



## Republic Geodetic Authority

### REQUEST FOR EXPRESSIONS OF INTEREST CONSULTANCY SERVICES

**Republic of Serbia**  
**Real Estate Management Project (REMP)**  
**IBRD Credit No. 9020YF**

**Assignment Title:** Implementation of ISO 37001 standard (Anti-Bribery Management System)  
**Reference No.** SRB-REMPAF-9020YF-CQS-CS-24-250

The Republic of Serbia / Republic Geodetic Authority has received financing from the World Bank toward the cost of the Real Estate Management Project, and intends to apply part of the proceeds for consulting services.

One of the main tasks of RGA is maintenance of all the real estate data. Currently RGA uses different systems to maintain the real estate data. RGA as critical infrastructure is the governmental body of systems, networks and assets that are so essential that their continued operation is required to ensure the security of the state, nation, its economy, and the public's health and safety. As RGA works to continue to meet customer and legal requirements for compliance, RGA as the critical infrastructure of the state during the previous year obtained and maintained multiple ISO Management System Standards implementation. At the beginning of 2023, the Republic Geodetic Institute launched an important standardization project and the introduction of the ISO management systems in its operations, in accordance with the following international and Serbian standards: ISO 9001 Quality management system (QMS), ISO/IEC 27001 Information security management system (ISMS) and ISO/IEC 27701 Privacy information management system (PIMS).

The implemented ABMS will conform to ISO's requirements for management system standard ISO 37001. These requirements include a high-level structure, identical core text, and common terms with core definitions, designed to benefit users implementing multiple ISO management system standards. Thus, ISO 37001 will be used in conjunction with other management system standards already implemented in the Republic Geodetic Authority. The Consultant will closely cooperate with RGA and relevant stakeholders in implementing ISO 37001 international standards and create unique Integrated Management System (IMS). Selected Consultant shall provide input and support to RGA in the following way:

1. Ensure that the organization's top management has overall responsibility for the implementation and effectiveness of the anti-bribery policy and ABMS and provides the appropriate commitment and leadership in this regard.
2. Establish and implement an anti-bribery policy and supporting anti-bribery procedures (the ABMS).
3. Ensure that responsibilities for ensuring compliance with the anti-bribery policy and ABMS are effectively allocated and communicated throughout the organization. For example:
  - Department heads will be responsible for compliance within their departments
  - All personnel will be responsible for their personal compliance.
4. Appoint an Anti-bribery manager and Implementation Team with responsibility for overseeing anti-bribery compliance by the organization (compliance function). This person(s) should be part-time, considering the size and organization of the RGA, and can combine this responsibility with other responsibilities.
5. Ensure that controls are in place over the making of decisions in relation to more than low bribery risk transactions. The decision process and the level of authority of the decision-maker(s) must be appropriate to the level of bribery risk and be free of actual or potential conflicts of interest.
6. Ensure that resources (personnel, equipment and financial) are made available as necessary for the effective implementation of the ABMS.
7. Implement appropriate vetting and controls over the organization's personnel designed to ensure that they are competent and will comply with the anti-bribery policy and ABMS and can be disciplined if they do not comply.
8. Provide appropriate anti-bribery training and/or guidance to personnel on the antibribery policy and ABMS.

9. Produce and retain appropriate documentation in relation to the design and implementation of the anti-bribery policy and ABMS.
10. Undertake bribery risk assessments and appropriate due diligence on transactions and business associates.
11. Implement appropriate financial controls to reduce bribery risk (e.g. two signatures on payments, restricting use of cash, etc.).
12. Implement appropriate procurement, commercial and other non-financial controls to reduce bribery risk (e.g. separation of functions, two signatures on work approvals, etc.).
13. Ensure that all other organizations over which it has control implement anti-bribery measures which are reasonable and proportionate to the nature and extent of bribery risks which the controlled organization faces.
14. Require, where it is practicable to do so, and would help mitigate the bribery risk, any business associate which poses more than a low bribery risk to the organization to implement anti-bribery controls which manage the relevant bribery risk.
15. Ensure, where practicable, that appropriate anti-bribery commitments are obtained from business associates which pose more than a low bribery risk to the organization.
16. Implement controls over gifts, hospitality, donations, and similar benefits to prevent them from being used for bribery purposes.
17. Ensure that the organization does not participate in, or withdraws from, any transaction where it cannot appropriately manage the bribery risk.
18. Implement reporting (whistleblowing) procedures which encourage and enable persons to report suspected bribery, or any violation of or weakness in the ABMS, to the compliance function or to appropriate personnel.
19. Implement procedures to investigate and deal appropriately with any suspected or actual bribery or violation of the ABMS. Launch ABMS and start to see changes come into action and use a plan to begin putting ABMS into action.
20. Monitor, measure and evaluate the effectiveness of the ABMS procedures.
21. Undertake internal audit at planned interval which assesses whether the ABMS conforms to the requirements of ISO 37001 and is being effectively implemented. After the documentation has been prepared and things have started being implemented, conduct internal audit to identify any problems within the scope of ABMS based on ISO 37001. Any corrective measures that need to be taken should be taken without any delays. If needed, documentation should be revised. Internal auditors will ensure that all procedures are well implemented, documented, and understood by the staff carrying them out. They will check that the system meets standard requirements, is effective, and is showing improvement,
22. Undertake Management review meeting by the compliance function and top management of the effectiveness of the ABMS. After internal audit conduct the management review of the progress that ABMS based on ISO 37001 is making. This review will help the team identify any underlying issues and the corrective actions that need to be taken to get everything in line with requirements. Management review is a useful tool that will give a precise look at the performance of ABMS and any problems that have come about.
23. Rectify any identified problem with the ABMS and improve the ABMS as necessary.

The products resulting from the work of the Consultant to be performed to deliver the Integrated Management System (IMS) include main deliverables as follows:

- Inception report including detailed work and action plan for the individual tasks to be completed.
- Detailed project plan, which includes the identification of individual phases of project implementation with related activities, with a description of the same, as well as a detailed time plan (Gantt chart).
- Documented information required by this standard (e.g., ISO 37001 System Manual, Anti-bribery and Anti-corruption Policy, Procedure for Bribery Risk Management, Procedure for Investigating and dealing with bribery, Procedure for document and data control, Procedure for training, Procedure for internal audit, Procedure for corrective action, Procedure for management review, Bribery Risk Assessment form, Skill requirements record, Multi skill requirements record, Document identification and codification system, Master list and distribution list of documents, Training report, Change note, Order form/confirmation, Master list of records, Customer complaint report, Objectives monitoring sheet, Indent and incoming inspection record, Audit plan/schedule, Approved external provider list and annual purchase order, Internal audit non-conformity report, External provider registration form, Bribery risk analysis sheet, Induction training report, etc.).
- Need and Expectations of stake holders which will be done in cooperation with responsible persons, and their verification will be done at meetings of the ABMS Implementation Team.

- Employee training carried out during the ABMS implementation process. The training, with the mentioned topics, hours spent and selection of employees, included:
  - Professional training and certification for ISO 37001 Foundation (3 days) with international ISO accreditation in accordance with the personal certification model according to the international standard ISO 17024 for a certain number of members of the implementation team – for three Implementation Team members;
  - Training and certificate of attendance for ISO 37001 Internal Auditor for a certain number of employees (2 days), and especially of the Implementation Team members, in order to become competent internal auditors;
  - General ISO 37001 training (1 day) for employees who have a significant impact on information security and protection of personal data.
- The methodology for establishing, implementing, maintaining, reviewing, and improving an anti-bribery management system in line with ISO 37001 standard in the RGA. When the establishing of documented information is completed, an ABMS Implementation Team should adopt and, after the Top management verification, release the documentation for implementation in accordance with the concept of ABMS implementation, and perform the necessary harmonization of ABMS implemented management system with the QMS, ISMS and PIMS, which includes the design of an integrated IMS.
- Established new roles and responsibilities where every area of RGA should have staff who are directly responsible for ABMS i.e., anti-bribery related tasks, maintenance, review and improving in each department that is capable of performing audits, maintaining documentation, conduct management reviews, and implement any needed changes.
- Internal audit prepared and conducted, which includes the initial process of verifying the established ABMS compliance in order to identify possible shortcomings and opportunities for improvement. Internal auditors will ensure that all procedures are well implemented, documented, and understood by the staff carrying them out. In order to prepare for certification according to the ISO 37001 standard, the Consultant, together with internal auditors from the RGA, conduct an internal audit before the certification process, and point out any non-compliance against ISO standard requirements.
- Conducted the management review of the progress that ABMS were making. This review will help the team identify any underlying issues and the corrective actions that need to be taken to get everything in line with requirements. Management review is a useful tool that will give a precise look at the performance of and any problems that have come about. The ABMS system implies the existence of a process of permanent improvement. By reviewing the results of the internal audit by the RGA's Top management, this process begins, and key decisions were made regarding the further certification process.

The work will take place over four-month period.

The Project Implementation Unit (PIU) of the Republic Geodetic Authority now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services:

- experience and description of similar assignments
- availability of skilled staff
- CVs of key personnel and key experts.

**The shortlisting criteria are following:**

I. A consultant company, as a part of their technical proposal, will submit the following information:

A consultant company, as a part of their technical proposal, will submit the following information:

- a) Company Profile and experience highlighting its relevance to the assignment
- b) CVs of the members of the team of experts
- c) The consultant’s comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks, and deliverables
- d) A timeline for carrying out the assignment.

A consultant firm must have more than five years of extensive experience in the field of implementation of ISO standards: ISO 37001, ISO 9001, and ISO/IEC 27001.

A consultant company should have strong and relevant track record concerning the IT projects with public sector institutions, entailing oversight of implementation of software solutions, staff training and handover.

Partnership certificate or authorization, issued directly by an internationally accredited certification body in accordance with the personal certification model according to the international standard ISO 17024, for the services of conducting training of persons and their professional evaluation and certification, which must be issued to the legal entity of the bidder, and this will be considered as an advantage.

Person in the capacity as a Certified Trainer with a certificate issued by the accredited certification body from the previous item is an advantage.

A consultant firm must have confirmed certifications for implemented and certified following ISO standards: ISO 9001, ISO/IEC 27001, and ISO/IEC 27701.

Experience in Western Balkans countries and Serbia will be considered as an advantage.

## II. Team of Experts to be provided:

**a. Expert 1: Project manager and ISO standards Lead Consultant**, employed or engaged on a part-time basis within the company with eligibility criteria:

### *Qualifications and skills*

- Education: University degree in the field of technical, organizational, or social sciences
- Strong oral and written English communication skills
- Good mediation and facilitation skills
- At least 7 years of work experience in the field of ISO standards

### *Specific professional experience*

- Experience in project management related to public administration
- At least 7 years of work experience in the field of information technologies
- Working experience in Western Balkans and especially in Serbia is an advantage
- Passed professional Public Administration Exam is an advantage
- Certificate on PMI or Prince2 or ISO 21502 Lead Project Manager is an advantage
- Certificate on ISO/IEC 9001 Lead Auditor is an advantage
- Certificate on ISO/IEC 27001 Lead Auditor is an advantage
- Certificate on ISO/IEC 31000 Lead Risk Manager is an advantage
- Strong oral and written Serbian communication skills is an advantage

**b. Expert 2: Senior ISO standards Consultant**, employed or engaged on a part-time basis within the company with eligibility criteria:

### *Qualifications and skills*

- Education: University degree in the field of technical, organizational, or social sciences
- Strong oral and written English communication skills
- Good mediation and facilitation skills
- At least 5 years of work experience in the field of ISO standards

### *Specific professional experience*

- Experience in projects related to public administration
- At least 5 years of work experience in the field of information technologies
- Working experience in Western Balkans and especially in Serbia is an advantage
- Strong work experience in the court witness expertise or IT audits in the field of information technology is an advantage
- Certificate on ISO/IEC 9001 Lead Auditor is an advantage
- Certificate on ISO/IEC 27001 Lead Auditor is an advantage
- Certificate on ISO/IEC 37001 Lead Auditor is an advantage
- Strong oral and written Serbian communication skills is an advantage

**c. Expert 3: Specialist for financial controls that manage bribery risk**, employed, or engaged on a part-time basis within the company with eligibility criteria:

### *Qualifications and skills*

- Education: University degree in the field of economics
- Strong oral and written English communication skills
- Good mediation and facilitation skills
- At least 5 years of work experience in the field of Accounting or Auditing

### *Specific professional experience*

- Experience in using professional business process management tools (e.g. ISO 9001, FUK, etc.)
- At least 5 years of work experience in the field of financial management and control (FUK). FUK is a system of policies, procedures and activities that is established, maintained, and regularly updated by the head of the organization, and which, by managing risks, provides assurance to a reasonable extent that the goals of the organization will be achieved in a proper, economical, efficient, and effective manner
- Working experience in Western Balkans and especially in Serbia is an advantage

- Certificate on professional title Certified Auditor according to the Serbian Law on Accounting and Auditing is an advantage
- Certificate on ISO/IEC 37001 Lead Auditor is an advantage
- Strong oral and written Serbian communication skills is an advantage

**d. Expert 4: Specialist for non-financial controls that manage bribery risk**, employed, or engaged on a part-time basis within the company with eligibility criteria:

*Qualifications and skills*

- Education: University degree in the field of law sciences
- Strong oral and written English communication skills
- Good mediation and facilitation skills
- At least 5 years of work experience related to legal expertise in non-financial controls i.e., processes implemented by the organization to help it ensure that the legal, procurement, operational, commercial, and other non-financial aspects of its activities are being properly managed according to the laws, and which can reduce bribery risk

*Specific professional experience*

- Experience in projects related to drafting internal procedures
- Experience in keeping the business up to date with legal requirements
- Working experience in Western Balkans and especially in Serbia is an advantage
- Strong oral and written Serbian communication skills is an advantage.

The Consultant shall submit only one proposal, either individually or as a joint venture partner in another proposal. If a Consultant, including a joint venture partner, submits or participates in more than one proposal, all such proposals shall be disqualified. This does not, however, preclude a consulting firm to participate as a sub-consultant, or an individual to participate as a team member, in more than one proposal.

The following selection criteria with corresponding points will be used for the above three positions in the evaluation procedure:

– Specific experience relevant to the assignment ....	50 pts
– Qualifications for the assignment .....	30 pts
– Competence for the assignment .....	20 pts

A Consultant will be selected in accordance with the CQS procedure set out in the in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, November 2017, July 2018, November 2020 and September 2023) available at <https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest must be delivered in a written form to the address below or via e-mail by **March 29, 2024, 12:00 AM**.

When submitting Expressions of interest please indicate assignment and reference number for which you are applying.

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