



**REPUBLIC OF SERBIA**

**REPUBLIC GEODETIC AUTHORITY (RGA)**

**TERMS OF REFERENCE**

**FOR**

**IMPLEMENTATION OF EXPANDED  
INTEGRATED MANAGEMENT SYSTEM (E-IMS)**

**Belgrade, 2026**

## **I. INTRODUCTION AND BACKGROUND**

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (Hereinafter: LA) for the Second Real Estate Management Project in Serbia (Hereinafter: The Project), signed by the two parties on August 21st, 2024 and ratified by the Parliament of the Republic of Serbia in its session on November 27th, 2024 (“Official Gazette RS – International Agreements”, No 9/2024 of December 3rd, 2024).

The implementation of The Project has been entrusted to the Republic Geodetic Authority (Hereinafter: RGA). A Project Council and a Project Steering Committee are supervising the Project implementation.

The Project consists of three components: (A) Implementation of the Property Mass Valuation System; (B) Integration of Information Systems and the NSDI Services Development; and (C) Institutional Improvement, RGA Sustainability and Project Management.

The Project Development Objectives are to improve the transparency, accessibility, and reliability of Serbia’s real property management systems.

A full description of the Project is provided in the document “Project Appraisal Document” (PAD)<sup>1</sup> and Loan Agreement (LA)<sup>2</sup>. The PAD is considered as a part of the necessary background materials to be understood by Consultants.

Implementation is entrusted to the Republic Geodetic Authority (Hereinafter: RGA).

## **II. INSTITUTIONAL FRAMEWORK**

RGA is a special budget-institution of the Republic of Serbia. With over 2,000 employees, it was established to perform professional state administration works pertaining to state survey, real estate cadastre, utilities cadastre, basic geodetic works, address register, topographic-mapping business, real estate valuation, geodetic-cadastral information system and National Spatial Data Infrastructure and geodetic works in engineering-technical fields.

Cadastral Services which include property rights registrations for businesses and individuals are the most important and visible services RGA provides.

The Sector for Real Estate Cadastre (REC) is the largest Sector within RGA. The REC Sector is organized territorially, with citizens’ applications being processed and handled regionally. Regional real estate Cadastre offices possess 80% of the total staff members (with high education level), provide 90% of RGA services throughout the country, and generate 95% of the income of RGA. The headquarters of RGA, located in Belgrade, and is divided into 6 sectors:

- Sector for Digital Transformation
- Sector for Development
- Geo Sector
- Sector for Real Estate Cadastre
- Sector for Legal Affairs
- Sector for Supervision and Control

---

<sup>1</sup>[https://www.rgz.gov.rs/content/images/stranice/dokumenta/2025/P500611-%20-%20PAD%20-%20Official%20\(Eng\)%20WEB%20version.pdf](https://www.rgz.gov.rs/content/images/stranice/dokumenta/2025/P500611-%20-%20PAD%20-%20Official%20(Eng)%20WEB%20version.pdf)

<sup>2</sup>[https://www.rgz.gov.rs/content/images/stranice/dokumenta/2025/P500611-%20REMP2%20-%20Official%20\(Eng\).pdf](https://www.rgz.gov.rs/content/images/stranice/dokumenta/2025/P500611-%20REMP2%20-%20Official%20(Eng).pdf)

Smaller internal units outside of sectors are as follows:

- Department for Finance and Control
- Archive Department
- Human Resources Department
- Unit for Internal Audit

### **III. OBJECTIVE OF THE CONSULTANCY:**

One of the main tasks of RGA is the maintenance of all real estate data. Currently, RGA uses different systems to maintain this data. As RGA continues working to meet customer and legal requirements for compliance, it becomes increasingly important for RGA, being part of the critical infrastructure of the state, to obtain and maintain multiple ISO Management System Standards within an integrated, unified framework.

As a governmental institution forming a key segment of the national critical infrastructure, RGA operates systems, networks, and assets essential for maintaining state security, economic stability, and protection of public health and safety.

RGA has already established and maintains an Integrated Management System (IMS) that includes the following ISO standards:

- ISO 9001 – Quality Management System (QMS),
- ISO/IEC 27001 – Information Security Management System (ISMS),
- ISO/IEC 27701 – Privacy Information Management System (PIMS, extension to ISMS),
- ISO 37001 – Anti-Bribery Management System (ABMS).

Building on this foundation, **the objective of the new consultancy project is to expand the existing IMS** by implementing and integrating **ISO 22301 and ISO 45001** into a unified, multi-standard management system that enhances resilience and continuity, and occupational health and safety.

#### **1. ISO 22301 – Business Continuity Management System (BCMS)**

ISO 22301 is the international standard for Business Continuity Management Systems. For an organization that operates essential national infrastructure, uninterrupted service is critical.

ISO 22301 will provide RGA with a structured approach to:

- identifying potential disruptive incidents,
- assessing their impact on operations and the public,
- defining continuity strategies and required resources,
- ensuring that critical services remain available or are restored within acceptable timeframes.

By implementing ISO 22301, RGA will strengthen national resilience and ensure the ability to continue providing essential services during emergencies such as system outages, cyber incidents, natural disasters, or other crises. **This complements the existing ISMS (ISO/IEC 27001), QMS (ISO 9001) and PIMS (ISO/IEC 27701)** by extending protection from pure information-centric risks to **end-to-end service continuity**.

Furthermore, the implementation of ISO 22301 directly supports compliance with the requirements of the **Law on Critical Infrastructure**, which mandates that operators of critical infrastructure maintain the continuity, resilience, and security of services crucial for the functioning of society and the state. By aligning with both ISO 22301 and the Law on Critical Infrastructure, RGA reinforces its capability to prevent, respond to, and recover from disruptions that could impact vital services, ensuring a robust and legally compliant continuity management framework.

#### **2. ISO 45001 – Occupational Health and Safety Management System (OHSMS)**

ISO 45001 is the global standard for ensuring a safe and healthy workplace. The standard focuses on preventing work-related injuries and illnesses by implementing risk controls and proactive safety measures.

For RGA, ISO 45001 implementation will:

- establish a systematic approach to occupational health and safety,
- reduce workplace incidents and operational disruptions,
- ensure compliance with labor and safety regulations,
- promote a culture of prevention and continual improvement.

Given the diverse nature of RGA's operations (office environments, field work, and public-facing services), a robust OHSMS framework enhances both employee safety and service continuity. **It synergizes** with **ISO 22301** for incident readiness and with **ISO 9001** for process discipline and performance monitoring.

Furthermore, the introduction of an Occupational Health and Safety Management System aligned with ISO 45001 directly supports compliance with the **Law on Occupational Safety and Health**, which obligates organizations to ensure safe working conditions, prevent workplace injuries and incidents, assess risks, and implement measures for the protection of employees in all work environments. By integrating ISO 45001 requirements with existing management systems, RGA strengthens its ability to manage operational risks, safeguard its workforce, and maintain consistent service delivery even during disruptions, while also meeting regulatory obligations and demonstrating accountability to employees, the public, and regulatory bodies.

### **3. Integration with the existing IMS (ISO 9001, ISO/IEC 27001, ISO/IEC 27701, ISO 37001)**

RGA's mature IMS already ensures:

- quality and customer focus (ISO 9001),
- information security and privacy compliance (ISO/IEC 27001 and ISO/IEC 27701),
- anti-bribery controls and ethical governance (ISO 37001).

The **planned integration** of **ISO 22301** and **ISO 45001** will result in a comprehensive, **multi-standard IMS** that uses:

- a unified risk-based approach across all standards,
- shared governance and documented information,
- common performance indicators (KPI) and management review,
- streamlined handling of nonconformities, corrective actions, and continual improvement.

This will create a single, coherent management system that improves **resilience and continuity**, **as well as occupational health and safety**, while reducing duplication and administrative burden.

### **4. Purpose of the Consultancy Work (Scope & Outcomes)**

The objective of this consultancy engagement is to support RGA in:

- i **Designing and implementing ISO 22301 and ISO 45001** in alignment with the existing IMS (ISO 9001, ISO/IEC 27001, ISO/IEC 27701, ISO 37001).
- ii **Integrating all standards into a single, coherent IMS framework**, ensuring consistent processes, shared controls, unified risk and opportunity management, and harmonized documented information (procedures, guidelines, and records).
- iii **Ensuring compliance with applicable Serbian laws, EU requirements, and international best practices** relevant to continuity, OH&S, information security, privacy, quality, and anti-bribery.

- iv **Building internal capacity** via targeted trainings, awareness sessions, competence development, and role-specific coaching for process owners.
- v **Preparing RGA for successful external certification** for ISO 22301 and ISO 45001, including pre-audit readiness checks and support during certification audits.

**Outcome:** A demonstrably strengthened, auditable, and efficient **Expanded Integrated Management System (E-IMS)** that elevates service continuity, workplace safety, and governance which is fully aligned with RGA's role as a provider of critical public services.

#### **IV. SCOPE OF WORK**

The Consultant will closely cooperate with RGA and relevant stakeholders in expanding the existing Integrated Management System (IMS), which already includes ISO 9001, ISO/IEC 27001, ISO/IEC 27701 and ISO 37001, by implementing and integrating **ISO 22301 and ISO 45001**.

Selected Consultant shall provide structured guidance, expert support, and hands-on facilitation to RGA in the following way:

##### **1) Ensure Full Engagement of Top Management**

The Consultant will work with Top Management to ensure that leadership clearly understands the purpose, benefits, and obligations associated with expanding the IMS. Commitment at the highest level is necessary to successfully implement **Business Continuity (ISO 22301)** and **Occupational Health & Safety (ISO 45001)** requirements across RGA.

##### **2) Perform GAP Analyses for ISO 22301 and ISO 45001**

Once top-level commitment is established, the Consultant will analyze the current IMS and operational environment and compare it with the requirements of the three new standards. The GAP analysis will identify:

- existing strengths within the current IMS that can support the expansion,
- missing elements required for BCMS and OHSMS,
- opportunities to integrate new requirements with existing ISO 9001, ISO 27001, ISO 27701 and ISO 37001 processes.

##### **3) Develop an Implementation Plan for the Expanded IMS**

A detailed, realistic implementation plan will be prepared to guide RGA through the transition toward the expanded IMS aligned with:

- business continuity and crisis preparedness (ISO 22301),
- occupational health and safety management (ISO 45001).

The plan will establish milestones, responsibilities, timelines, and integration points with existing IMS elements.

##### **4) Establish an Implementation Team for ISO 22301 and ISO 45001**

Top Management will, with Consultant's support, appoint implementation teams representing key operational and support areas. Each team will address standard-specific requirements while ensuring alignment with the existing IMS framework.

##### **5) Identify and Map Core and Support Processes**

The Consultant will assist RGA in identifying, documenting and mapping processes relevant to:

- continuity of essential public services (ISO 22301),
- workplace hazards and operational risks (ISO 45001).

This mapping ensures clarity on which processes interact with which ISO requirements and how they integrate into the unified IMS.

##### **6) Engage All Employees and Ensure Awareness**

Every employee must be made aware of upcoming changes. The Consultant will support communication activities needed to ensure understanding of the new responsibilities related to:

- continuity procedures,
- occupational safety practices.

#### **7) Provide Targeted Employee Training**

Training will be aligned with employees' responsibilities and will include:

- continuity response roles (ISO 22301),
- OH&S risk controls, incident reporting and safe work practices (ISO 45001),
- integration with existing IMS documented information.

Training ensures that personnel know how to apply new procedures, complete forms, access IMS documentation, report issues, and support internal audit activities.

#### **8) Develop and Update Documented Information**

The Consultant will guide RGA in preparing and updating all necessary documented information (policies, procedures, work instructions, registers, records) required by:

- **BCMS** (e.g., business impact analysis, continuity strategies, recovery procedures),
- **OHSMS** (e.g., hazard identification, incident management, emergency preparedness).

All documentation will be fully integrated with the existing IMS documentation structure.

#### **9) Define New Roles and Responsibilities**

RGA departments will assign dedicated personnel responsible for:

- continuity and crisis readiness (ISO 22301),
- occupational health and safety performance (ISO 45001).

These roles will contribute to audits, update documentation, support management reviews, and oversee implementation of improvements.

#### **10) Launch the Expanded IMS**

The Consultant will support the initial rollout, monitoring, and verification of new processes, ensuring smooth integration of BCMS and OHSMS practices into daily operations.

#### **11) Conduct Internal Audits**

Internal audits will be performed to verify conformity with ISO 22301 and ISO 45001 requirements.

The audit will confirm:

- proper implementation,
- documentation effectiveness,
- understanding among personnel,
- integration with existing ISO 9001, ISO 27001, ISO 27701 and ISO 37001 elements.

Corrective actions will be defined and implemented immediately when required.

#### **12) Conduct Management Review**

Management Review will evaluate the progress of the expanded IMS implementation, identify systemic issues, and support strategic decision-making regarding:

- continuity performance and risks,
- occupational safety performance and incident trends.

#### **13) Certification Support (Outside Project Scope)**

Certification by an accredited body for ISO 22301 and ISO 45001 will be the next logical step after project completion. While certification itself is not part of this project, the Consultant will prepare RGA to reach full readiness for future certification.

### **MAIN OBJECTIVES OF THE CONSULTANT'S WORK**

Through this consultancy, the Consultant will support RGA in achieving:

**Business Continuity (ISO 22301)**

- protection of essential public services,
- continuity of operations and minimal downtime,
- structured incident and crisis management,
- improved national resilience.

**Occupational Health & Safety (ISO 45001)**

- safer working environment,
- reduction of incidents and work-related risks,
- proactive hazard and risk management,
- strengthened safety culture.

**INTEGRATION WITH EXISTING ISO STANDARDS**

The expanded IMS will ensure full alignment with the systems already established under:

- ISO 9001 (quality),
- ISO/IEC 27001 (information security),
- ISO/IEC 27701 (privacy),
- ISO 37001 (anti-bribery).

A unified IMS will result in:

- more efficient processes,
- integrated risk management,
- consistent governance,
- higher customer and stakeholder trust,
- continuous improvement and long-term sustainability.

**V. WORK PRODUCTS / DELIVERABLES**

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

The Consultant will support RGA in expanding the existing Integrated Management System (IMS), which currently includes ISO 9001, ISO/IEC 27001, ISO/IEC 27701, and ISO 37001, through the implementation and integration of ISO 22301 (BCMS) and ISO 45001 (OHSMS). The key work products/deliverables are structured by phases as follows:

**Phase I – Inception & GAP (Month 1–2)**

1. Inception Report
  - Detailed workplan and action plan with roles, responsibilities, milestones, and integration touchpoints with existing IMS (incl. ISO 37001 interface for governance and integrity controls).
  - Project governance (steering committee cadence, reporting format, risks & assumptions).
2. GAP Analyses & Assessment Report (ISO 22301 / ISO 45001)
  - Current-state assessment against ISO 22301 and ISO 45001 requirements.
  - Maturity scoring, prioritized recommendations, and quick wins.
  - Integration map to align BCMS/OHSMS with existing QMS (ISO 9001), ISMS (ISO/IEC 27001), PIMS (ISO/IEC 27701) and ABMS (ISO 37001).
3. Detailed Project Plan (Gantt)
  - Phasing, dependencies, timelines (8-month horizon), and resource plan.
  - Audit calendar and management review timeline for the expanded IMS.

**Phase II – Design & Documentation (Months 3–4)**

Integrated documented information prepared and aligned with existing IMS structure (policies, procedures, work instructions, registers, records), including:

#### **A. ISO 22301 (BCMS) core documentation**

- BCMS Policy & scope; Roles & responsibilities; Competence & awareness plan.
- Business Impact Analysis (BIA) Report (incl. MTPD, RTO, RPO).
- Risk assessment for continuity and Continuity Strategies.
- Business Continuity Plans (BCPs) for critical services; Incident & Crisis Management Procedure.
- Exercise & Testing Plan, Communication Plan, Emergency Preparedness & Response (aligned with OHSMS).
- Monitoring & measurement, performance evaluation templates.

#### **B. ISO 45001 (OHSMS) core documentation**

- OHSMS Policy & scope; Hazard Identification & Risk Assessment.
- Legal & Other Requirements Register; Objectives & plans.
- Operational Controls (safe work procedures), Incident/Accident Reporting & Investigation.
- Consultation & Participation mechanism; Emergency Preparedness & Response (aligned with BCMS).
- Health surveillance (where applicable), competence & training matrix.

#### **C. Integration of deliverables**

- Updated IMS Manual / Process Map including BCMS/OHSMS integration points.
- Unified Risk & Opportunity Methodology (mapping QMS/ISMS/PIMS/ABMS with BCMS/OHSMS risks).
- Harmonized procedure for nonconformities, incidents, corrective actions and continual improvement.
- Integrated Internal Audit Program (covering all standards in a single cycle).
- Management Review Input/Output Package covering performance, compliance and strategic risks across all standards.
- KPI framework & dashboards (continuity, OH&S, quality, security, privacy, anti-bribery).

### **Phase III – Implementation, Awareness & Training (Months 5–6)**

1. Roll-out of Processes & Controls
  - Implement BCMS and OHSMS controls in operations; align with existing QMS/ISMS/PIMS/ABMS controls.
  - Establish registers (risks, incidents, impacts, legal obligations, actions).
2. Targeted Trainings & Awareness
  - General awareness (1 day) for **staff** significantly impacting business continuity, and OH&S.
  - On-the-Job Trainings (OJT) during the project, designed as role-based learning integrated directly into the execution of real job tasks (e.g., incident management, BCP execution, safe work procedures), are specifically **intended** for Business Continuity manager and Occupational Health & Safety manager. This targeted approach ensures that each manager acquires practical, hands-on competencies needed for effective performance within their respective domains.
  - Internal Auditor Trainings (2–3 days each) for ISO 22301, and ISO 45001 implementation team members and selected staff, **designed for groups of up to 6 participants per standard**. This structure ensures focused learning, effective interaction, and sufficient individual engagement during practical auditing exercises.

- Lead Implementer courses for ISO 22301 and ISO 45001 (conducted in accordance with the ISO 17024 personal certification model) for selected team members, **designed for groups of up to 3 participants per standard**. This ensures a highly focused, mentor-guided learning environment with maximum individual engagement and practical application.
3. Readiness Exercises & Drills
- Table-top and/or functional BCMS exercises and OHSMS emergency drills.
  - Exercise reports with findings and corrective actions.

#### **Phase IV – Internal Audit & Management Review (Months 7–8)**

1. Integrated Internal Audit
  - Planning, checklists, audit execution and reporting for ISO 22301 and ISO 45001 within the integrated audit program.
  - Verification of implementation effectiveness, documentation control, staff understanding, and integration with ISO 9001/27001/27701/37001.
  - Corrective Actions Log with root-cause analysis and verification of effectiveness.
2. Management Review (E-IMS)
  - Consolidated Management Review package covering performance and compliance across all standards (continuity KPIs, OH&S performance, quality performance, security performance, privacy performance, anti-bribery performance).
  - Decisions on resources, risks, objectives and continual improvement priorities.
  - Certification Readiness Assessment (note: **certification itself is out of scope**, but readiness is an expected outcome).

## **VI. CLIENT'S INPUT**

RGAs will **provide** the Consultant with:

- Access to all relevant documents and records required for the expansion of the existing IMS (QMS, ISMS, PIMS and ABMS) with elements required for BCMS and OHSMS.
- Office space and logistical support on premises, as needed.
- Assistance in data collection, legal/compliance materials, and operational information.
- Participation of management and designated staff in working groups, workshops, trainings, exercises, internal audits, and management review.

## **VII. PERIOD OF PERFORMANCE**

Total duration: 8 months from contract signature, divided into four phases:

### **Phase I – Inception & GAP (Month 1)**

- By Week 2: Inception meetings; stakeholder map; Project Governance set.
- By Week 4: Inception Report, GAP Analyses (22301/45001), and Detailed Project Plan (Gantt).

### **Phase II – Design & Documentation (Months 2–3)**

- By Month 2: Draft core policies, scopes, roles; initial registers (risks, aspects/impacts, hazards).
- By Month 3: Finalize BCMS/OHSMS documented information; integration deliverables (IMS documented information updates, unified risk methodology, integrated audit program, Management Review package).

### **Phase III – Implementation, Awareness & Training (Months 3–6)**

- Month 3–4: Controlled roll-out of processes and controls; awareness sessions.
- Month 4–5: Internal Auditor Trainings (22301/45001); role-based trainings; Lead Implementer courses.
- Month 5–6: Readiness drills/exercises (BCMS/OHSMS) and action plans from lessons learned.

#### **Phase IV – Internal Audit & Management Review (Months 7–8)**

- Month 7: Integrated Internal Audit (BCMS/OHSMS) and corrective actions.
- Month 8: Management Review (expanded E-IMS) and Certification Readiness Assessment for ISO 22301, ISO 45001.
- **End of Project:** All deliverables submitted and approved.

**Out of Scope** (post-project): Certification by an accredited body for ISO 22301 and ISO 45001 (the project prepares full readiness).

### **VIII. PROFESSIONAL QUALIFICATION FOR A CONSULTANT AND REQUIRED TEAM OF EXPERTS**

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) Proof of implementation of at least three (3) ISO standards within its own organization and holds valid certificates (copies required)
- c) CV's of the members of the team of experts

The company shall demonstrate a minimum of five (5) years of proven and substantive experience in the implementation of the following ISO standards: ISO 9001, ISO/IEC 27001, ISO/IEC 27701, ISO 37001, ISO 22301, and ISO 45001. The company should possess proven and relevant experience in ISO standards implementation projects, including project management of the implementation of ISO management system solutions, staff training, and effective knowledge transfer. Appropriate evidence of compliance with this requirement shall be provided through a list of relevant references and similar documentation shall be provided to verify compliance with this requirement.

The company shall have implemented at least three (3) ISO standards within its own organization as evidence of its competence in the field of ISO standards that it will provide to this project. The company shall provide valid certificates issued by accredited certification bodies as proof of compliance with this requirement. Copies of all relevant certificates shall be submitted as part of the company's proposal.

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, 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**.

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

#### **Team of Experts to be provided:**

- a. **Expert 1: Project manager and 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 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
- Certificate on PMI or Prince2 or ISO 21502 Lead Project Manager
- Certificate on ISO 9001 Lead Auditor
- Certificate on ISO/IEC 27001 Lead Auditor
- Certificate on ISO/IEC 27701 Lead Auditor
- Certificate on ISO 31000 Lead Risk Manager is an **advantage**
- Certificate on ISO/IEC 42001 Lead Implementer is an **advantage**
- Passed professional Public Administration Exam is an **advantage**
- Working experience in Western Balkans and especially in Serbia is an **advantage**
- Strong oral and written Serbian communication skills are an **advantage**
- At least one reference for an integral implementation project of at least any three ISO standards in a large public authority (organ javne vlasti) with more than 2,000 employees is an **advantage**

**b. Expert 2: Senior ISO standards specialist for Business Continuity**, 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 project management related to public administration
- At least 5 years of work experience in the field of information technologies
- Certificate on ISO 22301 Lead Auditor
- Certificate on ISO/IEC 9001 Lead Auditor
- Certificate on ISO/IEC 27001 Lead Auditor
- Certificate on PMI or Prince2 or ISO 21502 Lead Project Manager is an **advantage**
- Strong work experience in the court witness expertise or IT audits in the field of information technology is an **advantage**
- Working experience in Western Balkans and especially in Serbia is an **advantage**
- Strong oral and written Serbian communication skills are an **advantage**
- At least one reference for an ISO 22301 implementation project in an organization classified as part of critical infrastructure is an **advantage**

**c. Expert 3: ISO standards specialist for Occupational Health & Safety**, 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*

- At least 5 years of work experience in the field of Occupational Health & Safety
- Certificate on ISO 45001 Lead Auditor

- Certificate on ISO 9001 Lead Auditor is an **advantage**
- Working experience in Western Balkans and especially in Serbia is an **advantage**
- Strong oral and written Serbian communication skills are an **advantage**
- At least two references for the implementation of ISO 45001 in organizations are an **advantage**

**d. Expert 4: ISO standards specialist for Occupational Health & Safety**, 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***

- At least 5 years of work experience in the field of Occupational Health & Safety
- Certificate on ISO 45001 Lead Auditor
- Certificate on ISO 9001 Lead Auditor is an **advantage**
- Working experience in Western Balkans and especially in Serbia is an **advantage**
- Strong oral and written Serbian communication skills are an **advantage**
- At least two references for the implementation of ISO 45001 in organizations are an **advantage**

**e. Expert 5: ISO standards specialist for Awareness & Training, Readiness Exercises & Drills**, 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 five years of work experience in delivering and organizing training programs

***Specific professional experience***

- At least five years of experience in organizing learning programs and delivering lectures for training participants in public sector institutions
- Certificate in the field of continuous professional development and advancement in the titles of teachers, educators, and professional associates, issued by the relevant authority is an **advantage**
- Certificate related to any ISO management system standard (e.g., ISO 9001, ISO 27001, ISO 27701, ISO 37001, ISO 22301, or ISO 45001) is an **advantage**
- Working experience in Western Balkans and especially in Serbia is an **advantage**
- Strong oral and written Serbian communication skills are an **advantage**.
- At least one reference for the implementation of any ISO management system standard (e.g., ISO 9001, ISO 27001, ISO 27701, ISO 37001, ISO 22301, or ISO 45001) in a public authority is an **advantage**.

A Consultant company will be selected in accordance with the CQS procedure set out in the World Bank's "Procurement Regulations for IPF Borrowers" (February 2025).