D: Declaration by Bidder – Price

Tender Reference:	EOI No. 31/2026
Tender Title:	Workforce Planning Exercise for Fiji Revenue and Customs Service (FRCS)

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

Our Proposal shall be valid and remain binding upon us for the period of time specified in the General Terms & Conditions. 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]

Schedule E: Price Breakdown

Scope	Rates (VEP)

Section 5 – Technical Specification

1.0 About Fiji Revenue and Customs Service (FRCS)

The Fiji Revenue and Customs Service (FRCS) sits at the heart of Fiji's economic wellbeing. Every dollar collected, every shipment cleared, and every border safeguarded contributes directly to national development and the everyday lives of Fijians.

Established under the FRCS Act, the organization is responsible for administering tax and customs laws, collecting government revenue, facilitating trade and travel, and protecting the country's borders. It plays a vital role in funding infrastructure, healthcare, education, and other essential public services that support Fiji's growth.

FRCS operates across a uniquely dispersed geographic landscape — from its headquarters in Suva to key offices in Ba, Labasa, Lautoka, Levuka, Nadi, Rakiraki, Nausori, Savusavu, and Sigatoka, along with outreach to outer islands. This footprint brings both opportunity and complexity, requiring a workforce that is resilient, connected, and responsive across locations.

At the center of FRCS's mandate is a simple but powerful purpose: **helping Fiji grow**.

Delivering on this purpose depends on its people — their skills, their leadership, and how they bring to life the organization's core values of:

- **Customer Focus** – delivering responsive and citizen-centered services
- **Results Orientation** – achieving measurable outcomes that support national priorities
- **Partnership** – working collaboratively with stakeholders and communities
- **Leadership** – leading with clarity, accountability, and example
- **Valuing Employees** – recognizing people as the organization's greatest asset
- **Integrity** – upholding trust, fairness, and professionalism in all actions

2.0 Purpose of this Expression of Interest

FRCS invites Expressions of Interest from experienced and forward-thinking service providers to partners in undertaking a **comprehensive workforce planning exercise**.

This engagement is a key step in supporting FRCS's strategic direction — particularly its ambition to:

- Become an **employer of choice**
- Delivering **customer-centric and trusted services**
- Drive **organizational transformation through digital innovation**

The intention is not only to understand workforce numbers and structures, but to take a deeper, more meaningful look at how people, capability, and culture come together to enable performance.

FRCS is seeking a partner who understands that workforce planning is ultimately about people — their potential, their experience, and their contribution to national service.

3.0 Objective of the Engagement

The objective of this engagement is to provide FRCS with evidence-based recommendations that optimize workforce capability, structure, leadership capacity, and resource allocation to support delivery of its strategic and operational priorities over the next three (3) to five (5) years.

4.0 What FRCS is Looking to Achieve

Through this engagement, FRCS aims to build a clear, practical, and future-focused understanding of its workforce.

1. Understanding Today's Workforce

- Develop a comprehensive view of workforce size, capability, and distribution across functions and locations
- Understand how current structures support core functions such as revenue collection, compliance, trade facilitation, and border protection

2. Aligning to Strategy and Mandate

- Ensure workforce capability and structure align with FRCS's legislative responsibilities and strategic priorities
- Strengthen the organization's ability to deliver consistent, high-quality services to taxpayers, traders, and the public

3. Strengthening People Capability & Culture

- Embed FRCS values into how people are recruited, developed, and led
- Foster a high-performance culture grounded in integrity, accountability, and service excellence
- Support leadership development at all levels
- Enhance employee engagement, wellbeing, and trust

4. Preparing for the Future of Work

- Identify emerging skills and capabilities required for a modern revenue authority
- Respond to the impacts of digital transformation, automation, and changing service delivery models
- Build workforce agility and adaptability

5. Building a Sustainable and Inclusive Workforce

- Address risks such as capability gaps, succession challenges, and workforce distribution across locations
- Strengthen talent pipelines and career pathways
- Ensure fairness, inclusion, and opportunity across the organization.

5.0 Scope of Work

The selected service provider will work collaboratively with FRCS leadership and teams to deliver a comprehensive workforce planning exercise covering the following areas:

1. Workforce Diagnostics and Insights

- Analysis of workforce composition, demographics, and location distribution
- Review of organizational structure and workforce allocation across divisions
- Assessment of workload, productivity, and resource utilization

2. Capability and Skills Assessment

- Identification of critical technical and behavioral capabilities across core functions
- Skills gap analysis aligned to current and future needs
- Review and enhancement of competency frameworks

3. Leadership and Talent Review

- Assessment of leadership capability and effectiveness
- Review of succession readiness for critical roles
- Identification of high-potential talent and development pathways

4. Future Workforce Planning and Forecasting

- Demand and supply modelling based on strategic and operational scenarios
- Assessment of the impact of digital systems, automation, and policy shifts
- Identification of future workforce requirements and risks

5. Organizational Design Review

- Evaluation of current organizational structures and reporting lines
- Recommendations for improved alignment, efficiency, and accountability

6. People Capability & Culture Assessment

- Assessment of organizational culture and alignment with FRCS values
- Employee experience and engagement insights
- Recommendations to strengthen a value-led, inclusive, and high-performing culture

7. Workforce Planning Framework and Roadmap

- Development of a tailored workforce planning framework for FRCS
- Clear, phased implementation roadmap
- Integration with People Capability & Culture strategies and HR processes
- Change management and communication approach
- Stakeholder engagement strategy
- Change impact assessment
- Communication plan
- Change readiness assessment

6.0 Timeline and Deliverables

The anticipated duration of the engagement is approximately for four (4) to six (6) months from commencement. The selected provider will be expected to deliver:

- Inception report and project plan
- Current workforce analysis and diagnostic report
- Capability and skills gap analysis
- Leadership and talent assessment insights
- Future workforce scenarios and modelling outputs
- Organizational design recommendations
- People Capability & Culture improvement plan
- Comprehensive workforce planning framework
- Implementation roadmap with clear milestones
- Executive presentations and stakeholder workshops

7.0 Knowledge Transfer Requirements

The provider must ensure capability building within FRCS through:

- Workshops and training sessions
- Coaching and mentoring
- Provision of tools and templates
- Practical implementation support.

8.0 Information Available to Service Providers

FRCS will provide access to relevant data, including:

- Workforce establishment data
- HRIS information
- Organizational charts
- Job descriptions
- Strategic and business plans
- Workforce policies
- Operational performance data

9.0 Confidentiality and Security Requirements

All information accessed must be treated as strictly confidential

- Compliance with FRCS information security requirements is mandatory
- Information must not be disclosed without prior approval
- Appropriate safeguards must be implemented to protect data

10.0 Who Should Apply

FRCS is seeking a partner who brings both **technical capability and a strong people focus** who are able to substantiate local capability development, knowledge transfer, and meaningful engagement with Fiji-based professionals.

Interested service providers should demonstrate:

- Understanding of Fiji's public sector environment
- Engagement and development of local professionals
- Contribution to national capability building
- Proven experience in workforce planning, organizational design, or HR transformation
- Experience working with government or large, complex organizations
- Strong understanding of People Capability & Culture practices
- Ability to integrate organizational values into practical solutions
- Experience working in geographically distributed environments
- Strong analytical, facilitation, and stakeholder engagement skills

Evaluation Criteria

Criteria	Weighting
Relevant Experience	25%
Methodology and Approach	30%
Team Capability	20%
Understanding of FRCS Context	15%
Value for Money	10%