

Public Call for Proposals for Business Support Organisations (CFP EUPROPLUS 03-2021)

1. Background

The European Union for Local Development Programme - EU PRO Plus will contribute to more balanced socio-economic development in Serbia by enhancing territorial development management, supporting economic growth, and improving social infrastructure and social cohesion of 99 local self-governments in two regions: Šumadija and Western Serbia and Southern and Eastern Serbia.

The European Union (EU) has provided 40 million Euros through the Instrument for Pre-Accession Assistance (IPA) 2020 to fund the Programme, which will be implemented by the United Nations Office for Project Services (UNOPS) over a period of 42 months. The support is programmed with two action documents - the EU for Local Development which includes the 30 million Euros support and the EU for COVID-19 Economic Recovery which foresees a 10 million Euros addition.

There are three result areas that the Programme will achieve in targeted municipalities:

- Result 1: Improved development planning and introduction of the Integrated Territorial Investments (ITI) concept
- Result 2: Enhanced economic growth
- Result 3: Improved social infrastructure and social cohesion

While building on the momentum created by its three predecessors¹ Programme also focuses on four cross cutting aspects: good governance, digitalisation and innovations, environmental and climate change aspects and gender equality. In addition, EU PRO Plus will, through its COVID assistance related activity, strengthen the capacities of the public national health system to respond to COVID-19 pandemic and other national health emergency situations.

The direct beneficiaries of the EU PRO Plus are the Ministry of European Integration, 99 local self-governments, local administration structures, regional development agencies, other business support organisations, local SMEs, and civil society organisations (CSOs). The final beneficiaries are the inhabitants of 99 municipalities.

All programme activities will be undertaken in partnership with the Government of Serbia, while respecting the national policies and priorities, in order to ensure national ownership and help develop national capacities. The EU PRO Plus is based on the National Priorities for International Assistance in the Republic of Serbia until 2025 (NAD), crucial for economic and social development and the EU integration process, while particularly contributing to preparation for the fulfillment of the requirements under Chapter 22 of the EU acquis - Regional Policy and Coordination of Structural Instruments.

¹ EU PROGRES (2010-2014), European PROGRES (2014-2018) and EU PRO (2018-2021) Programmes

2. Justification

For the purpose of this Call for Proposals (CFP), the Business Support Organisations (BSOs) are defined as organisations whose goals are to provide advisory and support services to the business community, along with promoting a favorable business environment by representing entrepreneurs, micro, small and medium sized enterprises (SMEs) interests in public-private policy dialogue². Through providing services and networking opportunities, they play an important role for economic development, particularly for efficient SME development and sustainability of start-up businesses, resulting in increased competitiveness of the SMEs.

Creating a SME-friendly environment for companies and entrepreneurs is one of the EU's main objectives. In the Cohesion Policy 2021-2027, support to SMEs is identified as one of the key components in creating a more competitive and smarter Europe.³ European policy frameworks for SME policy includes Small Business Act (SBA)⁴, the Entrepreneurship 2020 Action Plan⁵ and in March 2020, the European Commission (EC) reconfirmed its commitment to an SME-friendly environment with the presentation of the Communication "An SME Strategy for a sustainable and digital Europe".⁶

This Call is aligned with national priorities recognised with the Strategy for Development of Small and Medium-sized enterprises, Entrepreneurships and Competitiveness for the period from 2015 to 2020⁷, namely objectives four and five, where BSOs can support the increase of productivity and improvement of the quality of products and services of SME, enable introduction of new technologies, knowledge and methods of modern management, support networking and establishment of value chains with higher added value, as well as support SMEs in accessing new markets. The Call is also in line with the Industrial Policy Strategy of the Republic of Serbia from 2021 to 2030.⁸ It will directly contribute to the special objective 1: Improved digitization of industrial manufacturing business models especially measures 1.1. to 1.4 and 1.7 of the Action plan related to promotion, training and implementation of digital transformation. In addition the Call will support the achievement of the second objective of the Action Plan: Industrial development based on innovation and development of higher stages of technological manufacturing, especially through Measure 2.3 Support to development and improvement of production processes via industrial institutional infrastructure projects and Measure 2.5 Support to industry business entities in procuring first generation equipment. In addition, support to BSOs and SMEs is relevant for the third special objective of the Action plan: Increased investments in industry with improved quality of the investments. In addition, SME sector is recognized as an important segment of the overall economy with significant impact on employment and GVA growth in the Smart Specialization Strategy in the Republic of Serbia and further growth and development of this sector is one of the important goals of this strategy.⁹

² The form of registration is further elaborated in Section 8 of this document, General Eligibility Criteria

³ https://ec.europa.eu/regional_policy/en/2021_2027/

⁴ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0394:FIN:en:PDF>

⁵ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A52012DC0795>

⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52020DC0103>

⁷ <https://privreda.gov.rs/propisi/strategija-za-podrsku-razvoja-malih-i-srednjih-preduzeca-preduzetnistva-i-konkurentnosti-za-period-od-2015-do-2020-godine-sa-akcionim-planom-za-sprovodjenje-strategije-za-podrsku-razvoja-malih-i-sr/>

⁸ <https://privreda.gov.rs/propisi/strategija-industrijske-politike-republike-srbije-od-2021-do-2030-godine/>

⁹ <https://pametnaspecijalizacija.mpn.gov.rs/wp-content/uploads/2020/09/Smart-Specialization-Strategy-of-the-RS-for-the-period-2020-to-2027.pdf>

The COVID-19 pandemic has influenced the SMEs severely, changing the market, disrupting supply chains and the demand for different products and services.¹⁰ In these circumstances the support and services provided by BSOs to enhance micro, small, and medium enterprises in their operational and financial resilience have become even more important.¹¹

The BSOs assist in enhancing the sustainability, competitiveness and resilience of SMEs thus contributing to development goals such as economic growth, employment generation as well as poverty reduction. The aim of the Programme is to support such organisations to contribute to the increased provision of specialised services for SMEs and to support them in improving technological structure and to adapt to new market circumstances caused by COVID-19 pandemic. Such services include interventions directly contributing to strengthened sustainability, resilience and competitiveness of SMEs, expansion of SMEs into new markets and introduction of new standards.

Overall, this Call will contribute to implementation of the EU PRO Plus Programme Description of Action.

3. Objectives

Overall objective: To contribute to development and growth of SMEs in the regions of Šumadija and Western Serbia and South and Eastern Serbia.

Specific objective: Enhanced competitiveness and resilience of SMEs and their ability to recover from the negative impact of COVID-19 through support provided by the beneficiary BSOs.

4. Scope

The Call for Proposals is open for projects implemented by a single BSO and projects implemented in partnership of two or more BSOs or partnership between BSO and one or more local self-governments (LSGs). In case of partnership between BSO and one or more LSGs, BSO needs to be the lead partner. The establishment and operational functioning of these partnerships, including the roles and responsibilities of the entities that are forming the partnership, will be supported by introducing and applying the Good Governance principles and practices into the process, including Transparency, Accountability, Participation, Sustainability, Efficiency and Effectiveness.

All actions under this Call should contribute to improvement of SME competitiveness and/or enhancement of the business environment for the SMEs registered in the territory of the 99 Programme local self-governments¹² in the two statistical regions: Šumadija and Western Serbia and South and Eastern Serbia. The actual SMEs benefiting from the proposed projects should be clearly identified through a transparent and fair selection process either before or within the projects

¹⁰ <https://ceves.org.rs/wp-content/uploads/2020/11/WB-Covid-19-Report-final.pdf>

¹¹ https://www.rs.undp.org/content/serbia/en/home/library/crisis_prevention_and_recovery/covid-19-socio-economic-responses-e-plan.html

¹² The 99 local self-governments are listed under the section 8a – General eligibility criteria/ Registration

implementation. Principles of Transparency, Ethical Conduct and Fairness in selection of target SMEs should be applied and clearly displayed in the project proposal. The main focus of the intervention should be on enhancement of the target SMEs and not on implementing BSOs. It is recommended that each project supports more than 20 SMEs. Projects supporting less than 15 SMEs will not be considered for financing.

All actions under this Call should be based on local/regional and/or national development plans and implemented in an integrated and targeted manner.

The eligible activity themes under this Call include following:

1. **Digitalisation of SMEs** - digitalization of production and sales and enhancing ecommerce, adjusting the business and/or production processes to suit the new market demand, introduction or improvement of product and/or service delivery systems, enable introduction of innovations in SMEs, preparation for E-invoicing for the relevant SMEs.
2. **Greening of SMEs and introducing circular economy** - activities contributing to the protection of the environment and reducing negative impact to the environment (greening of the businesses) and climate change; introducing principles of circular economy in their business models
3. **Resilience of SMEs** - building the capacity to implement emergency management and Business continuity management solutions; enhancing the quality of existing or the development of new products
4. **Marketing and internationalisation of SMEs** - expanding to the new markets, with special focus on Western Balkans and the EU, through networking activities, preparation and participation at virtual promotion events and other online business platforms; improvements in product design, packaging and branding
5. **Standardisation of SMEs** - improvement of quality management systems and implementation of quality control measures; upgrading businesses to meet quality or food safety standards; improvement of processes and quality of products/services and/or introduction of new products or services; implementation of standards required for market expansion
6. **Financial instruments** - training and/or preparation for potential sources of funding for SMEs with special emphasis on alternative financial instruments.

The eligible areas of intervention to be undertaken by BSOs under this Call are:

Provision of technical assistance- Support to SMEs provided by qualified experts with relevant years of experience and knowledge.

Provision of new equipment and services - procurement of new equipment and services (certification, standards, licenses and etc.) for the needs of SMEs. Equipment should be used and services maintained in accordance with the project proposal in the period of minimum two years after the project ends and must not be subject of sales in that period. Depending

on the nature of the project, ownership of the equipment can remain with the BSO or be transferred to the SMEs in which case the obligation for proper use, maintenance and keeping the equipment needs to be transferred to the SMEs as well.

The project applications should reflect on internal capacities of the applicant BSO or the partner BSOs (if implemented in partnership) to conduct proposed activities. The applicants do have the possibility to award contracts to subcontractors for execution of clearly defined tasks and these shall be selected through a transparent selection process, but are not allowed to subcontract implementation of the whole or majority of the action. Anyhow, the implementation mechanism should be defined and clearly proposed in the project application.

The Call encourages fostering and promoting Corporate Social Responsibility as well as Gender Equality by including male and female beneficiaries equally in the project activities and by including gender sensitive objectives and activities, where feasible. The application of Good Governance principles (efficiency, transparency, accountability, participation and anti-discrimination) should be included within the project implementation. In line with Good Governance principles, all activities targeting SMEs need to include adequate outreach efforts.

5. Financial Allocation and Cost Share Contribution

The indicative overall amount available under this Call for Proposals is 500,000 Euros (560,000 USD). The EU PRO Plus Programme reserves the right **not to award** all available funds.

Minimum and Maximum Grant Award¹³:

Minimum – 20.000 Euros (22,400 USD), Maximum – 50.000 Euros (56,000 USD)

Applicant's cost share and VAT

Applicants and/or partners can provide cost share cash contributions for project implementation but are not required. These contributions should be registered in the budget. In-kind contributions for implementation of the project, can be planned, but should not be presented in the budget.

Expenses planned to be funded from EU PRO Plus contribution presented in the budget must NOT include VAT.

Ineligible Costs

a. Activities

- In general, activities that are not contributing to the achievement of the objectives of the Call
- On-going activities funded from other sources
- Activities that would be more appropriately funded from other sources

¹³ Budgeting and contracting shall be conducted in USD and the funds will be transferred to selected beneficiaries in RSD

- Interventions concerning solely or mainly training and/or research activities without specific outcome for the target SMEs
- Interventions concerning only development of strategies and/or plans without specific outcome for the target SMEs
- Activities exclusively related to primary agriculture production
- International travel
- In person study visits and travels organised to attend business events in person are ineligible due to the uncertain environment and related health risks
- Subgranting (providing financial support, grants, within the project)

b. Investments/Procurement of equipment

- Intervention that relate solely or mainly to capital investments, such as renovation/construction of facilities (however, furnishing and equipping the workspace is permitted if necessary for achieving specific outcome for the target SMEs)
- Procurement of the equipment that is not grounded in the objectives of the Call and without specific outcome
- Procurement of the used/old equipment

c. Operational and administrative costs

- Operational costs (costs of fuel and transport, land-line/mobile telephone, electricity, heating, etc.)
- Auditing costs
- Administrative costs (bank fees, opening and servicing bank account, etc.)
- Unforeseen expenses

d. Activities regarding controlled substances, including:

- Tobacco and alcohol industry,
- Producers of weapons and military equipment,
- Production and trade of oil and petroleum products
- Organization of games of chance, lottery and similar activities
- Producers/dealers of any other substances/materials/products controlled by the Law

Budget Thresholds

- Human resources costs for the project team should not exceed rational percentage of the total project costs depending on the nature of the project proposal
- Promotional activities should not exceed 15% of the total project budget

6. Duration

The planned duration of the intervention may not be under six months or exceed nine months. This period includes implementation of planned activities, as well as capturing projected results and acceptance of the final report.

7. Visibility

The Applicants must take all steps prescribed in the [EU PRO Plus Communication Guidelines](#)¹⁴ to promote the European Union (EU) financial contribution to the Action.

These activities include but are not limited to clear visual identification of the action at site, partaking in various media activities and events including activities designed to raise the awareness of specific or general audiences of the overall EU support to Serbia. These refer to but are not limited to on-camera and other media interviews, participation in high level events and relevant on-line and in person surveys on Programme related topics. These applicants must comply with the objectives and priorities agreed with the EU PRO Plus Programme and guarantee the visibility of the action.

¹⁴ See the European Commission Manual for [Communication and Visibility in EU-financed external actions](#) as well as [Visibility Guidelines for EU funded projects in Serbia](#)

8. General Eligibility Criteria

Registration

In actions implemented by single organization, applicant entity must be legally registered with the Serbian Business Registers Agency (SBRA) on the territory of the 99 Programme local self-governments¹⁵ in the two statistical regions: Šumadija and Western Serbia and South and Eastern Serbia with active status at the time of application. In partnership projects, at least one entity, applicant or the partner organization, needs to be registered on the territory of the 99 Programme local self-governments.

The following types of Business Support Organisations are considered eligible:

- Regional Development Agencies,
- Business Incubators, including co-working spaces and hubs,
- Clusters,
- Science or Technology Parks,
- Associations supporting businesses,
- Chambers of Commerce¹⁶ and
- Research Institutes and Academic Organisations

Finances

- Each applicant is required to have recorded revenues of minimum 500.000 RSD in the Income Statement for 2020.
- No more than 40 days in blockage during the 12-months period before the date of publishing of the Call
- Not in blockage at the time of the submission of the application
- Does not have negative equity

¹⁵ Bogatić, Vladimirci, Koceljeva, Krupanj, Loznica, Ljubovija, Mali Zvornik and Šabacin Mačva District; Valjevo, Lajkovac, Ljig, Mionica, Osečina and Ub in Kolubarski District; Velika Plana, Smederevo and Smederevska Palanka in Podunavski District; Veliko Gradište, Golubac, Žabari, Žagubica, Kučevo, Malo Crniće, Petrovac and Požarevac in Braničevski District; Aranđelovac, Batočina, Knić, Lapovo, Rača, Topola and Kragujevac in Šumadijski District; Despotovac, Jagodina, Paraćin, Rekovac, Svilajnac and Čuprija in Pomoravski District; Bor, Kladovo, Majdanpek and Negotin in Borski District; Boljevac, Zaječar, Knjaževac and Sokobanja in Zaječarski District; Arilje, Bajina Bašta, Kosjerić, Nova Varoš, Požega, Priboj, Prijepolje, Sjenica, Užice and Čajetina in Zlatiborski District; Gornji Milanovac, Ivanjica, Lučani and Čačak in Moravički District; Vrnjačka Banja, Kraljevo, Novi Pazar, Raška and Tutin in Raški District; Aleksandrovac, Brus, Varvarin, Kruševac, Trstenik and Čičevac in Rasinski District; Aleksinac, Gadžin Han, Doljevac, Merošina, Ražanj Svrlijig and Niš in Nišavski District; Blace, Žitorađa, Kuršumlija and Prokuplje in Toplički District; Babušnica, Bela Palanka, Dimitrovgrad and Pirot in Pirotski District; Bojnik, Vlasotince, Lebane, Leskovac, Medveđa and Crna Trava in Jablanički District; Bosilegrad, Bujanovac, Vladičin Han, Vranje, Preševo, Surdulica and Trgovište in Pčinjski District

¹⁶ An exception to this rule of the location of registration is the eligibility of Serbian national public authorities whose area of competence, established by legal acts, extends to the eligible area of the programme, such as Chambers of Commerce. However, in such cases, it is expected that the regional office of the Chamber of Commerce from the Programme territory takes the lead in project implementation, and not the central office

- Not in bankruptcy or liquidation proceeding
- The applicant is regularly paying its obligations towards employees and has no outstanding debt for social contributions
- The applicant is regularly paying due taxes to both local and national tax offices

Legal issues

- Legal representatives and assigned project managers have not been criminally convicted or under on-going criminal investigation and proceeding
- The applicant has not been issued with prohibition of performing their activities within two years before submitting the application
- The applicant is not using incentives on the same grounds from other institutions or donors during the period of implementation of activities
- The applicant owns or rents business premises appropriate for implementation of project activities
- The applicant is not producing anything that infringes copyright, trademark or intellectual property laws

Other

- Registered before 31 December 2019
- Must provide at least three references from similar projects (in terms of value and technical area covered) implemented in the last five years, or a reference of at least one project with similar technical area covered valued at 30,000 Euros or more¹⁷
- One organisation may participate in this Call only with one project proposal, be it as a lead or as a partner organisation
- The applicant must be a not for profit entity defined by its statute or founding documents.

***NOTE:** If the project is implemented in partnership, the assigned partner BSOs must comply with the above listed eligibility criteria and the required references from similar projects. However, if the Applicant is not registered within the Programme territory, the costs of human resources by the partner BSO, registered within the Programme territory, shall be at least 30% of total HR costs.*

¹⁷ This data should be provided in the Annex A of the document, the Application Form. During the evaluation process, the Programme reserves the right to ask for relevant documents proving the statement given in the Application Form

9. Evaluation Criteria

The quality of the applications, including the proposed budget and capacity of the applicants, will be assessed by the Evaluation Commission by using the evaluation criteria as presented in the Evaluation Grid table below. The Evaluation Commission is submitting the evaluation results to the Programme's Steering Committee, which provides final approval of the results.

Section	Criteria	Score
1 Operational Capacity (15)	1.1 Does the applicant have sufficient and relevant proven experience in project management and operational capacity (including staff, equipment, previously implemented projects, and ability to deliver the action)?	5x2
	1.2 Does the applicant and partner organization(s) have sufficient technical expertise (relevant knowledge and experience of the project team with the issues to be addressed) to conduct the proposed intervention?	5
2 Relevance (20)	2.1 Is the proposal relevant in relation to the objectives of the call for proposals? (eliminary question)	n/a
	2.2 Does the proposal contribute to the implementation of local and/or national strategies related to SMEs and supports identified SME related COVID-19 responses? What is the level of contribution to the implementation of these policies?	5x2
	2.3 How relevant is the proposal to the particular needs and constraints of the target groups and final beneficiaries? Have these needs been recognised and identified by the targeted SMEs?	5
	2.4 Have aspects of good governance, gender equality, promotion of Corporate Social Responsibility, etc. been considered and addressed with the proposed action?	5
3 Methodology (10)	3.1 Is the action plan clearly defined and feasible? Is the approach appropriate? Is the timeline realistic? Have risks been identified and assessed, and mitigation measures planned? Does the proposal include an effective and efficient monitoring system? Does the proposal include meaningful and effective partnerships?	5
	3.2 Does the proposal identify appropriate objectively verifiable indicators for the expected results of the action? Does the proposal include strong rationale and evidence, especially regarding expected outcomes and impact?	5

<p style="text-align: center;">4 Outcomes and Impact (30)</p>	4.1 How significant is the impact of proposed action specific outcomes distinctively contributing to increased competitiveness of SMEs as a result of implementation of the proposed project?	5x2
	4.2 Are the proposed activities proportionate with the expected impact on identified beneficiaries?	5
	4.3 Will the action produce immediate benefits for the final beneficiaries? How likely is that the action will create long term and broader benefits for its target groups and final beneficiaries?	5
	4.4 Will the action contribute to immediate job creation? Are there realistic expectations that the action will result in job creation within six months of its implementation?	5
	4.5 Will the action contribute to strengthening the value chain of the targeted SMEs? To which extent will it affect the position of the targeted SMEs within their value chains? Will it have positive effects on other actors within the value chain?	5
<p style="text-align: center;">5 Sustainability (15)</p>	5.1 Are the expected results of the proposed action financially sustainable after the end of the project?	5
	5.2 Are the expected results of the proposed action environmentally sustainable: will the impact of the action contribute to protection/preservation of the natural environment?	5
	5.3 Will the project have continued positive effects after it ends? Is there a room for this intervention to lead to greater results? Are there reasonable grounds for expecting extension or expansion of project interventions in the foreseeable future?	5
<p style="text-align: center;">6 Budget and Cost Effectiveness (10)</p>	6.1 Is the proposed expenditure necessary for the implementation of the action?	5
	6.2 Is the ratio between the operational costs of the project (human resources) and expected results rational in relation to the nature of the proposed activity?	5
Maximum total score		100

Scoring: The evaluation criteria are divided into sections and subsections. Each subsection will be given a score between 1 and 5 in accordance with the following guidelines: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

Only the applications that have been given a total score of a **minimum 60 points** will be considered for the award.

The programme reserves the right to request clarifications related to project application before the finalization of the award process.

European Union for Local Development Programme - EU PRO PLUS

Implemented by UNOPS in 99 local self-governments in the regions of Šumadija and Western Serbia and Southern and Eastern Serbia in partnership with the Ministry of European Integration

10. Application procedure

Forms for submission of the Applications

The applicant has to submit the following application documents in English language:

- Application Form (Annex A)
- Application Budget (Annex B)
- Logical Framework (Annex C)
- Eligibility Declaration by the Applicant (Annex D)
- Statement of Partner organization (Annex E)¹⁸
- Application Checklist (Annex F)
- Supporting documents in Serbian language (as listed in Annex F)

Instructions for submission of the Applications

- Applications must be submitted exclusively via online application form at <https://www.euproplus.org.rs/>
- Applications sent by any other means (e.g. by fax or by post or by hand delivery) or delivered to emails will be rejected. Hand-written applications will not be accepted.
- All fields in the application form must be filled in before submitting the applications
- Exclusively via online form application documents should be uploaded in PDF format (signed, stamped and scanned) and in original editable format (i.e. Excel, Word). Signed, stamped and scanned versions must contain exactly the same application documents as the electronic versions in original editable format.
- The applicant must submit application forms in the English language.
- The total size of the application documents should not exceed 100 MB.
- Automatic notification of the delivery to the entered contact email address of the applicant would follow upon successful submission of application form.
- The deadline for the submission of applications is **15:00 PM (CET) on 02 February 2022**. Any application submitted after the deadline will be rejected.
- Applications must be received before **15:00 PM (CET)** on the closing date of the Call for Proposal. Applicants are kindly advised to submit the application timely, as late deliveries due to slow internet connection or other network/hardware/software related problems may lead to disqualification of the application. Only applications received by UNOPS server before the deadline would be accepted.
- Requests for clarification should be submitted to the e-mail address below: rsoc.cfp.clarifications@unops.org by **20 January 2022**, the latest. UNOPS reserves the right to request the original versions of submitted documents from applicants where/when original documentation is required by the Evaluation Team.

¹⁸ Applicable only to projects implemented in partnership

11. Monitoring, Reporting and Evaluation

The grantees must monitor their own projects and make relevant records, including documentations, photos and other materials.

The grantee will be expected to submit progress and final reports on the carried out activities and achieved results.

The EU PRO Plus Programme will monitor implementation of the projects. The grantee can be audited at any time during the project implementation and subsequent actions may be taken according to the assessment's findings.

12. Indicative Timeframe

Activity	Timeframe/ Deadline
Publishing the Call for Proposals	09 December 2021
Implementation of the Info Sessions for the Call	December 2021
Deadline for Submission of the Project Proposal	02 February 2022
Evaluation of the Project Proposals	February 2022
The Programme Steering Committee approves the Evaluation Results	February - March 2022
Information on the Evaluation Results	March 2022
Signing of Agreement	March 2022

Data Protection

UNOPS shall ensure an appropriate protection of the data subject provided by the Applicant in accordance with the applicable UNOPS Key Privacy Principles (ref. UNOPS Executive Office Directive Ref. EOD.ED.2019.01). Data subjects shall therefore be managed carefully by UNOPS and in a coherent manner across the organization, particularly ensuring respect for human rights and fundamental freedoms of individuals, in particular the right to privacy.