

CIVIL AVIATION AUTHORITY OF FIJI

(CAAF)

TENDER FOR SUPPLY, IMPLEMENTATION AND SUPPORT OF AN INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

HR | Payroll | Finance | Procurement | Tender Management

Document Type	Terms of Reference and Scope of Work
Document Version	2.0
Prepared By	Corporate Services Division (ICT, Finance & Human Capital)
Classification	CONFIDENTIAL – COMMERCIAL IN CONFIDENCE
Date	8 September 2026
Reference	CAAF-PROC-ERP-2025
Tender Reference	TDR-ICT-2026-06
Issue Date	Saturday 12 September 2026
Closing Date and Time	Friday 16 October 2026 @ 5.00pm
Submission	Through the CAAF tender portal, https://procure.caaf.org.fj/openbids/list
Contact for Clarifications	Via Procurement Portal
Clarifications Close	Friday 9 October 2026 @ 5.00pm
Supplier Briefing	Tuesday 22 September 2026 @ 10.00am (online via Microsoft Teams)
Advertised	Fiji Sun on 12, 19, 26 September and 3 October 2026, and on the CAAF website
Tender Validity Period	Three (3) months from the tender closing date, i.e. valid to and including Saturday 16 January 2027

This document is the complete tender document. It combines the Terms of Reference and the Scope of Work, and includes the eligibility conditions at Section 10, the evaluation criteria at Section 11, the commercial requirements at Section 12, the submission requirements at Section 13, and the Functional Requirements Capability Matrix at Appendix A which tenderers must complete and return. No separate scope document will be issued.

1. Background and Context

The Civil Aviation Authority of Fiji (CAAF) is a statutory body established under the Civil Aviation Act to regulate aviation safety, security, and efficiency in Fiji. CAAF operates with approximately 100 staff across its Suva headquarters and field operations. As a regulated entity, CAAF is subject to strict governance, financial accountability, and workforce compliance obligations. The corporate services function is structured as: CE, reporting to whom is the Executive Manager Corporate Services (EMCS), who oversees three departments:

ICT (headed by the ICT Manager), Finance (headed by the Finance Manager), and Human Capital (headed by the Human Capital Manager). This Scope of Work is a joint initiative of these three departments, coordinated under the EMCS.

CAAF currently operates a fragmented set of business systems:

Finance (GL/AP/AR/Reporting)	Jiwa Financial (on-premise). Core general ledger, accounts payable, accounts receivable, inventory, and financial reporting. Jiwa is the primary financial system of record.
Payroll	LinkPayroll by Link Technologies (Australia). Standalone payroll application processing PAYE, FNPF contributions, allowances, and deductions. Operates independently of Jiwa Financial; payroll journals are manually posted to the Jiwa GL after each pay run.
Procurement (Internal)	Jiwa Financial. Purchase requisitions, purchase orders, goods receipts, and internal supplier management are handled within Jiwa. Internal procurement workflows are functional but the platform has no external-facing capability.
Tender Management	Custom SharePoint application (in-house built). Manages tender creation, document distribution, and basic workflow. No external vendor self-registration, no encrypted online bid submission, limited evaluation workflow, and no integration to Finance or Procurement.
Document Management	Microsoft SharePoint. Used for policy library, staff documents, and general document storage. No formal retention scheduling, limited access control granularity, and no integration to HR employee records or procurement documents.
Performance Management	Custom in-house application. Manages performance review cycles, goal setting, and appraisal records. Operates in isolation with no integration to HR master data, payroll increments, or leave records. Managed via a separate standalone custom application. No automated tracking of aviation-critical certifications, medical certificates, or licence expiry dates. No expiry alerts or compliance dashboard. Offboarding – no structured offboarding or clearance workflow; final pay calculations and exit processes are handled manually. Workforce Analytics – no headcount reporting, turnover analysis, or people analytics accessible to management from within the HR system.
Contract Management	Smartsheet (managed by ICT). Contract register and contract lifecycle tracking are managed in Smartsheet. This is an ICT-governed platform, not ad hoc shadow IT, but it has no integration with Jiwa Financial, the SharePoint tender application, or any other system. Contract data, milestones, and expiry dates exist in Smartsheet in isolation.
Workflow and Approvals	Smartsheet (managed by ICT). Additional operational workflows and approval tracking are managed in Smartsheet. As with contract management, these are governed by ICT but not integrated with Finance, HR, or Procurement systems.
HR / ESS / Recruitment and Talent Acquisition	ESS (Employee Self-Service). Basic HR record-keeping and limited employee self-service functionality. No applicant tracking system (ATS), no online application portal, and no structured recruitment pipeline or analytics. Learning and Development (L&D) – no training needs register, no training records integrated with the employee file, and no compliance training tracking or automated reminders.
Fixed Assets	Partial coverage via Jiwa. No integrated depreciation engine or disposal workflow.

This fragmentation results in the following documented operational challenges:

- Fragmented system landscape spanning Jiwa Financial, LinkPayroll, a custom SharePoint tender application, SharePoint document management, a standalone performance management system, ESS, and Smartsheet (used by ICT for contract management and operational workflows). No single source of truth exists across these platforms and no two systems are integrated.

- Duplicate data entry across Human Capital, Payroll, and Finance systems. Employee records exist independently in ESS, the performance management system, and LinkPayroll with no automated synchronisation.
- The custom SharePoint tender application lacks encrypted bid submission, vendor self-registration, integrated evaluation scoring, and any connection to Jiwa's supplier master or procurement module. Award-to-PO requires manual re-keying.
- SharePoint document management has no formal retention scheduling, no integration to Human Capital employee records, and limited access control for sensitive Human Capital and procurement documents.
- The standalone performance management system operates in isolation. Performance ratings cannot automatically trigger salary increment workflows in LinkPayroll, and appraisal records are not linked to the HR master record.
- Contract management in Smartsheet is ICT-governed but entirely isolated. Contract records, expiry dates, and milestones in Smartsheet are not linked to the supplier records in Jiwa, procurement documents in SharePoint, or financial commitments in the GL. This creates manual reconciliation overhead and a risk that contract obligations are not visible to Finance at the point of expenditure.
- No automated tracking of aviation-critical staff certifications, licences, or medical validity periods across any current system.
- No real-time budget vs actual reporting. Financial reporting from Jiwa requires manual extraction and manipulation in Excel for executive consumption.
- No digital contract lifecycle management. Contracts are stored in SharePoint without expiry alerts, milestone tracking, or linkage to procurement spend.

CAAF seeks to replace these systems with a single integrated Enterprise Resource Planning (ERP) platform that eliminates these gaps, reduces operational risk, and positions CAAF for its next phase of organisational growth.

2. Project Objectives

The following objectives shall govern vendor selection, solution design, and project delivery:

Ref	Objective Area	Statement
O-01	Integration	Eliminate standalone systems by consolidating Human Capital, Payroll, Finance, Procurement, and Tender Management into a single integrated platform with a unified data model.
O-02	Data Integrity	Establish a single source of truth for employee, financial, and procurement data, removing manual reconciliation and duplicate entry processes.
O-03	Automation	Automate key operational workflows including payroll processing, leave approvals, procurement approvals, invoice matching, and bank reconciliation.
O-04	Compliance	Ensure full statutory compliance with Fiji PAYE, FNPF, VAT, and applicable levies; and support CAAF's obligations as a regulated aviation authority.
O-05	Governance	Embed financial controls, segregation of duties, procurement governance, and immutable audit trails that satisfy CAAF's Board and external audit requirements.
O-06	People Analytics	Enable Human Capital and executive-level analytics covering headcount, leave liability, payroll cost, recruitment pipeline, and staff certification compliance, accessible to the Human Capital Manager, Finance Manager, EMCS, and CEO.
O-07	Procurement	Implement a fully digital, end-to-end procurement process from requisition through to tender award, contract management, and supplier payment.
O-08	User Experience	Deliver an intuitive, mobile-accessible platform that reduces administrative burden on staff and managers, with self-service capability for common Human Capital and finance tasks.
O-09	Security	Implement role-based access, SSO via Microsoft Entra ID, MFA, encryption at rest and in transit, and comprehensive security logging aligned to CAAF's cybersecurity policies.

O-10	Scalability	Deliver a platform that can scale to accommodate CAAF's growth and future digital transformation initiatives without requiring re-platforming.
-------------	--------------------	--

3. Scope of Supply

The vendor shall supply, implement, and support all components described in this Scope of Work. The scope is structured into the following functional domains:

Module	Domain	Key Functions	Replaces
M-01	Human Capital	Recruitment, Onboarding, Employee Master, Leave, Performance, L&D, Offboarding, Certification Tracking	<i>ESS; standalone Performance Management System; Smartsheet (ICT-managed) workflows</i>
M-02	Payroll	Pay Processing, PAYE/FNPF, Allowances/Deductions, Payslips, Bank Files, Statutory Reporting	<i>LinkPayroll by Link Technologies (Australia)</i>
M-03	Finance & Accounting	GL, AP, AR, Cash Book, Bank Reconciliation, Fixed Assets, Inventory, Project Accounting, Budget Management	<i>Jiwa Financial (Finance and Reporting modules)</i>
M-04	Procurement	Requisitions, Purchase Orders, GRNs, Supplier Management, Contract Lifecycle Management, Budget Controls	<i>Jiwa Financial (Procurement module) — workflows migrated and integrated</i>
M-05	Tender Management	Vendor Registration Portal, Tender Publishing, Clarifications, e-Bid Submission, Evaluation, Award Notification, Award-to-Contract	<i>Custom SharePoint Tender Application (in-house built)</i>
M-06	Reporting & Analytics	Standard Reports, Custom Query Builder, Executive Dashboards, Scheduled Distribution, Compliance Reports	<i>Jiwa Financial reporting; manual Excel consolidation</i>
M-07	Document Management	Policy Library, Employee Files, Procurement Documents, Audit Trail, Retention Schedules	<i>Microsoft SharePoint (general document storage)</i>
M-08	Workflow & Controls	Configurable Approval Chains, Budget Controls, SoD Rules, Escalation Paths	<i>Smartsheet (ICT-managed workflows); SharePoint workflows; ad hoc email approvals</i>
M-09	Contract Management	Contract Register, Milestone Tracking, Expiry Alerts, Supplier Linkage, Spend Visibility	<i>Smartsheet (ICT-managed contract register)</i>

NOTE: Out of Scope: Learning Management System (LMS) core content, CAAF website CMS, Airspace management systems, AFIS/ATC operations software. SharePoint will remain in use for general corporate collaboration and communications but is not in scope as a document management platform for HR, Finance, or Procurement records managed by the ERP. The custom SharePoint tender application is expected to be decommissioned following Tender Management module go-live. Smartsheet is currently used by ICT for contract management and operational workflows; Smartsheet decommission will be considered by ICT once the ERP's contract management and workflow modules are fully operational and validated. Vendors should factor Smartsheet data migration into their discovery and migration planning.

4. Functional Requirements

4.1 Human Capital Module (M-01)

The Human Capital module must manage the full employee lifecycle from vacancy creation through to offboarding. Within CAAF, the HR function is referred to as Human Capital and sits under the Executive Manager Corporate Services. Given CAAF's role as an aviation regulator, particular emphasis is placed on certification and licence tracking.

4.1.1 Recruitment and Talent Acquisition

- Job Posting and Vacancy Management: Create, configure, and publish vacancies using approved templates with position-based approval workflows (Hiring Manager, Human Capital Manager, EMCS, CEO where applicable based on grade and role type). Vacancies shall be publishable to the CAAF website, a dedicated careers portal, and optionally to external job boards.
- Online Application Portal: Mobile-responsive portal with candidate self-registration, profile management, CV/document upload, privacy consent, CAPTCHA, and accessibility support. Candidates must be able to track application status in real time.
- Applicant Tracking System (ATS): Stage-based pipeline management (Received, Shortlisted, Assessment, Interview, Offer, Hired, Declined) with scoring rubrics, panel notes, tags, and bulk status update. Talent pool management for future vacancies.
- Shortlisting and Screening: Rules-based filtering on mandatory criteria (qualifications, experience thresholds, licences). Scoring matrix aligned to CAAF job evaluation framework. Diversity and equal opportunity tracking.
- Interview Scheduling: Calendar integration with Microsoft 365. Multi-panel scheduling with availability conflict detection. Support for virtual (Teams) and in-person interviews. Automated candidate and interviewer reminders. Integration with videoconferencing for virtual interview links.
- Automated Communications: Configurable email/SMS templates for acknowledgement, shortlisting outcome, assessment invitations, interview invitations, offer letters with digital acceptance, pre-employment check requests, and regret notifications.
- Offer and Pre-Hire Management: Offer letter generation from contract template, grade and salary band assignment, conditional offer management (background check, reference, medical clearance), digital signature integration, and seamless trigger of onboarding workflow upon acceptance.
- Recruitment Analytics: Time-to-fill, cost-per-hire (where applicable), pipeline conversion rates, source effectiveness, and diversity metrics.

4.1.2 Onboarding

- Digital Onboarding Portal: New starter portal accessible before Day 1 for document submission, policy reading, and task completion. Portal must support secure upload of ID documents, qualifications, police clearance certificates, and medical certificates.
- Onboarding Task Management: Role-based onboarding checklist with assignments to Human Capital, ICT, Line Manager, and Finance. Automated task escalation on overdue items. Asset assignment integration (IT equipment, access cards, vehicle keys).
- IT Provisioning Integration: Automated notification to IT upon new hire confirmation, including role-based access profile, Microsoft 365 licence assignment trigger, and hardware request generation.
- Policy Acknowledgement: Electronic acknowledgement of key policies (Code of Conduct, IT Acceptable Use, Conflicts of Interest) with dated, auditable record.
- Probation Management: Configurable probation periods by employment type; automated reminders at 1-month, 2-month, and pre-expiry intervals to Line Manager and Human Capital Manager; structured probation review form.

4.1.3 Employee Master Record and Organisation Management

- Employee Master Record: Comprehensive record including personal details, employment details (position, grade, start date, contract type, FTE), remuneration history, qualifications, professional memberships, emergency contacts, bank details (masked), and next-of-kin.
- Position and Establishment Register: CAAF shall maintain an approved establishment register of positions (budgeted headcount). The system must enforce controls preventing engagement outside the establishment without an approved position variance. Position attributes include: department, division, grade band, budget code, and reporting line.

- Organisation Structure: Configurable org chart with parent-child department hierarchies and reporting line management. Changes to reporting lines must trigger workflow approvals and update downstream payroll cost centre allocations.
- Aviation Certification and Licence Tracking: This is a mandatory capability for CAAF. The system must track: aviation medical certificates (Class 1, Class 2), safety auditor authorisations, Designated Aviation Medical Examiner appointments, ICAO language proficiency endorsements, and any other position-critical certifications. Expiry alert matrix: 90-day, 60-day, 30-day alerts to the employee, their manager, and HR. Expired certifications must be visible on a compliance dashboard accessible to the Human Capital Manager, EMCS, and CEO.
- Document Management: CAAF currently uses SharePoint for general document storage, including HR documents, policies, and procurement records. The ERP must provide a structured document repository at the employee, procurement, and contract record level with version control, access restrictions, and retention schedule enforcement. SharePoint will remain in use for general corporate collaboration but should no longer be the store of record for HR, Finance, or Procurement documents once the ERP is live. Minimum document types to be managed within the ERP: employment contracts and variations, performance reviews, disciplinary correspondence, certificates and licences, procurement documents, and contracts.
- Performance Management: CAAF currently operates a standalone custom performance management system. The ERP must replace this system and deliver: annual and mid-year review cycles, configurable KPI/goal-setting templates, 360-degree feedback option, and a review workflow from employee self-assessment through manager review to HR finalisation. Critically, performance ratings must be capable of automatically triggering salary increment eligibility notifications in Payroll, which the current standalone system cannot do. All historical performance review records must be assessed for migration during discovery.
- Time and Attendance: Roster management, clock-in/clock-out via biometric or card-based devices (and optional geofencing for field staff), overtime calculation engine aligned to CAAF's employment agreement. Real-time integration with Payroll for timesheet-based pay.
- Self-Service Portal: Employee-facing portal for personal details updates (with approval workflow), leave requests, payslip access, timesheet submission, benefit statements, and document downloads. Manager self-service for team leave calendar, approval queue, performance forms, and headcount reporting.

4.1.4 Leave Management

- Leave Types and Rules: Full configuration of CAAF's leave entitlements in accordance with the Employment Relations Act 2007 (ERA) and CAAF's own employment agreements, covering: Annual Leave (minimum entitlements per the ERA, with CAAF-specific accrual rules by service length), Sick Leave (ERA minimum and carryover rules), Maternity Leave (ERA minimum 98 days, configurable to CAAF policy), Paternity Leave, Bereavement Leave, Special Leave, Time Off in Lieu (TOIL), and Leave Without Pay. All rules must be configurable by employment type and contract category. The system must accommodate any amendments to the ERA without requiring a system upgrade, achieved through administrator-configurable leave rules.
- Online Request and Approval: Employee submits request via self-service; multi-level approval (Line Manager, Human Capital Manager where required by leave type or policy); delegation of approval authority during manager absence; automatic escalation on non-response. Leave calendar view for manager showing team coverage.
- Leave Balance Engine: Real-time balance display on employee portal. Automated accrual calculations on each pay cycle. TOIL accrual from approved overtime records.
- Integration with Payroll: Real-time leave liability calculation for accrued annual leave. Leave without pay deduction automation. Leave encashment calculation on termination.
- Public Holiday Calendar: Fiji public holiday calendar pre-loaded and annually updatable by HR. Regional variations (e.g., Ratu Sukuna Day observances) must be configurable.

4.1.5 Learning and Development

- Training Needs Register: Human Capital and managers can register training requirements against individual employees or position types.
- Training Records: Record internal and external training attended, including date, provider, duration, cost, and outcome. Supporting certificates uploadable and linked to the employee record.
- Compliance Training Tracking: Mandatory training (e.g., safety awareness, anti-bribery, cybersecurity awareness) must be flagged with completion deadlines and automated reminders.
- LMS Integration: Where CAAF implements a Learning Management System in future, the ERP must provide a documented integration API to pass training completion data into the employee record.

4.1.6 Industrial Relations and Grievance Management

- Disciplinary Register: Record formal warnings, show cause notices, suspension records, and outcomes with supporting correspondence. Access restricted to the Human Capital Manager, EMCS, and CEO.
- Grievance Register: Record employee grievances, investigation status, and resolution. Date-stamped and auditable.
- Workforce Planning: Headcount reporting by department (ICT, Finance, Human Capital, and all other CAAF departments), grade, employment type, and gender. Vacancy gap analysis against approved establishment. Reports accessible to Human Capital Manager, EMCS, and CEO.

4.1.7 Offboarding

- Resignation and Termination Workflow: Employee or manager-initiated offboarding workflow covering resignation acceptance, termination processing (redundancy, dismissal, contract end), and retirement.
- Clearance Process: IT access revocation trigger, asset return checklist, final pay calculation (leave encashment at the rate prescribed under the ERA, outstanding deductions, redundancy entitlements where applicable under the ERA), and reference letter generation.
- Exit Interview: Online exit survey with configurable questions. Responses stored confidentially and reportable to HR at aggregate level.
- Leaver Reporting: Analysis of voluntary attrition, tenure at exit, and exit reason for workforce planning purposes.

4.2 Payroll Module (M-02)

The payroll module must replace LinkPayroll by Link Technologies (Australia), CAAF's current standalone payroll application. The replacement must deliver full compliance with Fiji statutory requirements and integrate directly with the ERP's Finance module, eliminating the current manual process of posting payroll journals from LinkPayroll into Jiwa Financial's GL. Vendors must confirm, in writing, their current level of Fiji statutory compliance and the mechanism by which tax table updates are applied to the system.

4.2.1 Pay Processing

- Multiple Pay Groups: Fortnightly and monthly pay cycles, with the ability to run off-cycle payments for termination pays, corrections, and salary advances.
- Pay Elements: Configurable earnings (base salary, allowances by type including housing, vehicle, acting, overtime), deductions (FNPF employee, PAYE, union dues, staff loans, salary advances, garnishee orders, insurance policies, etc), and employer-side contributions (FNPF employer).
- Retroactive Pay: Automated calculation and processing of backdated salary changes resulting from approved increments, reclassifications, or award adjustments.
- Salary Advances and Staff Loans: Management of advance payments with automated repayment deduction schedules. Loan register with balance tracking and payroll integration.
- Automatic calculation of FBT and Levy – integration with Jiwa (payment ready status afgter each pay).

4.2.2 Fiji Statutory Compliance

NOTE: Vendors must confirm, in their tender response, the specific Fiji statutory obligations supported out-of-the-box and the process for updating tax tables upon FRCS or FNPF legislative changes.

- PAYE: Full PAYE calculation in accordance with current FRCS individual income tax rates and thresholds, including the Social Responsibility Tax (SRT) applicable to higher income brackets. Support for resident and non-resident employee tax treatment. PAYE tax tables must be configurable by a CAAF system administrator without requiring vendor involvement or a system upgrade, so that CAAF can apply FRCS Budget-night rate changes independently and with a configurable effective date.
- FNPF: Employee and employer FNPF contribution calculations in accordance with the Fiji National Provident Fund Act at the current prescribed rates. Support for FNPF remittance file generation in the format required by FNPF for direct submission. FNPF contribution rates must be configurable by a CAAF system administrator without requiring vendor involvement, so that any legislated rate change can be applied immediately.
- Tertiary Education Loan Scheme (TELS): Deduction management for employees with active TELS obligations, in accordance with the rates and thresholds prescribed by the Tertiary Scholarships and Loans Service (TSLs). TELS deduction rates must be configurable by a CAAF system administrator.
- Social Responsibility Tax (SRT): Included within PAYE processing for applicable income thresholds as prescribed by FRCS.

- Levies and Withholdings: Configurable framework for any additional statutory levies or withholdings that may be enacted or amended by the Government of Fiji from time to time, applicable without requiring a system upgrade.
- FRCS Reporting: Generation of PAYE monthly returns and annual employee earnings summaries in formats currently accepted by the Fiji Revenue and Customs Service. Vendor must confirm the specific return formats supported and the process for updating these if FRCS changes its prescribed formats.
- Fringe Benefits Tax (FBT) calculations via payroll software on current rate.
- TPAF Levy calculations via payroll software on current rate.

4.2.3 Payslips, Payments, and Reporting

- Payslip Generation: Password-protected digital payslips distributed via email and accessible through the employee self-service portal. Payslips must meet CAAF's payslip template standard.
- Bank File Generation: Bank payment file generation in formats accepted by ANZ Fiji, BSP Fiji, and HFC Bank. File must be transmitted via secure file transfer or direct bank portal upload. Payment authorisation workflow prior to file release.
- Payroll Register: Complete payroll register with drill-down to individual records. Variance reports comparing current period to prior period, flagging movements above a configurable threshold.
- GL Integration: Automated journal entry generation upon payroll finalisation. Payroll costs mapped to GL accounts, cost centres, and projects as defined in the Chart of Accounts. Journal entries must be reviewable before posting.
- Statutory Reports: FNPf contribution schedules, PAYE summaries, annual income certificate generation (iTaukei Affairs levy where applicable).
- Various pay reports (leave, pay summary, P-41 and P-32 slips, etc).

4.2.4 Data Migration from LinkPayroll (Link Technologies)

- Full extraction of historical payroll data from LinkPayroll covering a minimum of three years of payroll history. Vendors must liaise directly with Link Technologies to confirm available data export formats and any licensing implications of data extraction.
- CAAF to provide the vendor with LinkPayroll administrator access or a formal data extract in an agreed format. Vendor must validate the completeness of the extract before migration commences.
- Migration of current employee payroll configurations including pay rates, pay groups, deduction setups, allowance structures, and FNPf contribution records.
- Parallel run capability: minimum two full pay cycles run in parallel between Jiwa and the new system before cutover. Variance reconciliation report required for each parallel cycle, signed off by CAAF's Finance Manager and Human Capital Manager.
- LinkPayroll decommission: Link Technologies should only be decommissioned after two successful parallel pay cycles in the new system and written sign-off from CAAF's Finance Manager and Human Capital Manager. Jiwa Financial must remain fully operational for Finance throughout this period and is decommissioned separately under the Finance module go-live.

4.3 Finance and Accounting Module (M-03)

The Finance module replaces Jiwa Financial and must deliver full accrual accounting capability appropriate for a statutory authority. CAAF operates on a financial year ending 31 December and is required to produce audited financial statements annually in accordance with the Financial Reporting Act 2004 and applicable accounting standards. As a statutory body, CAAF may also be subject to reporting requirements under the Public Finance Management Act and to oversight by the Fiji Auditor-General. The Finance module must produce reports and maintain records that satisfy these obligations.

4.3.1 General Ledger

- Chart of Accounts: Configurable multi-level chart of accounts structured to support CAAF's statutory reporting obligations. Import of existing Jiwa chart of accounts as part of data migration.
- Cost Centre and Project Accounting: All GL transactions must be codable to a cost centre and, where applicable, a project code. Cost centre reporting must provide full P&L by division.
- Journal Entry Management: Online and batch journal entry with mandatory supporting documentation attachment. Approval workflow for journals above defined dollar thresholds. Recurring journal automation.
- Period Management: Monthly period open/close with controlled re-opening for audit adjustments. Year-end close process with retained earnings roll-forward.

- Financial Statements: Balance Sheet, Profit and Loss (or Statement of Comprehensive Income), Cash Flow Statement, and Trial Balance. All must be produceable at entity level and by cost centre/division. Comparative periods (current vs prior year, current vs budget) required.
- Audit Trail: Every GL transaction must carry an immutable audit trail of who created, modified, and approved it, with timestamp.

4.3.2 Accounts Payable (Creditors)

- Supplier Master: Centralised supplier register shared between Finance and Procurement. Supplier details including TIN (Taxpayer Identification Number as issued by FRCS), bank details (encrypted), payment terms, and VAT registration status (VAT-registered or non-VAT-registered supplier).
- Invoice Capture: Manual entry and, optionally, OCR-based invoice scanning. Invoice header and line-level data entry with PO/GRN matching.
- Three-Way Matching: Automated matching of invoice to Purchase Order and Goods Receipt Note. System must flag discrepancies for manual review and hold payment pending resolution.
- Approval Workflow: Configurable invoice approval routing by value threshold and cost centre owner. Delegated authority matrix enforced by the system.
- Payment Run: Batch payment processing with bank file generation. Payment run review and sign-off by Finance Manager (and EMCS for runs above a defined threshold). Remittance advice generation and automated email distribution to suppliers.
- Creditor Aging: Real-time AP aging report with drill-down. Overdue payment alerts. Days Payable Outstanding (DPO) analytics.

4.3.3 Accounts Receivable (Debtors)

- Customer Master: Customer/debtor register for regulatory fees, charge-out services, and other receivables.
- Invoice Generation: Automated invoice generation from approved fee schedules (e.g., aviation regulatory fees). Manual invoice creation for ad hoc charges. Recurring invoice scheduling.
- Receipting: Online receipting with automatic allocation to outstanding invoices. Integration with Cash Book.
- Credit Notes and Adjustments: Credit note workflow with approval.
- Debtor Aging and Collections: AR aging with configurable collection workflow (statement generation, overdue reminder letters, escalation to management).

4.3.4 Cash Book and Bank Management

- Multiple Bank Accounts: Support for CAAF's existing bank accounts (FJD and, where applicable, USD/AUD accounts for international transactions).
- Bank Reconciliation: Automated bank statement import and transaction matching. Unmatched transaction management. Reconciliation sign-off workflow.
- Petty Cash: Petty cash float management with imprest reconciliation.
- Cash Flow Forecasting: Short-term cash flow projection based on outstanding AP, AR, and known commitments.

4.3.5 Budget Management

This is a critical gap in CAAF's current environment. The system must deliver a complete budget management capability.

- Budget Preparation: Annual budget preparation workflow. Cost centre managers submit budget estimates; Finance consolidates and prepares the organisational budget.
- Budget Versioning: Support for original budget, revised budgets (mid-year review), and forecast updates. All versions retained for comparison.
- Budget Approval: Multi-stage approval workflow (Division Heads, CFO, CEO, Board). Board-approved budget locked in the system.
- Budget Monitoring: Real-time budget vs actual reporting at GL account, cost centre, and division level. Commitment tracking: approved POs and contracts encumber budget before payment.
- Budget Controls: Configurable hard and soft budget controls. Soft stop: warning issued when commitment approaches budget limit. Hard stop: prevents requisition or PO creation that would exceed approved budget without an authorised budget variation.
- Budget Variations: Formal budget variation request and approval workflow. Approved variations automatically update the active budget in the system.

4.3.6 Fixed Assets

- Asset Register: Comprehensive fixed asset register with fields including asset description, category, location, custodian, acquisition date, acquisition cost, accumulated depreciation, net book value, useful life, and disposal status.
- Depreciation Engine: Automated depreciation calculation supporting straight-line and diminishing value methods, aligned to CAAF's accounting policies. Depreciation journals posted automatically to GL.
- Asset Acquisitions: New asset creation triggered from approved PO or direct capitalisation. Integration with AP for acquisition cost posting.
- Asset Disposals: Disposal workflow with approval, gain/loss calculation, and automatic GL entry. Physical verification checklist.
- Asset Transfers: Inter-department asset transfer workflow with custodian change and cost centre reallocation.
- Asset Verification: Periodic physical verification process with barcode/QR code support (optional).
- Asset Reporting: Asset register report, depreciation schedule, additions and disposals summary, insurance valuation report.

4.3.7 Data Migration from Jiwa Financial

- Full migration of Chart of Accounts, supplier master, customer master, and open transactions (open AP invoices, open AR invoices, outstanding payments) at go-live date.
- Opening balances for all GL accounts, fixed asset register, and inventory items.
- Procurement data migration: open purchase orders, goods receipt records, and supplier master data from Jiwa's procurement module. Historical PO data covering a minimum of three years to be migrated to read-only archive or equivalent.
- Preferred supplier lists, procurement categories, and any configured approval delegation matrices in Jiwa to be documented and reconfigured in the new ERP during the implementation phase.
- Historical transaction data: minimum three years of transaction history migrated to read-only access or equivalent archive.
- Vendor to provide data mapping documentation and sign-off process with CAAF Finance team before migration execution.

4.4 Procurement Module (M-04)

CAAF currently manages internal procurement workflows within Jiwa Financial, including purchase requisitions, purchase orders, goods receipts, and supplier records. These workflows are functional but are tightly coupled to Jiwa's Finance modules and lack integration with HR or the Payroll cost centre structure. The Procurement module in the new ERP must migrate and consolidate these existing workflows while adding the capabilities Jiwa cannot provide: a digital tender portal, external vendor access, online bid submission, and contract lifecycle management. Vendors must not assume procurement is a greenfield implementation; a structured data migration from Jiwa's procurement records is required.

4.4.1 Purchase Requisition and Approval

- Requisition Creation: Any staff member may raise a purchase requisition. Requisition must include: description, quantity, estimated cost, GL code, cost centre, project code (if applicable), and supporting justification.
- Delegated Authority Enforcement: Approval routing based on CAAF's financial delegations matrix. The system must enforce that no individual approves their own requisition. Delegations matrix must be configurable and version-controlled.
- Budget Check: Real-time budget availability check upon requisition submission. System must display remaining budget and encumber the requisition value immediately upon approval.
- Preferred Supplier Catalogue: Configurable catalogue of approved/preferred suppliers and panel arrangements with pre-negotiated rates. Staff directed to catalogue items for common purchases.

4.4.2 Purchase Orders

- PO Generation: Automatic PO generation upon requisition approval. PO template aligned to CAAF's standard and includes terms and conditions reference.
- PO Transmission: Automated email delivery of PO to supplier with read receipt option.
- PO Amendments: Amendment workflow with re-approval requirement where value increases above a defined threshold.
- Open PO Register: Real-time visibility of all open POs, committed spend, and expected delivery dates.

4.4.3 Goods Receipt and Invoice Matching

- Goods Receipt Note (GRN): Staff record receipt of goods or services against an open PO. Partial receipts supported.
- Three-Way Match: Automatic matching of PO, GRN, and supplier invoice before AP processing. Discrepancy management workflow.

4.4.4 Supplier and Contract Management

- Supplier Register: Centralised supplier register shared with Finance AP. Supplier onboarding workflow including document verification (TIN, business licence, insurance).
- Contract Register: All CAAF contracts (procurement and otherwise) recorded in the contract register with: contract number, counterparty, value, start/end dates, renewal/termination provisions, and assigned owner.
- Contract Milestone Alerts: Automated alerts 90/60/30 days before contract expiry or renewal decision deadlines.
- Contract Performance: Supplier performance ratings (delivery, quality, compliance) linkable to contract record.
- Procurement Reporting: Committed spend by supplier, category, and cost centre. Contract expiry register. Procurement savings tracking.

4.5 Tender Management Module (M-05)

CAAF currently manages tender processes through a custom SharePoint application built in-house. While this application provides basic workflow capability, it has significant limitations: it has no public-facing vendor registration portal, no encrypted online bid submission, no structured evaluation scoring workspace, and no integration to Jiwa's supplier master, procurement module, or Finance. Award notifications and contract creation require manual intervention. The Tender Management module must replace this SharePoint application entirely and deliver a professional, secure, externally accessible tender portal that integrates directly with the Procurement and Finance modules so that a successful award flows to an approved supplier, contract record, and purchase order without re-keying. Vendors should note that some tender process data and document templates may be extractable from SharePoint as part of onboarding content into the new platform.

4.5.1 Tender Creation and Publishing

- Tender Notice Creation: Create tender notices using configurable templates. Define tender type (Open Tender, Selective Tender, Request for Proposal, Request for Quotation, Expression of Interest), category, budget range, closing date, and evaluation methodology.
- Internal Approval Workflow: Tender documents subject to approval workflow (Procurement Officer, Finance, Procurement Committee/Management) before publication.
- Publication: Publish to the CAAF Tender Portal (public-facing) and CAAF website. Optional integration to Government procurement portal if required by CAAF's procurement policy.
- Addenda and Amendments: Formal addendum management with version control. All registered tenderers automatically notified of amendments.

4.5.2 Vendor Registration and Pre-Qualification

- Vendor Self-Registration: Public-facing vendor registration with business details, contact persons, product/service categories, and compliance document upload (FRCS tax compliance certificate, business licence, insurance certificates).
- Document Validation: Automated validation of mandatory document presence and expiry dates. Expired compliance documents must prevent bid submission until renewed.
- Pre-Qualification: Configurable pre-qualification criteria with eligibility scoring. Procurement team approval workflow for vendor registration.

4.5.3 Tender Document Access and Clarifications

- Controlled Document Access: Registered and approved vendors access tender documents after agreeing to confidentiality terms. Document access log maintained for all downloads.
- Clarification Register: Vendors submit questions via the portal. Procurement team responds. All questions and responses (anonymised where appropriate) published to all participating vendors simultaneously. Response deadline management.

4.5.4 Secure Online Bid Submission

- **Encrypted Submission:** Bids submitted electronically via secure, encrypted upload. Timestamp locked on submission.
- **Bid Lock:** Portal automatically closes submission at the tender closing date and time. No late submissions accepted unless a formal extension addendum is issued.
- **Bid Withdrawal:** Bidder may withdraw or resubmit until closing time. Withdrawal must be logged.
- **Confidentiality:** No evaluation committee member may access bid contents until after formal bid opening. System must enforce this access control.

4.5.5 Bid Opening and Evaluation

- **Formal Bid Opening:** System-controlled bid opening at closing date. Bid opening register automatically generated showing bidder names and submission timestamps.
- **Evaluation Workspace:** Restricted-access evaluation workspace for evaluation committee members. Individual scoring against defined criteria. System calculates weighted scores and financial comparisons.
- **Evaluation Reports:** Automated generation of: compliance summary, technical evaluation matrix, financial comparison schedule, and combined evaluation ranking. All generated from structured data, not manual compilation.
- **Clarification Requests:** Procurement team can issue formal clarification requests to individual bidders during evaluation, with responses tracked and date-stamped.

4.5.6 Tender Award and Post-Award Integration

- **Award Recommendation:** Draft award recommendation generated by system for review and approval by Finance Manager, EMCS, and CEO or Board (depending on value threshold in accordance with CAAF's delegated financial authorities).
- **Award Notifications:** Automated award letter (successful bidder) and regret letter (unsuccessful bidders) upon award approval.
- **Portal Publication:** Award summary published on Tender Portal (vendor name, award value) in accordance with CAAF's transparency obligations.
- **Procurement Module Integration:** Successful bidder automatically converted to approved supplier in the Procurement module. Contract record automatically created from tender award details with document upload facility.
- **Tender Register:** Comprehensive register of all tenders issued, awarded, and closed, reportable by period, category, value, and outcome.

4.6 Reporting and Analytics Module (M-06)

4.6.1 Standard Reports

As a minimum, the following standard reports must be available out-of-the-box:

Domain	Report Name	Key Data Points
HR	Headcount Report	Total headcount Headcount by department Headcount by employment type (Permanent / Contract / Casual) Gender distribution Age distribution Average tenure Workforce growth trend (last 12 months)
HR	Establishment vs Actual	Approved positions vs filled positions by department
HR	Certification Compliance	Staff with expiring/expired aviation certifications and licences
HR	Recruitment Pipeline	Vacancies by stage Source effectiveness Number of vacancies Time to hire Time to fill

		Cost per hire Recruitment pipeline Offer acceptance rate Internal vs external hires
HR	Leave Liability	Accrued annual leave value by employee and department Annual leave balance Sick leave usage Leave utilisation rate Absenteeism rate Departments with highest leave usage
HR	Turnover Report	Voluntary/involuntary attrition by period, department, and grade Turnover rate (%) Resignations vs Retirements vs Terminations Turnover by department Top reasons for resignation New hire retention (within first 12 months)
Payroll	Payroll Register/Pay edit report	Gross pay, deductions, net pay by employee and pay group
Payroll	Payroll Variance	Period-on-period comparison with threshold alerts
Payroll	FNPF Contribution Schedule	Employee and employer FNPF contributions by period
Payroll	PAYE Summary	PAYE withheld by employee, monthly and YTD
Payroll	FBT Quarterly submission	FBT calculated on existing staff benefits payable to FRCS
Payroll	FNU Levy Report	FNU Levy Report for 1% on Salary
Payroll	Pay Banking Report	Pay txt file for ANZ Upload
Payroll	Paycode accumulator Detail	To run report by each pay code
Finance	Trial Balance	GL account balances at any date
Finance	Balance Sheet	Assets, liabilities, and equity at period end
Finance	Profit and Loss	Income and expenditure for the period vs budget
Finance	AP Aging	Outstanding creditor balances by age bucket
Finance	AR Aging	Outstanding debtor balances by age bucket
Finance	Budget vs Actual	Approved budget vs committed vs actual spend by cost centre
Finance	Bank Reconciliation Summary	Reconciled and unreconciled items per account
Finance	Fixed Asset Register	All assets with NBV, accumulated depreciation, and custodian
Finance	Depreciation Schedule	Periodic depreciation charge by asset category
Procurement	Open PO Register	All open POs with value, age, and supplier

Procurement	Contract Expiry Register	Contracts expiring within 90/60/30 days
Tender	Tender Register	All tenders by status, category, value, and outcome
Executive	Finance Manager Dashboard	Cash position, AP/AR aging, budget utilisation by cost centre, top suppliers, contract commitments
Executive	Human Capital Manager Dashboard	Headcount by department, leave liability, open vacancies, certification compliance, upcoming probation reviews
Executive	EMCS Dashboard	Consolidated view: headcount costs, budget vs actual, open tenders, contract risks, payroll variance
Executive	CEO Dashboard	High-level KPIs: headcount, payroll cost, budget utilisation, open vacancies, contract risks, certification compliance status

4.6.2 Custom Reporting and Analytics

- Query Builder: Ad hoc report builder with field selection, filters, grouping, and calculated fields. No IT involvement required for standard custom reports.
- Export Formats: All reports exportable to Excel, PDF, and CSV.
- Scheduled Distribution: Reports scheduled for automated generation and email distribution with role-based access controls on report subscriptions.
- Audit and Compliance Reports: Change logs, user access reviews, failed login reports, and statutory compliance summaries.

5. Technical and Non-Functional Requirements

5.1 Architecture and Hosting

Deployment Model	Cloud SaaS (strongly preferred). On-premise proposals will only be considered where the vendor can demonstrate that SaaS is not technically feasible for the required functionality and Fiji connectivity constraints.
Data Residency	Vendor must disclose the jurisdiction(s) in which CAAF data will be stored at rest. Preference is for data residency within the Pacific region or Australia. Vendor must confirm compliance with Fiji's data protection requirements.
Availability SLA	Minimum 99.5% monthly uptime for all production services. Planned maintenance windows must be pre-approved and scheduled outside CAAF business hours (8:00am to 5:00pm Fiji time, Monday to Friday).
Performance	Page load time for standard transactions: less than 3 seconds on a standard ADSL/fibre connection. Payroll batch processing: capable of completing a full pay run within 30 minutes. Vendor to provide benchmark data on performance at comparable client scale.
Scalability	Platform must scale to support CAAF's growth without re-platforming. Vendor to describe elastic scaling capabilities.
Disaster Recovery	Recovery Point Objective (RPO): maximum 4 hours. Recovery Time Objective (RTO): maximum 8 hours. Vendor must provide and test a documented DR plan annually. Test results to be provided to CAAF on request.
Backup	Automated daily backups with point-in-time recovery capability covering a minimum 90-day retention window. CAAF must be able to export a full data backup in a portable, open format at any time.

5.2 Security and Compliance

5.2.1 Identity and Access Management

- Role-Based Access Control (RBAC) with least-privilege principle. Pre-defined role templates for: Human Capital Administrator, Human Capital Officer, Payroll Officer, Finance Manager, Finance Officer, Procurement Officer, Procurement Committee Member, ICT Administrator, EMCS (elevated read access across all modules), Line Manager, and Employee.
- Single Sign-On (SSO) via Microsoft Entra ID (Azure Active Directory). CAAF will not accept systems requiring a separate login credential for staff who are already on Microsoft 365.
- Multi-Factor Authentication (MFA) enforced for all users, aligned to CAAF's existing MFA policy.
- Privileged access management: vendor system administrator access must be logged and subject to CAAF approval for any production environment access.

5.2.2 Data Protection

- Encryption in transit: TLS 1.2 minimum for all data in transit.
- Encryption at rest: AES-256 minimum for all data stored in the platform, including backups.
- Sensitive field masking: Bank account numbers, TFN equivalents, and salary data must be masked in the UI for users who do not have explicit access to these fields.
- Data Loss Prevention: Vendor must describe controls preventing bulk data export or exfiltration from the platform.

5.2.3 Audit and Logging

- Immutable audit trail for all financial transactions, HR record changes, and procurement decisions. Audit log must capture: actor, action, timestamp, affected record, and before/after values.
- System access logs: all login events (successful and failed), session duration, and IP address. Logs must be retained for a minimum of two years.
- Export to SIEM: Vendor must provide the capability to export security logs to CAAF's Security Information and Event Management (SIEM) platform via syslog or API.

5.2.4 Vulnerability Management

- Annual penetration testing by a qualified independent party. Results and remediation status to be shared with CAAF within 30 days of test completion.
- Security patching: critical security patches applied within 72 hours of release. Non-critical patches applied within the quarterly maintenance cycle.
- Vendor must hold a recognised information security certification (ISO 27001 or SOC 2 Type II) and provide evidence on request.

5.3 Integration and Interoperability

Microsoft 365 / Entra ID	User provisioning sync (create/update/disable accounts). Calendar integration for interview scheduling and leave calendar. Email notifications via Exchange Online. Teams integration for virtual interview links. SharePoint will remain in use for general corporate collaboration; the ERP must not require SharePoint to be decommissioned but must operate independently of it for all Human Capital, Finance, and Procurement document management.
Time and Attendance Devices	Biometric and card-based T&A device integration via standard protocols (OSDP or proprietary SDK). Real-time or batch sync of clock data. Support for devices already deployed at CAAF (vendor to confirm compatibility during discovery).
Banking	Bank payment file generation in formats accepted by ANZ Fiji, BSP Fiji, and HFC Bank. Secure file transmission protocol. Bank statement import for automated reconciliation.
FRCS / FNPf	Statutory report file generation in FRCS and FNPf accepted formats. Vendor to confirm current file format compliance and update process.
CAAF Website	Vacancy publication API or RSS feed to CAAF public website careers page. Tender notice publication API to CAAF public website tender page.

Future Integration	Documented and supported REST API with OAuth 2.0 authentication for all major data domains. Webhook support for real-time event notification. API documentation to be provided as part of implementation deliverables.
---------------------------	--

5.4 Localisation and Regulatory

- Primary currency: Fijian Dollar (FJD). Multi-currency support for USD, AUD, EUR, and NZD for international supplier transactions and FX revaluation. Foreign exchange rates must be manually updatable by the Finance team, with a configurable effective date, to align with rates published by the Reserve Bank of Fiji (RBF). The system must record the exchange rate applied at the time of each foreign currency transaction for audit purposes.
- Fiji VAT: Full VAT calculation at the current FRCS-prescribed rate, input tax credit tracking, and VAT Return report generation in the format required by the Fiji Revenue and Customs Service. The VAT rate must be configurable by a CAAF system administrator without requiring vendor involvement or a system upgrade. When FRCS publishes a rate change, CAAF must be able to apply the new rate and its effective date in the system independently, with the change taking effect only for transactions on or after that date and leaving historical transactions unchanged.
- Date and time: Fiji Standard Time (UTC+12). Fiji locale date format (DD/MM/YYYY).
- Public holiday calendar: Fiji national and regional public holidays pre-loaded, annually updatable.
- Language: English UI. No multilingual requirement at this time.

5.5 Usability and Accessibility

- Web-based responsive UI accessible from desktop, tablet, and mobile browsers without requiring a native app install.
- Mobile application (iOS and Android) for employee self-service functions: leave requests, payslip viewing, timesheet submission, and notification management.
- WCAG 2.1 AA compliance for public-facing components (Tender Portal, Careers Portal).
- Maximum five clicks to complete any common transaction from the user dashboard.
- Global search across all modules.
- Role-based dashboards as the default landing page for each user role.

6. Data Migration

Data migration from legacy systems is one of the highest-risk activities in this project. The vendor must apply a structured methodology and provide CAAF with sufficient visibility and control throughout the migration process.

6.1 Legacy Source Systems

Jiwa Financial (Finance)	Chart of accounts, supplier master, customer master, open AP transactions, open AR transactions, GL transaction history, fixed asset register, inventory items and valuations. Minimum 3 years transaction history.
LinkPayroll (Link Technologies)	Employee payroll configuration, pay groups, pay history (minimum 3 years), FNPf contribution history, PAYE history, leave balances, and current deduction schedules. Vendor must liaise directly with Link Technologies for data extraction. CAAF to confirm with Link Technologies the format and completeness of available data exports before migration planning is finalised.
Jiwa Financial (Procurement)	Supplier master (shared with Finance), open and historical purchase orders, goods receipt notes, procurement categories, and configured approval rules. Minimum 3 years PO history. The supplier master from Jiwa is the primary source of record; it must not be treated as a greenfield build.
ESS (HR System)	Employee master records, employment history, position records, leave balances, qualifications, and any stored HR documents.

SharePoint Tender Application	Tender register, historical tender documents, evaluation records, and vendor contact data held within the custom SharePoint tender app. CAAF to assess which historical tender records require formal migration vs archival. Tender document templates to be reconfigured in the new platform.
SharePoint Document Library	HR policy library, employment contracts, and procurement documents stored in SharePoint. CAAF to determine document migration scope during discovery. A document migration plan must be agreed before execution; not all SharePoint content will be migrated to the ERP document repository.
Performance Management System	Historical performance review records, goal and KPI data, and appraisal ratings from the standalone custom performance system. Migration scope to be confirmed during discovery; at minimum, the most recent two cycles of performance data should be migrated or made accessible within the new system.
Smartsheet (Contract Register)	ICT-managed contract register including contract records, counterparty details, contract values, start and end dates, renewal provisions, and milestone tracking. This is the primary migration dataset from Smartsheet and must be fully migrated into the ERP contract management module. Historical contract records to be migrated or archived as agreed with ICT during discovery.
Smartsheet (Workflows)	Other ICT-managed Smartsheet workflows covering operational approvals and tracking. Vendor to conduct a workflow inventory with ICT during discovery to determine which workflows are replaced by ERP functionality and which may need to remain in Smartsheet post-go-live.

6.2 Migration Methodology

1. Discovery and Profiling: Vendor conducts a structured data discovery workshop with CAAF's Finance Manager, Human Capital Manager, and ICT Manager (facilitated by the EMCS as Project Sponsor delegate) to profile source data, identify gaps, and agree on transformation rules.
2. Data Dictionary and Mapping: Vendor produces a data dictionary and field-level mapping document for CAAF sign-off before any migration activity commences.
3. Data Cleansing: Source data cleansed for duplicates, invalid values, and structural issues. CAAF nominates a data steward for each module to own cleansing decisions.
4. Test Migration: A minimum of two test migration cycles executed in a non-production environment. Each cycle produces a validation report comparing migrated totals to source system reports.
5. Parallel Processing: A minimum of two full pay cycles and one full month-end financial close run in parallel between legacy and new systems. Any variances investigated and resolved before proceeding to cutover.
6. Cutover Migration: Final migration executed during an agreed cutover window (preferably a public holiday or weekend to minimise business disruption). Rollback plan documented and tested.
7. Post-Migration Validation: CAAF's Finance, Human Capital, and ICT teams conduct a structured post-migration validation within five business days of go-live. Vendor provides reconciliation support.

6.3 Data Governance

- CAAF retains full ownership of all data at all times. Vendor must not use CAAF data for any purpose other than service delivery under this contract.
- Data export: CAAF must be able to export a complete copy of all its data in a portable, open, machine-readable format (CSV, XML, or JSON) at any time and without vendor assistance.
- Data deletion: Upon contract termination, vendor must provide a certified data destruction statement within 30 days of the termination date.

7. Implementation Approach

7.1 Recommended Phasing

CAAF strongly prefers a phased implementation approach to manage change risk and ensure business continuity. Vendors must propose a detailed implementation plan. The following phasing is indicative and vendors may propose alternatives with justification:

Phase	Modules	Key Milestones	Target Timing
1	Finance, Payroll (GL, AP, AR, Payroll Core)	Chart of accounts configured, payroll parallel run, bank reconciliation live, AP/AR operational	Months 1-5
2	HR, Leave, Onboarding, Offboarding	Employee records migrated, leave management live, self-service portal active	Months 4-8
3	Procurement, Budget Management, Fixed Assets	Purchase requisition workflow live, budget controls active, fixed asset register migrated	Months 7-10
4	Tender Management, Reporting, BI Dashboards	Tender portal live, executive dashboards active, all reports signed off	Months 9-12

NOTE: The phasing timeline commences from the date of contract execution. Vendors must allow for CAAF team availability constraints given that CAAF's internal resources are limited and staff will have BAU obligations during the project.

7.2 Project Governance

- CAAF Project Sponsor: Executive Manager Corporate Services (EMCS).
- CAAF Project Manager: ICT Manager.
- CAAF Functional Leads: Human Capital Manager (Human Capital and Payroll workstreams), Finance Manager (Finance and Procurement workstreams), ICT Manager (technical architecture, integrations, and security).
- CAAF Executive Oversight: CEO to be kept informed via the EMCS and through Steering Committee reporting.
- CAAF Procurement Lead: Finance Manager or nominated Procurement Officer (Tender Management workstream).
- Vendor Roles: Vendor Project Manager, Solution Architect, HR/Payroll Consultant, Finance/Procurement Consultant, Integration Engineer, Data Migration Lead, Training Coordinator.
- Steering Committee: Monthly meeting chaired by the EMCS (Project Sponsor), attended by the ICT Manager, Finance Manager, Human Capital Manager, and Vendor Project Manager. Escalation path for scope changes, risks, and issues. CEO to be invited for Steering Committee meetings where go/no-go decisions or material scope changes are tabled.
- Fortnightly Project Status Reports: Vendor to provide written status reports covering: milestones achieved, milestones at risk, open issues register, change register, and resource status.

7.3 Documentation Deliverables

The vendor shall deliver, and CAAF shall accept, the following documentation prior to final payment:

- Solution Design Document (as-built)
- Configuration Workbook and Parameter Register
- Integration Design and API Specifications
- Data Migration Mapping Document and Test Results
- Security and Access Control Design
- User Guides by Role (Human Capital Administrator, Payroll Officer, Finance Officer, Procurement Officer, ICT Administrator, Employee, Line Manager, EMCS)
- System Administration and Operations Manual

- Training Materials (slides, recorded sessions, quick reference guides)
- Business Continuity and Disaster Recovery Plan

7.4 User Acceptance Testing

- CAAF will conduct User Acceptance Testing (UAT) for each phase before go-live approval.
- Vendor to provide a UAT test script template covering all in-scope functional requirements.
- CAAF nominates UAT testers from each functional area. Vendor provides on-site or remote support during UAT.
- Defect management: defects raised against a shared tracker. P1/P2 defects (business critical) must be resolved before go-live. P3/P4 defects resolved post-go-live under an agreed schedule.
- Go-live sign-off requires written acceptance from CAAF's Finance Manager, Human Capital Manager, and ICT Manager, countersigned by the EMCS.

7.5 Hypercare and Transition to BAU

- Minimum four weeks of intensive hypercare support following each phase go-live, with dedicated resources available during CAAF business hours.
- Transition to standard support only after formal hypercare sign-off from CAAF.
- Handover of all administration capabilities to CAAF's nominated System Administrator within three months of final go-live.

8. Training and Change Management

8.1 Training Delivery

System Administrator Training	Full administration training for CAAF's nominated System Administrator(s) covering: user management, workflow configuration, report building, master data maintenance, and period-end processes.
Functional Super-User Training	Role-specific training for Human Capital, Payroll, Finance, and Procurement super-users. Hands-on exercises in the training environment. Assessment of competency before go-live.
Manager Training	Focused training for Line Managers on self-service approval functions, team dashboards, leave management, and performance management workflows.
End-User Training	Employee self-service training delivered via short video modules and quick reference guides. Must be accessible on mobile devices.
Recorded Sessions	All training sessions recorded and made available in the system knowledge base for reference and for onboarding new staff post-go-live.

8.2 Change Management

- Change Impact Assessment: Vendor to conduct a change impact assessment identifying staff groups most affected by each module go-live.
- Communication Plan: Jointly developed by vendor and CAAF Human Capital Manager. Includes pre-announcement, go-live communication, and post-launch updates.
- Feedback Collection: Post-go-live surveys for each phase. Results reported to the Steering Committee.
- Knowledge Base: Vendor to maintain a searchable knowledge base of how-to articles, FAQs, and troubleshooting guides. CAAF must be able to add its own articles.

9. Support, Maintenance, and Service Level Agreements

9.1 Support Arrangements

Standard Support Hours	8:00am to 5:00pm Fiji Standard Time (UTC+12), Monday to Friday excluding Fiji public holidays.
Critical Incident Coverage	24x7 for Priority 1 (system down or payroll impacted) incidents only.
Support Channels	Dedicated support portal (web and email), telephone support for P1 and P2 incidents.
Dedicated Account Manager	Named vendor account manager for CAAF with a minimum monthly check-in.
On-Site Support	Vendor must be able to provide on-site support in Fiji within five business days on request for major incidents or upgrades.

9.2 Service Level Agreements

Priority	Category	Response Time	Resolution Target	Service Credit
P1 – Critical	System unavailable; payroll unable to process; data breach suspected	1 hour	4 hours	10% monthly fee per breach
P2 – High	Core module unavailable; significant user impact; data integrity risk	2 hours	8 hours	5% monthly fee per breach
P3 – Medium	Module degraded; workaround available; moderate user impact	4 business hrs	3 business days	2% monthly fee per breach
P4 – Low	Minor issue; cosmetic; enhancement request	1 business day	Scheduled release	No credit

NOTE: Service credits are cumulative within any calendar month and capped at 25% of the monthly service fee. Credits are applied to the next invoice. Persistent SLA failures (three or more P1 breaches in a quarter) constitute a material breach of contract.

9.3 Releases and Upgrades

- Quarterly feature releases with prior notification to CAAF of changes affecting existing workflows.
- CAAF must have access to a non-production (UAT) environment updated to the new release version a minimum of two weeks before production deployment.
- Emergency security patches applied within 72 hours of release, with CAAF notification.
- Statutory updates (PAYE tax tables, FNPf contribution rates, VAT rate changes, TELS deduction rates, and any other Fiji statutory changes): where a change requires vendor action (e.g., a file format change from FRCS or FNPf), the vendor must apply the update within 30 days of official legislative notification, or before the first affected processing period, whichever is earlier. Where a change requires only configuration (e.g., a rate change), CAAF must be able to apply this independently as a system administrator without raising a support ticket or waiting for a vendor release.

10. Vendor Eligibility and Requirements

10.1 Mandatory Criteria

Tenders that do not satisfy every mandatory criterion will be excluded from further evaluation without exception. Each criterion must be addressed individually, in the order listed, with the evidence specified. A statement of compliance without the supporting evidence will be treated as non compliant.

Ref	Mandatory Criterion	Evidence Required
MC-01	The solution must deliver HR, Payroll, Finance, Procurement and Tender Management from a single commercially licensed platform, or from a suite of modules published by the same vendor under a single product family and integrated as shipped. Solutions assembled for this tender from separate third party products, or requiring bespoke development to meet the core requirements of Sections 4.1 to 4.6, do not satisfy this criterion.	<i>Product capability matrix, published product documentation, and scripted live demonstration under MC-13</i>
MC-02	Every module offered must be a commercially available, generally released product of the vendor, sold to and in production use by other customers. Beta, pre-release, pilot, prototype, proof of concept and customer specific builds are not acceptable. The bidder must state the exact product name, edition and version being offered.	<i>Public price list or product catalogue, published release notes, and named version reference</i>
MC-03	The core platform must have been commercially available and continuously supported under substantially the same product name for a minimum of seven years, with a documented release history showing at least three major versions.	<i>Published release history, version timeline and end of life policy</i>
MC-04	The vendor must evidence a minimum of fifty organisations running the offered product in live production, of which at least ten are in the Asia Pacific region and at least three are of comparable scale to CAAF (100 to 500 employees).	<i>Customer count declaration signed by an officer of the vendor, plus regional breakdown</i>
MC-05	The vendor, or its parent where the bidder is a subsidiary or reseller, must provide audited financial statements for the three most recent consecutive financial years demonstrating a going concern and the capacity to deliver a contract of this size.	<i>Audited financial statements for three consecutive years</i>
MC-06	The vendor must confirm, in writing, current Fiji PAYE and FNPF statutory compliance, the mechanism by which statutory rates and tax tables are maintained, and whether that mechanism is administrator configurable or requires a vendor release.	<i>Written compliance statement with version reference and configuration evidence</i>
MC-07	The platform must support single sign on via Microsoft Entra ID as a standard, documented product feature, not as a custom integration built for CAAF.	<i>Published technical documentation referencing the standard feature</i>
MC-08	The vendor must hold a current ISO 27001 certification or SOC 2 Type II attestation whose stated scope covers the production service being offered to CAAF. Certifications held only by a parent, a hosting provider or an unrelated business unit, and certifications described as in progress or planned, do not satisfy this criterion.	<i>Current certificate or attestation report including the full scope statement and auditor name</i>
MC-09	The vendor must evidence an independent penetration test of the offered platform completed within the last twelve months by a recognised third party testing firm, together with confirmation that identified critical and high findings have been remediated.	<i>Penetration test executive summary and remediation confirmation</i>
MC-10	The vendor must provide a minimum of three contactable reference sites of comparable scale (100 to 500 employees) where the offered product has been live in production for at	<i>Reference contact details, go live dates and scope, subject to CAAF verification</i>

	least twenty four months, at least one of which is a government, regulatory or statutory body.	
MC-11	The vendor must maintain a support presence in Fiji or Australia capable of delivering on site support within five business days, and must operate a formal, published support organisation with a documented service level agreement, incident severity definitions and escalation path that pre date this tender.	<i>Support capability statement, office location and standard published SLA document</i>
MC-12	The vendor must provide a fixed price or capped implementation cost proposal, together with a five year total cost of ownership model disclosing all licence, support, transaction and overage charges.	<i>Priced schedule of fees and five year TCO model</i>
MC-13	The bidder must, if shortlisted, complete a scripted live demonstration of CAAF defined scenarios on an existing generally available instance of the offered product. No code changes, custom builds or configuration beyond standard product setup may be introduced between shortlisting and demonstration. Inability to demonstrate a required scenario in the shipped product will be recorded as a failure of that scenario.	<i>Attendance at the scripted demonstration, on the vendor's standard product instance</i>

NOTE: MC-01 to MC-05 exist to ensure CAAF contracts for an established, generally available enterprise product with a proven installed base. Tenders offering a platform that would be built, assembled or substantially developed in order to meet this Scope of Work will not proceed past pre-qualification, irrespective of price.

10.2 Vendor Eligibility and Product Maturity

The following eligibility conditions apply in addition to the mandatory criteria in Section 10.1. They exist to ensure CAAF contracts with an established enterprise software vendor and not with a newly assembled, prototype or single client solution. CAAF will verify all claims and reserves the right to require original documents.

Corporate and product standing:

- **Corporate standing:** the bidding entity must have been continuously incorporated and trading in the supply and implementation of enterprise software for a minimum of five years. Entities incorporated for the purpose of this tender, dormant entities reactivated for this tender, and entities without demonstrable trading history are not eligible.
 - **Authorised status:** where the bidder is a reseller, partner or implementer rather than the software publisher, the bidder must provide a letter of support from the publisher confirming current authorised partner status, the certification level held, and the publisher's awareness of and support for this specific tender.
 - **Delivery capacity:** the bidder must evidence a minimum of five personnel holding current vendor certification on the offered product, and must name the individuals proposed for the CAAF engagement together with their curricula vitae and certification numbers.
 - **Product engineering discipline:** the vendor must confirm that the offered product is developed under a documented software development lifecycle incorporating version control, peer code review, automated testing, static analysis and a formal vulnerability management process, and must describe its release cadence, patching commitments and published product roadmap.
 - **Architecture:** the vendor must provide a technical architecture description covering multi tenancy and tenant isolation, data residency, scalability and availability design. The vendor must confirm the platform is not a single tenant instance stood up solely for CAAF.
 - **Service history:** the vendor must provide twelve months of historical availability data for the production service, or access to a public status page carrying that history.
- Insurance, guarantees and service continuity:
- **Professional indemnity insurance** of not less than FJD 2,000,000 per claim, held for the duration of the contract and evidenced by a certificate of currency.
 - **Public liability insurance** of not less than FJD 2,000,000 per occurrence, evidenced by a certificate of currency.
 - **Cyber liability insurance** of not less than FJD 1,000,000, evidenced by a certificate of currency, covering data breach and business interruption arising from the vendor's service.

- Parent company guarantee: where the bidding entity is a subsidiary, a local branch, a reseller or an entity incorporated within the last five years, the ultimate parent must execute a guarantee of the bidder's performance and liabilities under the contract.
- Service continuity: for a cloud service, the vendor must execute a continuity and exit deed providing for CAAF data export in open formats, a defined transition assistance period of not less than ninety days, and continuity of service on vendor insolvency or acquisition. Where any component is deployed on premise or contains vendor proprietary code held by CAAF, source code must be placed in escrow with a recognised escrow agent, with release conditions covering vendor insolvency and sustained failure to support.

Use of low code and no code technology:

- Low code and no code technology may be used only for peripheral workflow, forms, dashboards and reporting. Core transactional processing for general ledger, accounts payable, accounts receivable, payroll calculation, procurement and tender management must be delivered by licensed off the shelf product functionality.
- Any low code or no code component must be fully disclosed in the tender response, named against the requirement it satisfies, and covered by the same service level agreement, security controls and upgrade commitments as the core product.
- Undisclosed low code or no code components discovered during evaluation, implementation or the contract term will be treated as a material misrepresentation.

Misrepresentation:

Any material misstatement, omission or unverifiable claim in a tender response, including overstated customer counts, certifications that do not cover the offered service, references that cannot be contacted or do not confirm the stated deployment, or capabilities demonstrated by means other than the shipped product, will result in immediate disqualification. CAAF reserves the right to report such conduct to the Fiji Procurement Office and to exclude the bidder from future CAAF procurement.

10.3 Preferred Vendor Attributes

The following attributes are not mandatory but will be considered favourably under the Vendor Capability and Technical Fit criteria in Section 11.

- Experience implementing ERP systems for Pacific Island government or statutory organisations.
- Recognition of the offered product in an independent analyst evaluation such as a Gartner Magic Quadrant, Forrester Wave or IDC MarketScape within the last three years.
- Demonstrated experience migrating from Jiwa Financial (Finance and Procurement) and from standalone payroll applications such as LinkPayroll or equivalent platforms.
- Experience migrating document libraries and workflow data from Microsoft SharePoint into an integrated ERP document management module.
- Existing Fiji client base with local customer references.
- Accreditation of the payroll component by the Fiji Revenue and Customs Service under its PAYE payroll software accreditation scheme, or a documented pathway to that accreditation.
- Solution built on a modern, cloud native architecture (not a legacy on premise product re-hosted to cloud).
- Configurable (not custom coded) workflows to reduce future change costs.
- A published, funded product roadmap including investment in analytics and process automation.

11. Evaluation Criteria

Tenders meeting all mandatory criteria will be evaluated using the following weighted scoring framework. CAAF reserves the right to conduct reference checks, site visits, and a live system demonstration as part of the evaluation process.

Criterion	Description	Weight	Notes
Functional Fit	Degree to which the solution meets the functional requirements in Sections 4.1 to 4.6, evidenced by capability matrix and demonstration.	30%	Scored /100 per module, weighted by criticality

Technical Fit	Architecture, security posture, integration capabilities, scalability, and hosting model alignment to Section 5.	15%	Scored /100
Implementation Approach	Quality and realism of the implementation plan, phasing, risk management, data migration methodology, and change management.	15%	Scored /100
Vendor Capability	Relevant experience, Fiji/Pacific region presence, reference site quality, financial stability, and support capability.	15%	Scored /100
Total Cost of Ownership	Implementation fees, annual licence/subscription, ongoing support fees, and any variable costs over a 5-year horizon.	20%	Lower cost = higher score
Local Benefit	Local employment in implementation team, Fiji-based support, local subcontracting.	5%	Scored /100

NOTE: CAAF is not bound to accept the lowest-priced tender. The evaluation will be conducted holistically and CAAF reserves the right to negotiate with shortlisted vendors.

12. Commercial and Contractual Requirements

12.1 Pricing

- Vendors must provide a fully itemised price schedule covering: implementation services (by phase), software licence or subscription fees (per user or site licence), data migration costs, training costs, and ongoing annual support and maintenance fees.
- A 5-year total cost of ownership (TCO) model must be provided.
- Tender Validity Period: all tenders must remain valid, open for acceptance, and not subject to withdrawal or amendment for a period of three (3) months (90 days) from the tender closing date. Prices, rates, discounts and the terms of the tender response must be held firm for the whole of that period. A tender stated to be valid for a shorter period will be treated as non compliant and excluded from evaluation.
- Extension of validity: where evaluation or award approval is not concluded within the validity period, CAAF may request tenderers in writing to extend the validity of their tenders for a further defined period. A tenderer may refuse the request without forfeiting any security lodged, but a tenderer who agrees to the extension may not vary its tender.
- All prices quoted in Fijian Dollars (FJD). Where pricing is in foreign currency, vendors must clearly disclose this and provide an indicative FJD equivalent at the time of tender.
- Any per-transaction fees, overage charges, or costs associated with additional users or modules must be fully disclosed.

12.2 Payment Milestones

Payment will be milestone-based. CAAF proposes the following indicative payment schedule, which vendors may propose to vary with justification:

Contract Execution	10% of total contract value
Phase 1 Go-Live (Finance/Payroll)	25% of total contract value
Phase 2 Go-Live (HR)	20% of total contract value
Phase 3 Go-Live (Procurement)	20% of total contract value
Phase 4 Go-Live + Handover	15% of total contract value
Documentation Final Acceptance	10% of total contract value

12.3 Contract Terms

- Initial contract term: three (3) years from final go-live, with options for two (2) further one-year renewals at CAAF's election.
- CAAF may terminate for convenience with 90 days' written notice. CAAF may terminate for cause with 30 days' notice if the vendor fails to remedy a material breach.
- Intellectual property: All configurations, customisations, reports, and integrations developed for CAAF remain the intellectual property of CAAF.
- Data ownership: CAAF retains full ownership of all data. Vendor has no rights to use CAAF data for any purpose beyond service delivery.
- Governing law: The laws of the Republic of Fiji.
- Dispute resolution: The parties shall first attempt to resolve disputes through escalation to senior management. Failing resolution, disputes shall be referred to arbitration under the Fiji Arbitration Act.

13. Tender Submission Requirements

Vendors must include the following in their tender response:

1. Executive Summary: A concise (maximum 3 pages) summary of the vendor's proposed solution, key differentiators, and approach to this engagement.
2. Company Profile: Vendor background, ownership, financial stability evidence (most recent audited accounts or equivalent), key personnel CVs, and local presence.
3. Solution Description: Detailed response to each section of this SoW, including a completed functional requirements capability matrix (Meets/Partially Meets/Does Not Meet with notes).
4. Technical Architecture: System architecture diagram, hosting environment details, data residency disclosure, and security certifications.
5. Implementation Plan: Phase-by-phase project plan with milestones, resource plan, risk register, and data migration methodology.
6. Reference Sites: Minimum three references with contact details. References must be contactable by CAAF without vendor involvement.
7. Mandatory Criteria Evidence: Documentation evidencing each Mandatory Criterion in Section 10.1.
8. Pricing Schedule: Fully itemised pricing as described in Section 12.1, including 5-year TCO model.
9. Draft Contract Markup: Any proposed amendments to the contractual terms in Section 12.3 must be submitted with the tender response.

Submissions must be lodged via the CAAF Tender Portal by Friday 16 October 2026 @ 5.00pm. Late submissions will not be accepted. Queries regarding this SoW must be submitted via the clarifications process on the Tender Portal by Friday 9 October 2026 @ 5.00pm.

Vendors must include the following in their tender response:

10. Executive Summary: A concise (maximum 3 pages) summary of the vendor's proposed solution, key differentiators, and approach to this engagement.
11. Company Profile: Vendor background, ownership, financial stability evidence (most recent audited accounts or equivalent), key personnel CVs, and local presence.
12. Solution Description: Detailed response to each section of this SoW, including a completed functional requirements capability matrix (Meets/Partially Meets/Does Not Meet with notes).
13. Technical Architecture: System architecture diagram, hosting environment details, data residency disclosure, and security certifications.
14. Implementation Plan: Phase-by-phase project plan with milestones, resource plan, risk register, and data migration methodology.
15. Reference Sites: Minimum three references with contact details. References must be contactable by CAAF without vendor involvement.
16. Mandatory Criteria Evidence: Documentation evidencing each Mandatory Criterion in Section 10.1.
17. Pricing Schedule: Fully itemised pricing as described in Section 12.1, including 5-year TCO model.
18. Draft Contract Markup: Any proposed amendments to the contractual terms in Section 12.3 must be submitted with the tender response.

Submissions must be lodged via the CAAF Tender Portal by Friday 16 October 2026 @ 5.00pm. Late submissions will not be accepted. Queries regarding this SoW must be submitted via the clarifications process on the Tender Portal by Friday 9 October 2026 @ 5.00pm. All tenders must remain valid and open for acceptance for three (3) months from the closing date in accordance with Section 12.1. Tenderers must include a signed statement of tender validity confirming this in their submission.

Appendix A: Functional Requirements Capability Matrix

Vendors must complete this matrix in full. For each requirement, indicate: M = Meets out-of-the-box | P = Partially Meets (requires configuration) | C = Requires Customisation (additional cost) | N = Does Not Meet. Attach notes for all P, C, and N responses.

Ref	Module	Requirement	M/P/C/N	Vendor Notes
FR-01	HR	Online vacancy creation with configurable approval workflow		
FR-02	HR	Mobile-responsive candidate application portal		
FR-03	HR	ATS with stage-based pipeline management and scoring		
FR-04	HR	Microsoft 365 calendar integration for interview scheduling		
FR-05	HR	Automated candidate communications at each recruitment stage		
FR-06	HR	Digital onboarding portal with task management		
FR-07	HR	Aviation certification and licence tracking with expiry alerts		
FR-08	HR	Position and establishment register with headcount controls		
FR-09	HR	Performance management with KPI/goal configuration		
FR-10	HR	Biometric/card-based time and attendance integration		
FR-11	HR	Employee self-service portal (leave, payslips, personal details)		
FR-12	HR	Manager self-service (approvals, team dashboard)		
FR-13	HR	Configurable leave types with Fiji public holiday calendar		
FR-14	HR	Training records and mandatory training compliance tracking		
FR-15	HR	Disciplinary and grievance register		
FR-16	HR	Offboarding workflow with final pay calculation		
FR-17	Payroll	Multiple pay groups and pay cycles		
FR-18	Payroll	Fiji PAYE calculation and FRCS reporting		
FR-19	Payroll	FNPF employee and employer contribution calculation and remittance file		
FR-20	Payroll	Staff loans and salary advance management		
FR-21	Payroll	Retroactive pay processing		
FR-22	Payroll	Password-protected digital payslip distribution		
FR-23	Payroll	Bank file generation for ANZ, BSP, and HFC Fiji		
FR-24	Payroll	Automated GL journal on payroll finalisation		

FR-25	Finance	Multi-level chart of accounts with cost centre and project coding		
FR-26	Finance	Three-way invoice matching (PO/GRN/Invoice)		
FR-27	Finance	Automated bank reconciliation with statement import		
FR-28	Finance	Budget preparation and approval workflow		
FR-29	Finance	Budget vs actual reporting with commitment tracking		
FR-30	Finance	Configurable hard/soft budget controls on requisitions		
FR-31	Finance	Fixed asset register with automated depreciation		
FR-32	Finance	AR invoice generation from fee schedules		
FR-33	Finance	Fiji VAT calculation and return reporting		
FR-34	Finance	Cash flow forecasting		
FR-35	Procurement	Purchase requisition with delegated authority enforcement		
FR-36	Procurement	PO generation and automated supplier transmission		
FR-37	Procurement	Contract register with expiry alerts		
FR-38	Procurement	Preferred supplier catalogue		
FR-39	Tender	Public-facing tender portal with vendor self-registration		
FR-40	Tender	Encrypted electronic bid submission with auto-lock at closing time		
FR-41	Tender	Evaluation workspace with weighted scoring		
FR-42	Tender	Automated award and regret notification letters		
FR-43	Tender	Integration: successful bidder to approved supplier in procurement		
FR-44	Reporting	Role-based dashboards (Human Capital Manager, Finance Manager, EMCS, Payroll Officer, Procurement Officer, CEO)		
FR-45	Reporting	Custom report builder with Excel/PDF/CSV export		
FR-46	Reporting	Scheduled report distribution with access controls		

Appendix B: Glossary of Terms

ATS	Applicant Tracking System
BCP	Business Continuity Plan
CAAF	Civil Aviation Authority of Fiji
CLM	Contract Lifecycle Management
DR	Disaster Recovery
ERP	Enterprise Resource Planning
FNPF	Fiji National Provident Fund
ERA	Employment Relations Act 2007 (Fiji)
FRCS	Fiji Revenue and Customs Service
FJD	Fijian Dollar
GL	General Ledger
GRN	Goods Receipt Note
HC	Human Capital (CAAF's internal term for the HR function and department)
HR	Human Resources (used generically in this document where the context refers to the function rather than the CAAF department name)
EMCS	Executive Manager Corporate Services
ICT	Information and Communications Technology
KPI	Key Performance Indicator
MFA	Multi-Factor Authentication
NBV	Net Book Value
PAYE	Pay As You Earn (income tax withholding)
RBF	Reserve Bank of Fiji
SRT	Social Responsibility Tax (Fiji income tax surcharge on higher incomes)
TELS	Tertiary Education Loan Scheme (managed by TSLS)
TIN	Taxpayer Identification Number (issued by FRCS)
TSLS	Tertiary Scholarships and Loans Service (Fiji)
PO	Purchase Order
RBAC	Role-Based Access Control
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SaaS	Software as a Service
SIEM	Security Information and Event Management
SLA	Service Level Agreement
SoD	Segregation of Duties
SoW	Scope of Work
SSO	Single Sign-On
TCO	Total Cost of Ownership
TNA	Time and Attendance
TOIL	Time Off in Lieu
UAT	User Acceptance Testing

VAT	Value Added Tax
WCAG	Web Content Accessibility Guidelines

END OF SCOPE OF WORK

Civil Aviation Authority of Fiji | CAAF-PROC-ERP-2025 | CONFIDENTIAL