# InnoHSupport

Supporting Innovation in Healthcare Public Procurement

# D1.4 – Interim report review

## 2025

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# Version Tracker

| Date | Version number* | Change |
|---|---|---|
| 11/06/2025 | 0.1 | Interim report structure and WP1 information |
| 04/07/2025 | 0.2 | Interim report internal review update |
| 01/09/2025 | 0.3 | WP leaders' contributions |
| 15/09/2025 | 0.4 | Interim report internal review update |
| 23/09/2025 | 0.5 | WP leaders review and update |
| 30/09/2025 | 1.0 | Final review and updates |

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# Executive Summary

This deliverable presents a consolidated overview of the progress achieved during the first 12 months of the **InnoHSupport** project (Grant Agreement No. 101157552) with the purpose of supporting internal coordination, facilitating performance monitoring, and serving as a reference for communication with the European Commission.

It outlines the objectives, activities and results of each Work Package, offering a comprehensive picture of the project's implementation across technical, managerial, and dissemination dimensions.

The report is addressed to the European Commission, project partners, associated stakeholders and professionals involved in innovation procurement in the healthcare sector who are interested in understanding the project's history and strategic approach.

Based on inputs gathered from all partners through a structured template, **the review follows a task-by-task analysis and includes both qualitative and quantitative indicators to assess achievements, challenges and alignment with expected outcomes**.

Key findings highlight the successful launch of core tools such as the Innovation Procurement Toolkit, the advisory services scheme and the Agora platform, as well as solid progress in training and stakeholder engagement. WP2 reached an important milestone with the announcement of the Executive Education Programme in May 2025. The training started in September, contributing to the project's capacity-building objectives. WP3, on the other hand, encountered challenges in attracting sufficient participants for the advisory services calls, both for less experienced (tranche 1) and more experienced (tranche 2) procurers, highlighting the need for strengthened outreach strategies. A joint Call has been launched for both tranches, tasks and activities have been extended so that, in combination with dissemination actions, the target number of organisations is reached. WP4, which focuses on collaboration and matchmaking, exceeded expectations in terms of stakeholder engagement and number of applicants for its first and second call closed in September.

Looking ahead, project actions will mainly focus on strengthening dissemination efforts, increasing stakeholder involvement, particularly in collaborative activities

under WP2, WP3 andWP4, and continuing to support the uptake of project results through the advisory services and digital tools developed.

In summary, InnoHSupport has demonstrated strong progress and strategic alignment during its first year, laying solid foundations for the successful implementation of its second phase.

# 1. Introduction

This document constitutes **Deliverable D1.4 Interim Report review** of the project **InnoHSupport**, Innovation Procurement Support for Health Systems (Grant Agreement No. 101157552), funded under the Horizon Europe Programme. The deliverable is developed within the framework of WP1, **Coordination, management and evaluation**, with specific reference to T1.1. Project coordination, management and evaluation.

InnoHSupport project has a duration of 24 months in total, starting in September 2024. The deliverable's objective is to develop a report describing the activities, milestones, and deliverables after the first 12 months of the project.

InnoHSupport ́s main goal is to bridge those gaps that hamper the progress in the definition, implementation, and adoption of innovative solutions in the healthcare ecosystem by offering a portfolio of advisory services for procurers, state-owned enterprises, SMEs and start-ups, research and technological organisations, innovation agencies and other organizations, like investors, responsible for promoting innovation procurement. These advisory services include the provision of training materials, executive training interventions, methodologies for innovation procurement, dedicated coaching sessions, innovation showcases, scanning of relevant bidding opportunities, matching with potential bidding partners, acceleration services, etc. among others.

Its main goal is to provide healthcare ecosystem with training, consulting, and collaboration in Procurement of Innovation. To achieve this, it offers 3 pillars:

- Capacity building
- Advisory services
- Matchmaking of suppliers and investors

To achieve this, the project is divided into three technical Work Packages (WP):

- Work package WP2 – Capacity Building for Innovation Procurement
- Work package WP3 – Inventory of innovation procurement advisory services
- Work package WP4 – Collaborative and matchmaking programme

Two additional WP are included for the coordination, management and evaluation (WP1) and the dissemination, communication and exploitation (WP5).

# 2. Work and progress overview

The InnoHSupport project has made substantial progress in its first 12 months towards building a supportive ecosystem for innovation procurement in the healthcare sector across Europe. Key achievements include the design and initial deployment of tailored **capacity-building resources** (such as the Innovation Procurement Toolkit), the launch of **two advisory service calls** (finally merged in an unique Joint Call for all services) for healthcare procurers, and the setup of the **Innovation Procurement Agora**, a digital platform to foster collaboration between demand- and supply-side actors. Additionally, the project also launched calls for two cohorts of suppliers and successfully delivered pitching training and online collaboration sessions for 11 selected suppliers, who are now actively engaged in the project's activities.

The project has also successfully established a **cross-cutting expert network** to support matchmaking, mentoring, and knowledge exchange, as well as developed early **best practice repositories** that capture effective procurement models and lessons learned. These tools and communities are helping to lower barriers and enhance readiness for innovation procurement among stakeholders at the regional, national, and EU levels.

This **Interim Report provides a consolidated overview of the activities, milestones and deliverables completed within the first year of the project**. It summarises the progress under each Work Package (WP), with a specific focus on:

- Identifying learning needs and capability gaps in the healthcare procurement ecosystem (WP2);

- Delivering and validating hands-on advisory services (WP3);

- Facilitating collaboration through matchmaking and supplier showcases (WP4); and

- Supporting visibility, outreach and sustainability of project results (WP5).

InnoHSupport is on track to deliver an integrated set of tools, services and recommendations that will accelerate the adoption of innovation procurement in healthcare and reinforce the strategic capacity of public procurers throughout the EU.

## 2.1    Gantt chart

To ensure effective implementation and timely delivery of all planned activities, InnoHSupport follows a well-structured timeline aligned with its three main pillars: capacity building, advisory services, and ecosystem collaboration.

The Gantt chart below provides an overview of the initial work plan, detailing the schedule of each Work Package (WP) and Task, along with their respective deliverables. This visual representation allows both the consortium and the European Commission to track progress, identify potential bottlenecks, and coordinate efforts across partners for an efficient execution of the project.

| ACTIVITY | TASK LEADER | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| T1.1. Project coordination, management and evaluation | SILO | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D1.4 | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| T1.2. Risk and quality management | SILO | ■ | D1.1 | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| T1.3. Data management | SILO | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D1.2 |
| T1.4. Project results impact evaluation | SERMAS/FIIBAP | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D1.3 |
| T2.1. Resource and learning needs analysis | UT | ■ | ■ | D2.1 | ■ | | | | | | | | | | | | | | | | | | | | |
| T2.2. Healthcare innovation procurement toolkit | UT | | | ■ | ■ | ■ | ■ | ■ | ■ | D2.2 | | | | | | | | | | | | | | | |
| T2.3. Executive Education (EE) Program | UT | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D2.3 | | | |
| T3.1. Service design and recruitment of beneficiaries | TBM | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | | | |
| T3.2. Delivery of advisory services-Tranche 1 | TBM | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D3.1 | ■ | | | | | | | | |
| T3.3. Delivery of advisory services-Tranche 2 | SILO | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D3.2 | ■ | ■ | ■ | ■ | ■ |
| **T4.1. Investors and suppliers showcase** | **TTG** | | | ■ | ■ | ■ | D4.1 | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D4.2 |
| T4.2. Innovation Procurement Agora design and implementation | SILO | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D4.3 |
| T4.2.1. Innovation procurement advisory services portfolio definition | ECHA | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| T4.2.2. Experts' inventory | SERMAS/FIIBAP & SILO | | | ■ | ■ | ■ | ■ | ■ | D4.4 | ■ | | | | | | | | | | | | | | | |
| T4.2.3. Best Practices, use cases and lessons learnt catalogue | SILO & SERMAS/FIIBAP | | | ■ | ■ | ■ | ■ | ■ | D4.5 | ■ | | | | | | | | | | | | | | | |
| T5.1. Innovators (procurers/ suppliers) recruitment | HPE/ECHA | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| **T5.2. Dissemination and communication** | **ECHA** | ■ | ■ | ■ | ■ | ■ | D5.1 | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| **T5.3. Exploitation and sustainability** | **ECHA** | ■ | ■ | ■ | ■ | ■ | D5.2 | ■ | ■ | ■ | ■ | ■ | ■ | D5.3 | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | D5.4 |

*Figure 1. GANTT chart of InnoHSupport.*

### 2.1.1    Gantt chart adjustment

Due to the lower-than-expected response to the calls launched under WP3, the consortium has adapted its approach to ensure the successful delivery of the advisory services. Instead of running two separate tranches, it was proposed and agreed with the European Commission to merge the separate calls into a single joint Call. This simplifies both the process and the communication and to extent the corresponding tasks duration within the project timeline. This joint Call will remain open until March 2026, allowing to onboard additional participants over time. Advisory services are already being provided to organisations that have registered and been accepted and will be progressively extended to new applicants.

The methodology has been adapted accordingly: individual ad hoc sessions will continue for each organisation, and the originally planned joint sessions will now be delivered periodically and recorded to ensure accessibility for all beneficiaries.

Following this adjustment, we requested and obtained approval to extend the WP3 timeline until July 2026 (M23), including revised deadlines for the corresponding deliverables:

- D3.1 – 1st Report on Advisory Services Delivery (new due date: M23)
- D3.2 – 2nd Report on Advisory Services Delivery (new due date: M23)

The updated Gantt chart below reflects these changes. The extension of WP3 tasks is highlighted in light blue. The revised delivery dates for the associated deliverables (D3.1 and D3.2) are also reflected in the updated timeline.
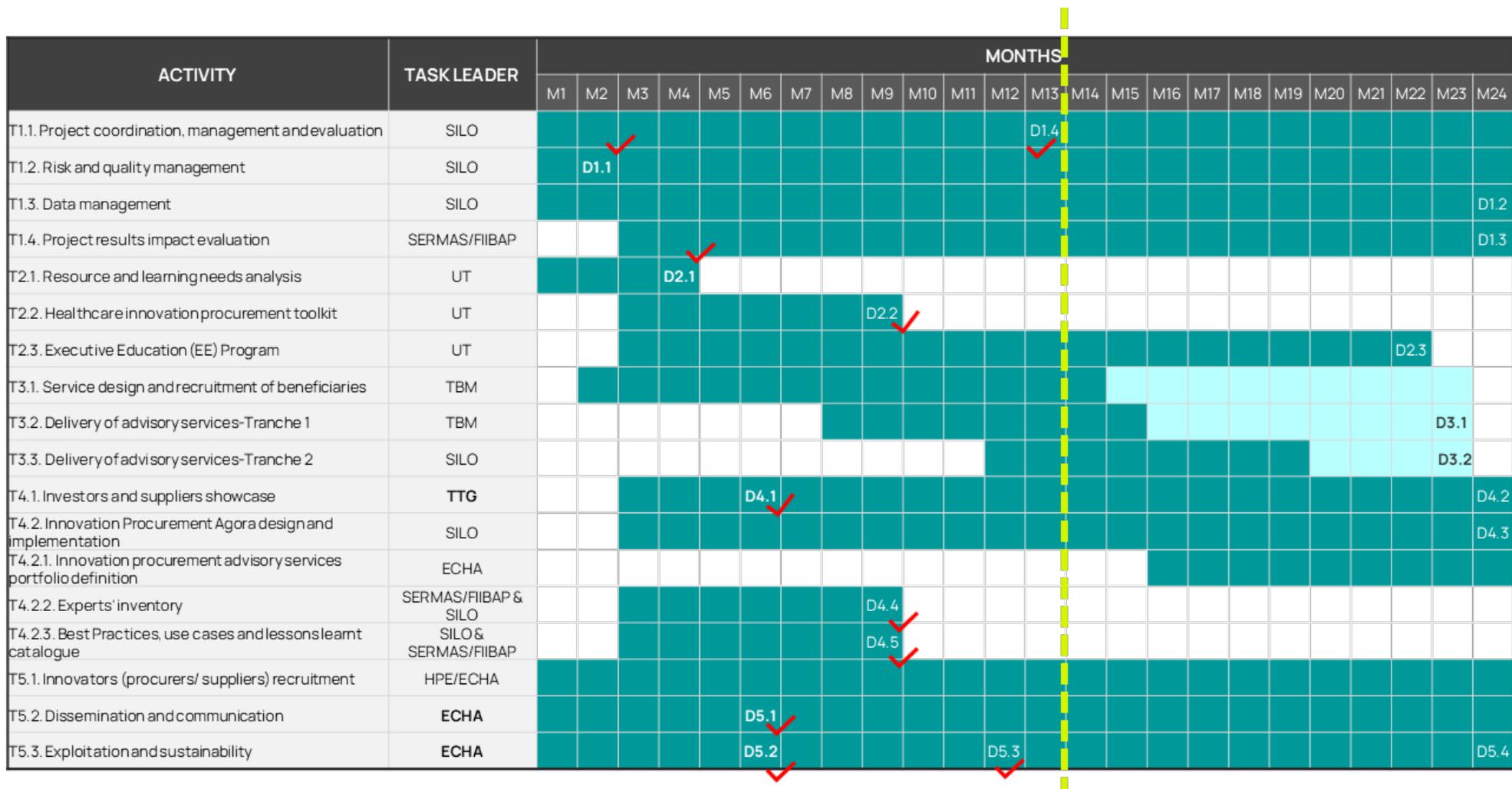
Figure 2. Updated GANTT chart of InnoHSupport.

| ACTIVITY | TASK LEADER | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| T1.1. Project coordination, management and evaluation | SILO | | | | | | | | | | | | | D1.4 | | | | | | | | | | | |
| T1.2. Risk and quality management | SILO | | D1.1 | | | | | | | | | | | | | | | | | | | | | | |
| T1.3. Data management | SILO | | | | | | | | | | | | | | | | | | | | | | | | D1.2 |
| T1.4. Project results impact evaluation | SERMAS/FIIBAP | | | | | | | | | | | | | | | | | | | | | | | | D1.3 |
| T2.1. Resource and learning needs analysis | UT | | | | D2.1 | | | | | | | | | | | | | | | | | | | | |
| T2.2. Healthcare innovation procurement toolkit | UT | | | | | | | | | D2.2 | | | | | | | | | | | | | | | |
| T2.3. Executive Education (EE) Program | UT | | | | | | | | | | | | | | | | | | | | | | D2.3 | | |
| T3.1. Service design and recruitment of beneficiaries | TBM | | | | | | | | | | | | | | | | | | | | | | | | |
| T3.2. Delivery of advisory services-Tranche 1 | TBM | | | | | | | | | | | | | | | | | | | | | | | D3.1 | |
| T3.3. Delivery of advisory services-Tranche 2 | SILO | | | | | | | | | | | | | | | | | | | | | | | D3.2 | |
| T4.1. Investors and suppliers showcase | TTG | | | | | | D4.1 | | | | | | | | | | | | | | | | | | D4.2 |
| T4.2. Innovation Procurement Agora design and implementation | SILO | | | | | | | | | | | | | | | | | | | | | | | | D4.3 |
| T4.2.1. Innovation procurement advisory services portfolio definition | ECHA | | | | | | | | | | | | | | | | | | | | | | | | |
| T4.2.2. Experts' inventory | SERMAS/FIIBAP & SILO | | | | | | | | | D4.4 | | | | | | | | | | | | | | | |
| T4.2.3. Best Practices, use cases and lessons learnt catalogue | SILO & SERMAS/FIIBAP | | | | | | | | | D4.5 | | | | | | | | | | | | | | | |
| T5.1. Innovators (procurers/ suppliers) recruitment | HPE/ECHA | | | | | | | | | | | | | | | | | | | | | | | | |
| T5.2. Dissemination and communication | ECHA | | | | | | D5.1 | | | | | | | | | | | | | | | | | | |
| T5.3. Exploitation and sustainability | ECHA | | | | | | D5.2 | | | | | | D5.3 | | | | | | | | | | | | D5.4 |

## 2.2    Objectives

The following section outlines the specific objectives of the InnoHSupport project as described in Section 1.1 of the Description of Action (DoA). For each objective, a narrative summary of progress to date is provided, highlighting key activities and milestones achieved. The information reflects the work carried out during the first implementation period and illustrates how the project is advancing towards the fulfilment of its strategic goals.

### SO1 – PROCURERS & SUPPLIERS MATCH

*Establish the basis for useful collaboration bringing together the demand and supply chain actors by creating a network of public buyers and economic operators (companies/investors) that support innovation procurement in Europe.*

Progress towards this objective has been solid. The project successfully launched the Innovation Procurement Agora as the main digital hub and interaction space for stakeholders, linked to the Communities platform. Several matchmaking events have been organised, including the completion of the first supplier cohort and the launch of the second one. Communication campaigns and targeted outreach actions are actively fostering the engagement of public procurers, suppliers and investors. The foundations for a structured and collaborative innovation procurement community are in place and growing.

### SO2 – INNOVATION CAPACITY BUILDING

*Enhance sustainable knowledge and skills on innovation procurement strategic, operational, procedural, operative and legal frameworks for suppliers and public and private procurers, including evaluators of innovative procurement tools.*

Important progress has been made under this objective. A comprehensive Innovation Procurement Toolkit has been compiled and published, containing over 55 curated resources and 12 new ones developed within the project. In parallel, the Executive Education (EE) Programme design has been finalised, including the syllabus and training design for both the Masterclasses (MCs) and Train-the-Facilitator (TTF) components. The open call to recruit participants has been launched and is being promoted across channels. The online kick-off of the MC and TTF has taken place in September 2025. The first on-site training sessions are

scheduled for October 2025. These efforts contribute to building individual and organisational capabilities in a structured and practical manner.

## SO3 – EXPERT SHOWCASE

*Scale up examples of best practice on the definition of needs and design of procedures and long-term strategies in the field of innovation procurement as case-studies for SMEs awareness and understanding.*

The project has developed and published the Repository of Best Practices as part of the Innovation Procurement Agora. This is conceived as a living resource, continuously enriched with use cases and lessons learned. Additionally, these cases are being transformed into visual infographics to ensure accessibility and visibility, particularly for SMEs. Collaborative challenge sessions involving innovative suppliers and expert stakeholders have also served to identify and share practical insights and successful approaches.

## SO4 – PROCURERS / SUPPLIERS INTERACTION

*Awareness raising about best practices between SMEs and procurers (public and private) that may help to discover the right innovative technological solutions and assist in their development and further acquisition.*

Interaction between procurers, experts and suppliers has been achieved through the suppliers open calls and the subsequent challenge sessions. These activities have facilitated targeted dialogues where companies presented solutions to specific procurement needs. Specifically, the pitch training session organised in September 2025 and matchmaking event scheduled for October 2025 will further strengthen this interaction and enhance mutual understanding.

## SO5 – INVESTORS ACCESS

*Create more structured cooperation between the ecosystems of procurers (public and private) and financial investors for innovation procurements.*

Initial steps have been taken to facilitate connections between investors, suppliers and procurers. The Agora includes features and spaces for showcasing investment opportunities and expert engagement. Several of the experts recruited so far are linked to the investor community, and plans are underway to integrate investor feedback and participation in the matchmaking sessions. The project is also preparing dedicated challenge sessions where suppliers will pitch

their solutions to mixed panels including funders and procurement stakeholders. In addition, investors have already registered to take part in the online matchmaking event that will be held in October 2025, confirming their interest in being actively engaged in the process.

## SO6 – INNOVATION CULTURAL CHANGE

*Foster the essential cultural change of innovation actors regarding the adoption of public procurement of innovation processes by diminishing their resistance to change and risk-averse perceptions.*

The cultural change objective is embedded across all project activities. A dedicated module on cultural change is part of the EE Programme (WP2) to address behavioural and organisational barriers. Surveys to assess knowledge and attitudes (ex-ante/ex-post) have been designed and deployed across all support services, enabling the project to track progress in perceptions and confidence levels. Furthermore, the inclusion of a wide diversity of actors, particularly from moderate and emerging innovation regions, reflects a commitment to inclusive capacity building and long-term mindset shift.

## SO7 – EUROPEAN INNOVATION ECOSYSTEM (EIE) BUILDING

*Contribute to the EU growth policy and strategy by building Interconnected Innovation Ecosystems to tackle societal challenges as well as to support the activities of the EIT-Health, EEN, and the implementation of the New European Innovation Agenda.*

The project has laid the groundwork for a growing European ecosystem of innovation procurement in healthcare. The Agora platform is fully operational and includes curated content, expert profiles, case repositories and matchmaking tools. The number of registered stakeholders and active contributors is steadily increasing. Ongoing campaigns and coordinated activities such as webinars, are reinforcing synergies with existing networks such as EIT Health and the Enterprise Europe Network (EEN). The foundation has been set to contribute meaningfully to the broader policy agenda on innovation and health system transformation.

## 2.3 Submitted deliverables

During the first 12 months of the project several deliverables, corresponding to different tasks and WP have been developed and submitted as result of InnoHSupport. Below, the list of all project deliverables is included, specifying the number, name, WP, lead beneficiary and the submission and approval date, if applicable.

| No: | Name | WP | Lead Beneficiary | Due date | Approved |
|---|---|---|---|---|---|
| D1.1 | Risk and Quality Management Plan (RQMP) | WP1 | SILO | 31-oct-24 | 19-nov-24 |
| D1.4 | Interim report review | WP1 | SILO | 30-sept-25 | pending |
| D2.1 | Learning needs | WP2 | UT | 31-dec-24 | 16-jan-25 |
| D2.2 | Innovation procurement toolkit | WP2 | UT | 31-may-25 | 2-jun-25 |
| D4.1 | Matchmaking and suppliers showcase plan | WP4 | TECHTOURGLOBAL | 28-feb-25 | 4-mar-25 |
| D4.4 | Expert Network | WP4 | FIIBAP | 31-may-25 | 2-jun-25 |
| D4.5 | Repository of Best Practices | WP4 | FIIBAP | 31-may-2025 | 6-jun-25 |
| D5.1 | Project website | WP5 | ECHA | 28-feb-25 | 7-mar-25 |
| D5.2 | Communication, Dissemination and Exploitation Plan | WP5 | ECHA | 28-feb-25 | 7-mar-25 |
| D5.3 | Communication, Dissemination and Exploitation Report Y1 | WP5 | ECHA | 31 Aug 2025 | pending |

## 2.4 Milestones achieved

Additionally, several project milestones have been already achieved and other will be achieved during the following months, as indicated in the table below:

| No: | Name | WP | Lead Beneficiary | Due date | Achieved |
|---|---|---|---|---|---|
| 1 | CA signature | WP1 | SILO | 30-sep-24 | 11-oct-24 |
| 2 | Kick-off meeting | WP1 | SILO | 30-sep-24 | 18-sept-24 |
| 3 | Project Handbook | WP1 | SILO | 31-oct-24 | 31-oct-24 |

| 4 | 1st draft DMP | WP1 | SILO | 31-oct-24 | 31-oct-24 |
|----|----|----|----|----|----|
| 10 | Launch of 1st call for the advisory services | WP3 | TICBIOMED | 30-nov-24 | 29-nov-24 |
| 17 | Launch of project website | WP5 | ECHA | 30-nov-24 | 29-nov-24 |
| 14 | Suppliers showcase and matchmaking activities plan | WP4 | TECHTOURGLOBAL | 28-feb-25 | 27-feb-25 |
| 15 | Expert Network ongoing | WP4 | TECHTOURGLOBAL | 28-feb-25 | 27-feb-25 |
| 11 | Launch of 2nd call for the advisory services | WP3 | TICBIOMED | 31-mar-25 | 31-mar-25 |
| 8 | Launch of the innovation procurement toolkit | WP2 | UT | 31-may-25 | 30-may-25 |
| 9 | Launch of the EE Program | WP2 | UT | 31-may-25 | 30-may-25 |
| 16 | Innovation Procurement Agora skeleton | WP4 | TECHTOURGLOBAL | 31-may-25 | 05-mar-25 |
| 5 | 1st draft evaluation monitoring plan | WP1 | SILO | 31-aug-25 | 27-aug-25 |
| 6 | Interim progress report | WP1 | SILO | 31-aug-25 | 27-aug-25 |

## 2.5 Project channels and tools

- Project website: https://innohsupport.eu/
- LinkedIn profile: InnoHSupport: Posts I LinkedIn
- YouTube channel: InnoHSupport Project - YouTube
- Agora: Agora - innohsupport.eu
- Toolkit: https://innohsupport.softr.app/
- Teams repository with access to all project documents

# 3. Progress by WP

This section provides an overview of the progress made under each Work Package (WP) during the reporting period. For each WP, the following information is presented to ensure transparency and consistency across the consortium:

- **Objective and relevance**: A clear description of the WP's overall objective and its role within the project, highlighting how it contributes to the expected outcomes.

- **Deliverables and milestones**: The list of deliverables and milestones planned and achieved during the reporting period, including their current status and submission dates when applicable.

- **Progress by task**: A concise narrative of the activities carried out under each task, with emphasis on key achievements, main actions performed, outputs or materials developed, and stakeholder involvement.

- **Challenges encountered**: If applicable, a description of any delays, difficulties, or deviations from the original plan, along with the corrective actions taken or proposed to mitigate risks and ensure continued progress.

- **Available resources**: Reference to supporting materials developed during the period, such as presentations, internal reports, digital tools, videos, surveys, or other relevant outputs.

## 3.1 WP1 Project management and coordination

| WP1 | Leader: 1. SILO | Duration: M1 – 18 |
|---|---|---|
| **Objective and relevance:** The objective of WP1 is to ensure the smooth, effective and compliant implementation of the project. This includes technical, administrative, financial and legal coordination, as well as the definition and application of risk management, quality assurance and evaluation mechanisms. WP1 plays a central role in ensuring coherence across all activities, maintaining communication with the European Commission, and supporting the consortium in achieving its goals. It also oversees the Data Management Plan (DMP) and the monitoring of project impact through key performance indicators (KPIs). | | |
| **Milestones achieved:** MS1-CA Signature; MS2-Kick-off Meeting; MS3-Project Handbook, MS4-Quality Management Plan, MS5-Risk Management Plan. MS5- 1st draft evaluation monitoring plan, MS6-Interim progress report. | | |

**Deliverables achieved:** D1.1 Risk and Quality Management Plan (RQMP); D1.4 – Interim Report review

**Progress by task:**

**Task 1.1: Project coordination, management and evaluation.**

Management of project planning, meetings, communication with EC and reporting.

Throughout the reporting period, project coordination was efficiently ensured by SILO. A detailed project handbook was developed and shared with all partners during the first month and an updated version was shared during M10. Monthly Project Technical Committee (PTC) meetings were established as a core governance mechanism and have been held consistently in a monthly basis. These meetings have provided an effective forum for planning, monitoring, and issue resolution.

Internal communication has been maintained through Microsoft Teams, shared repositories, mails and structured workflows. Coordination with the EC has included progress monitoring, clarification of the Grant Agreement items, updates on tasks and deliverables duration, and updates related to the UKRI funding situation, which was resolved in early 2025 with full accession of HPE.

SILO has also led the coordination, review and submission of all scheduled deliverables and milestones and set up a procedure to track KPI completion across all WPs. No major delays have been reported, but challenges have been noted regarding the low engagement in some open calls and the need for clearer communication timelines across WPs, which are being addressed through coordinated risk mitigation actions.

**Task 1.2: Risk and quality management**

Monitoring project execution, quality of deliverables, and risk mitigation actions.

A comprehensive risk monitoring system was implemented at the beginning of the project and updated monthly. Risk tracking responsibilities were distributed across WP leaders, while SILO ensured consolidation and cross-checking. The following updates were introduced based on progress and feedback:

- **Risk #3 (WP1):** *Deliverables will not be produced with the quality and deadlines required* – Adjusted to reflect the need to coordinate deliverable review timelines and improve internal repository management.
- **Risk #9 (WP4):** *Lack of expert engagement* – Level raised to 12; actions include targeted outreach and monitoring of expert "Non-Disclosure and Confidentiality Undertaking" (NDCU) submissions.
- **Risk #17 (WP3):** *Limited innovation actors' interest* – Risk level increased to 20; mitigation includes deadline extensions and flexibility in service delivery.
- **Risk #18 (WP5):** *Overlapping communication campaigns* – Identified as a new risk; addressed through a central communication timeline and clarified branding.

- **Risk #12 (WP5):** *Low participation in dissemination activities* – Mitigated by assigning deadlines and early notice to communication teams.
- **Risk #19 (WP2):** *Limited innovation actors' interest – Risk level increased to 20; mitigation includes deadline extensions and flexibility in service delivery.*
- **Risk #20 (WP4):** *Limited innovation actors' interest* – Mitigated by targeted awareness campaigns. webinars and workshops to show the benefits of participating.

All risks are reviewed at least on monthly basis and discussed among partners furing PTC meetings to agree on mitigation measures to be implemented. The full risk register is available in the Teams folder.

## Task 1.3 Data management:

Ensure data security, privacy and alignment with FAIR and GDPR principles.

The first version of the Data Management Plan (DMP) (MS4) is under development by SILO based on the information collected from the partners. The DMP is a tool to ensure proper use of collected data during the project. It outlines the procedures for secure and ethical data handling aligned with GDPR and FAIR principles. A tailored questionnaire was distributed to all WP leaders to gather input for the full plan. Several iterations have incorporated feedback, and adjustments were made to better reflect the nature of CSA projects. The draft DMP is accessible via the Teams repository and will be reviewed and updated again before the end of the project.

## Task 1.4: Project results impact evaluation

Evaluation of Project Outcomes Using Feedback from Beneficiaries and KPIs

Led by SERMAS, this task involved the design and deployment of specific tools to evaluate outcomes. Two self-assessment surveys, based on ProcurCompEU and tailored to PPI in the health sector, were developed for procurers and suppliers participating in the project activities. Hosted on Google Forms, the surveys are being conducted ex-ante and ex-post to assess the project's impact, particularly in relation to the knowledge and skills required for PPI. The comparative analysis will provide insights into the effectiveness of the interventions, highlight areas for improvement, and identify gaps requiring further attention.

The structure of the final impact assessment report will include methodology, KPIs, ex-ante/ex-post survey analysis, and partner-specific satisfaction data. KPI tracking is ongoing, supported by detailed technical specifications to ensure result validity.

## 3.2 WP2 Capacity Building for Innovation Procurement

| WP2. | Leader: 2. UT | Duration: M1 - 12 |
|---|---|---|

**Objective and relevance:** WP2 focuses on enhancing the skills and capacities of stakeholders involved in healthcare innovation procurement across Europe. By identifying learning needs and developing tailored training resources, including an Innovation Procurement Toolkit and an Executive Education (EE) programme. This WP contributes to building a sustainable innovation procurement ecosystem. Its relevance lies in tackling key capability gaps and supporting knowledge transfer among procurers, suppliers, and system-level actors.

**Milestones achieved:** MS8 Launch of the innovation procurement toolkit; MS9 Launch of the EE Program

**Deliverables achieved:** D2.1. Learning needs; D2.2. Innovation procurement toolkit;

**Progress by task:**

**Task 2.1: Resource and learning needs analysis**

Identification of skills gaps and barriers via desk research and workshops. This task focused on identifying the skills gaps and barriers faced by stakeholders in healthcare innovation procurement. It was completed through a combination of desk research, stakeholder interviews, and co-creation workshops held across multiple regions. The analysis informed the design of the training resources and highlighted key areas for capacity building. Task 2.1 was finalised and approved within the reporting period.

**Task 2.2: Healthcare innovation procurement toolkit**

Creation of digital training resources and stakeholder guides. The Innovation Procurement Toolkit was developed to address the gaps identified in Task 2.1. It includes digital training modules, stakeholder guides, and practical tools tailored to the needs of procurers and suppliers. The toolkit was co-designed with input from end users and is publicly available through the InnoHSupport AGORA platform. By the end of Year 1, the Toolkit includes a total of **66 resources**, composed of **10 newly developed InnoHSupport learning resources** and **56 external resources mapped and integrated from external relevant initiatives**. All resources are freely accessible online and structured to support both procurers and suppliers, with dedicated materials addressing PCP, PPI and OMC. This comprehensive collection provides immediate practical value and establishes a solid basis for subsequent training and Executive Education activities.Task 2.2 has been finalised and approved.

**Task 2.3: Executive Education Program**

Design and implementation of a training programme with masterclasses (MCs) and train-the-facilitator (TTF) elements. This task involves the design and implementation

of a comprehensive training programme targeting senior stakeholders. The programme includes Master Classes and Train-the-Facilitator tracks, both of which are fully designed and scheduled to be delivered between September 2025 and February 2026. This programme will combine online and onsite sessions. The Call for the programme was launched in May 2025, and is currently open. The kick-off meeting of the MCs and TFF was held on 12 September 2025. So far, 18 participants have registered for the Master Classes and 13 for the Train-the-Facilitator track. The programme aims to foster strategic thinking and leadership in innovation procurement. Task 2.3 is ongoing and will be closed in May 2026.

## 3.3 WP3 Inventory of innovation procurement advisory services

| WP3 | Leader: 6. TBM | Duration: M1 - 23 |
|---|---|---|
| **Objective and relevance:** WP3 aims to develop, pilot and evaluate tailored advisory services that support healthcare procurers through different stages of the innovation procurement process. These services help procurers navigate complex procedures, from needs assessment to contract management. This WP is essential for increasing the adoption of innovation procurement practices by providing hands-on support and operational guidance to public sector actors, thus contributing directly to the project's impact and expected outcomes. | | |
| **Milestones achieved:** MS10 Launch of 1st call for advisory services, MS11 Launch of 2nd call | | |
| **Deliverables achieved:** n.a | | |
| **Progress by task:** | | |
| Task 3.1: Service design and recruitment of beneficiaries | | |
| A **Dissemination mapping** was created to identify target stakeholders and track the communication actions carried out. 293 different organisations from 27 countries were included in this mapping. | | |
| A **recruitment campaign for the call** was designed and coordinated with WP5. A set of communication materials was prepared, including leaflets, infographics, and banners. | | |
| In order to reach a broad audience, posts were published on social networks, through the project channels, but also on the partners' channels. The project was presented at events and conferences aligned with the procurement of innovation, such as: | | |
| • VII Congreso CPI en Salud in Zaragoza (Spain) in October 2024.<br>• INCAREHEARTH Open Pilot Days in Thessaloniki (Greece) in February 2025. | | |

- INNOMATCH - WP3 PROCURE webinar, online, in March 2025.
- Big Buyers Healthcare Needathon in Madrid (Spain) in May 2025.
- Procure 4 Health final event in Madrid (Spain) in May 2025.

Two open webinars were held on January 14th and 28th, 2025. The first one was focused on explaining the purpose and content of the Advisory Services publicly, and, following this, in the second one, the application process was explained.

A dedicated mailing was sent to the identified organisations, followed by one-on-one meetings (18 meetings) to increase the impact and provide further information to the interested ones. Due to the level of commitment needed from the applicants as well as the tailored nature of the Advisory Services, the one-on-one communication was critical for succeeding in engaging the future beneficiaries.

Furthermore, to reinforce the application process, individual support sessions with interested applicants take place to help them navigate the application process, including the fulfilment of required documentation and its submission.

**The Call for Advisory Services** for the first three services (tranche 1) was launched in M4 and published on the InnoHSupport website. Launching the call involved preparatory work, including the necessary documentation: guidelines for applicants, administrative and proposal templates, collaboration agreements and submission forms. The call was opened for 2 months (M6). During this first period, 4 organisations applied to become beneficiaries of the Advisory Services. Due to the low number of applicants, a change in the approach was proposed and approved. The change consists of having a unique open call for both tranches covering all the catalogue of services, that will remain open until March 31st, 2026 (M19). The call for the additional 3 services (tranche 2) was launched in M8 and remains open as a unique call until March 31st, 2026 (M19). Following this change, 4 additional organisations submitted applications and are scheduled to start in September 2025, while another 8 have committed to submit their application by October. Accounting for a total of 16 organisations –from six different countries: Spain, Norway, Poland, Italy, Belgium, and Austria– out of the KPI of 30.

**Evaluation process.** A committee of evaluators composed of 8 members (one per partner organisation) was appointed to evaluate the submitted proposals. Guidelines and templates for evaluating the proposals were circulated among them. The first evaluation meeting was held in April 2025. Due to the change in the approach as an ongoing call, subsequent proposals will be evaluated on a case-by-case basis.

**Methodological approach of the services**. InnoHSupport methodology requires a two-fold approach:

1. **General methodology overview** - This document outlines the different steps of the implementation of the services, including the timeline and provides an overview of the six Advisory Services.

2. **Individual service methodologies** - Six dedicated methodologies (one per service) have been developed. Each one details a step-by-step breakdown and the supporting materials. Methodologies for Services 1-6 are already finished.

3. **Supporting materials** - Participants will have access to a range of available resources tailored to each service, including templates, guidelines, planning tools, examples, etc. In addition, transversal materials applicable across all services - such as planning and reporting templates – have also been developed. All the materials have been uploaded to the InnoHSupport toolkit included in the Agora.

Awarded applicants have signed a **Collaboration Agreement** with the advisory service providers before joining their awarded service.

## Task 3.2: Delivery of advisory services-Tranche 1.

The three advisory services to be delivered within this Task are those covering the initial steps of the innovation procurement cycle, starting with the strategy planning. The target group for this kind of service are public and private procurers with zero or low knowledge of the innovation process and thus, with a more in-depth close support.

The delivery of Advisory Services tranche 1 started in M10 with the four selected organisations, and services will be provided until M22. Four beneficiary teams from three organisations have already started the process:

### Service 1: Strategy planning

- Madrid Primary Care (Madrid, Spain),
- Balearic Islands Primary Care (Illes Balears, Spain)

### Service 2: Need identification

- Hospital del Sureste (Madrid, Spain),
- Balearic Islands Primary Care (Illes Balears, Spain)
- CLILAB

### Service 3: Open Market Consultation (OMC)

- Hospital Universitari de la Vall d'Hebron

## Task 3.3: Delivery of advisory services-Tranche 2.

The three Advisory Services to be delivered within this Task are focused on medium to high level of innovation maturity, including those that have already carried out some innovation procurement processes but that still need to refine, improve or professionalise their processes.

The delivery of these services will start in September 2025, with the Kick off meeting that was organised on the 17th September 2025.

These three additional advisory services to be delivered within this Task are those covering the following and more mature steps of the innovation procurement cycle: funding opportunities identification, tender document preparation and contract management support.

The delivery of Advisory Services tranche 3 started in M13 with the two selected organisations, and services will be provided until M22.

Service 4: Tender document preparation

- Fundación Progreso y Salud (Seville, Spain),
- Consorci de Salut i Social de Catalunya (CSC) (Barcelona, Spain)

At this stage, the two beneficiaries have just entered the service by participating in the KoM held on 17th September 2025.

## 3.4 WP4 Collaborative and matchmaking programme

| WP4 | Leader: 5. TTG | Duration: M1 - 12 |
|---|---|---|
| **Objective and relevance:** WP4 seeks to connect demand (healthcare procurers) and supply (innovative solution providers and investors) by fostering collaboration through matchmaking activities and the creation of a digital Agora. It facilitates mutual understanding and alignment between stakeholders, supports the visibility of innovative suppliers, and promotes knowledge exchange. This WP is crucial for creating synergies, mobilising actors, and unlocking real-world procurement opportunities. | | |
| **Milestones achieved:** MS14 Suppliers showcase and matchmaking plan; MS15 Expert Network ongoing; MS16 Innovation Procurement Agora skeleton. | | |
| **Deliverables achieved:** D4.1. Matchmaking and suppliers showcase plan; D4.4. Expert Network; D4.5. Repository of Best Practices. | | |
| Progress by task: Task 4.1: Suppliers showcase and matchmaking Organisation of targeted events and platforms to foster collaboration. After the delivery of the matchmaking and suppliers showcase plan, WP4 successfully launched the first application call for innovative suppliers. A total of 3 Cohorts is foreseen for the project, with the aim to select 10 innovative suppliers for each cohort, for a total of 30 suppliers. Promotion of the call has been carried out via the project channels: website and LinkedIn group, as well as via direct mailings and Social Media | | |

channels of each partner. An informative webinar was held by Tech Tour with the participation of SILO on 20<sup>th</sup> of February, for which 46 participants registered.

For the first Cohort, the application was open from 10/02/2025 until 18/4/2025, and a total of 14 complete applications from 12 different countries were received. The submitted applications were sent for review to experts from the expert network, who previously signed a non-disclosure and confidentiality undertaking. A total of 9 experts reviewed the applications, and each application received a minimum of 2 reviews. Based on the results, a total of 12 innovative suppliers were chosen for taking part in the services offered within the Cohort 1 of the project. 11 suppliers accepted to take part. Each of the selected suppliers was asked to sign a Collaboration Agreement to assure their interest in participating in the proposed activities.

For all the 11 selected suppliers, an online collaborative challenge session was organized and delivered. Prior to each session, a collaborative challenge briefing was sent to both suppliers and experts, to inform them on the requirements and agenda for the session. Each session was held online and lasted around 40-50 minutes with one supplier and 2 experts. A total of 11 individual online challenge sessions were held, and a total of 9 experts took part in them. After each session, a follow up email was sent with a recording and notes of the session to all participants. Each participant was also asked to fill in a feedback survey.

The Online Pitch training session for Cohort 1 was held on September 9<sup>th</sup>, 10:00-12:00, and a calendar invite was sent to all 11 suppliers and 11 experts. A briefing email has been sent to the suppliers including the session detailed agenda and distribution, alongside with guidelines for an effective investors' presentation (recording and presentation has been shared).

The Online Matchmaking event for Cohort 1 will take place on October 2. Promotion via Social Media Channels has started and communication material has been shared with all partners. A dedicated event webpage has been created to facilitate registration and providing details. A total of 32 participants registered so far to take part, including the 11 innovative suppliers, 6 investors, and 3 speakers.

The call for innovative suppliers, Cohort 2, was launched on 23 June, and remained open until 21 September 2025.  A total of 12 applications were received and submitted to experts for review. As for the first Cohort, also for this second Cohort dissemination has been carried out throughout Social Media and by the partners. An informative webinar was held on 30<sup>th</sup> of June by Tech Tour with the collaboration of SILO. A total of 22 participants registered.

**Task 4.2: Innovation Procurement Agora design and implementation**

Development of a community of practice and online knowledge hub.

<u>T4.2.1. Innovation procurement advisory services portfolio definition.</u>

Although the task has not officially started, the first steps for the design and development have already taken place. The portfolio of advisory services on procurement of innovation will be built over the outcomes of T2.2, T2.3, T3.2, T3.3 and T4.1 and the lenses of "Three A's": Accessibility, Accuracy, and Actionability will be applied.

This will result in a set of training materials, procurers' innovation strategy lines, early demand maps, suppliers, innovative product and services, OMCs, funding opportunities, innovation procurement methodologies, etc. all of them produced in the framework of the project. This will be deployed and connected with the potential needs of the actors throughout the different mechanisms provided for the Agora.

In addition, as the Agora is already available, the following actions have been already developed:

- Innovation actors' community: the Agora has been linked to the Healthcare Buyers Community with the support of HPE.
- Events calendar within the Agora: containing seminars, events, congresses, etc. related to healthcare innovation, both internal activities from the project and external one where InnoHSupport is represented or that can be of interest for the Agora's community.

<u>T4.2.2 Experts' inventory</u>. Mobilisation of cross-sectoral experts to support activities and co-design practices.

The Expert Network (D4.4), was developed under the joint leadership of FIIBAP/SERMAS.

The methodology involved defining expert profiles, conducting targeted research to identify relevant organizations and individuals, distributing a detailed questionnaire, supporting the inclusion and classification of experts, and creating a dedicated section on the AGORA Platform to showcase the network.

The network currently includes 37 experts, representing diverse types of organizations: 50% are consultants and 25% represent the public health sector. The majority are professionals dedicated to healthcare innovation, with experience spanning all phases of the PPI process, particularly in the management, development, and implementation of PPI projects.

The Expert Network repository is accessible through the AGORA Platform and is integrated into the HBC ecosystem. The main challenge was achieving broad and high-quality representation across countries. and the objective is to expand the network during the following months and to engage these experts in most of the projects 'activities.

T4.2.3 Best Practices, use cases and lessons learnt catalogue. Compilation of successful cases and lessons learned for dissemination.

The methodology applied consisted of an exploratory mapping of relevant initiatives, followed by the collection, screening, and classification of cases according to a common typology. Each case has been documented using a standardised fiche template, ensuring consistency in describing source, context, outcomes, relevance and replicability. The classification is based on three categories: Best Practices (proven methodologies), Use Cases (operational applications), and Lessons Learned (retrospective insights).

The repository is publicly accessible through the InnoHSupport AGORA platform, and resources are being incorporated gradually, allowing stakeholders beyond the consortium to consult and use the material. It is intended to evolve as a living tool, supporting the long-term goals of InnoHSupport and the European Health Public Innovation Ecosystem (EHPIE). The main recommendation is to maintain and expand the repository over time, fostering continuous learning, cross-border knowledge transfer, and the practical uptake of innovation procurement approaches in health.

## 3.5 WP5 Dissemination, communication and exploitation

| WP5 | Leader: 4. ECHA | Duration: M1 - 12 |
|---|---|---|

**Objective and relevance:** WP5 ensures that the project's activities, results and tools are widely shared and used beyond the lifetime of the project. It develops and implements strategies for communication, stakeholder engagement, dissemination and exploitation. WP5 also promotes long-term adoption of innovation procurement practices through sustainability plans and policy recommendations. Its role is vital for maximising impact, raising awareness, and ensuring continuity and replication of the project outcomes.

**Milestones achieved:** MS17 Launch of project website

**Deliverables achieved:** D5.1. Project website; D5.2. Communication, Dissemination and Exploitation Plan ; D5.3. Communication, Dissemination and Exploitation Report Y1.

**Progress by task:**

Task 5.1: Innovators (procurers/ suppliers) recruitment.

In the first year of the project, T5.1 focused on engaging and recruiting both public procurers and innovative suppliers to take part in InnoHSupport activities. Recruitment was primarily conducted through a series of well-promoted Open Calls, targeting public and private healthcare providers, SMEs, start-ups, and research organisations across Europe. Seven Open Calls were launched, with four still active at the end of the Y1. These

calls were supported by informative materials, dedicated web pages, and targeted outreach campaigns to ensure maximum visibility and accessibility for diverse stakeholders.

The outreach strategy relied heavily on the project's social media channels, particularly LinkedIn, and on the networks of the consortium partners. Partners were encouraged to localise and promote the Open Calls through their own channels and communities. This "network of networks" approach helped to ensure wide visibility and participation across Europe. The AGORA platform and the Healthcare Buyers Community also served as entry points for suppliers and procurers to connect with the project and explore available opportunities.

## T5.2 Dissemination and communication.

During the first year, T5.2 successfully established a strong and coherent visual identity for the project, aligned with its strategic objectives and tailored to the needs of diverse stakeholder groups. The project website, launched in Month 3, has become the central hub for communication activities, providing structured access to key information including Open Calls, events, and capacity-building resources. Analytics show solid engagement, with over 6,300 unique users and a particularly strong interest in the Open Calls section.

Communication efforts have relied heavily on social media, particularly LinkedIn, which proved to be the most impactful platform for reaching procurement professionals and innovators. The WP5 team implemented multiple campaigns, including those promoting Open Calls, AGORA, and webinars. Visual and multimedia assets such as leaflets, infographics, videos, and GIFs were created to boost engagement. Regular news posts (13 published) and a standardised content creation process ensured consistency and timeliness. Two major capacity-building webinars were held, complemented by preparations for an upcoming podcast series, which will further expand the project's reach and accessibility in Y2.

## T5.3 Exploitation and sustainability.

T5.3 focused on laying the foundations for the long-term impact and sustainability of InnoHSupport by initiating the identification and validation of Key Exploitable Results (KERs). Through a survey of partners and dedicated consultation, six core KERs were identified, including the Executive Education Programme, Advisory Services, AGORA, the InnoHSupport Community, the Masterclass canvas webpage, and the Innovation Procurement Toolkit. These assets reflect the project's strategic pillars and serve as the basis for the exploitation strategy.

Efforts during Y1 were primarily exploratory and preparatory, setting the stage for more detailed sustainability planning in Year 2. Each consortium partner developed an initial exploitation plan outlining their motivation, target users, added value, and envisioned use of project results. Common themes included leveraging existing networks, embedding tools in long-term service offerings, and promoting cross-border collaboration. AGORA and the Healthcare Buyers Community are seen as key enablers of sustainability, offering platforms for continuous engagement, matchmaking, and visibility. T5.3 has therefore provided a solid basis for scaling the project's impact beyond its funded duration

# 4. Monitoring of Key Performance Indicators (KPIs)

In line with the impact pathways outlined in the Grant Agreement, InnoHSupport tracks a comprehensive set of Key Performance Indicators (KPIs) to monitor progress and evaluate the significance of its activities. These KPIs are linked to each Work Package and Strategic Objective (SO) and are grouped into thematic areas: **management and coordination**, **dissemination and communication**, **capacity building**, **advisory services**, **network building**, and **matchmaking activities**.

The following table summarises the KPIs and their target values, which will be monitored continuously throughout the project. For the purpose of this interim report, progress towards these indicators is qualitatively described where applicable, while some KPIs are not yet quantifiable at this stage due to the timing of activities or the absence of complete data sources. Full quantitative measurement will be provided in the final reporting period.

| N. | WP | KPI | Status | Proposed | Execution | % |
|---|---|---|---|---|---|---|
| 1 | WP1 | On-time completion percentage (total number of activities completed on time / total number of activities): 90% | Ongoing | 90% | 23 | 60,53 % |
| 2 | WP1 | Disaggregated data per gender provided on the impact assessment ((Number of impact assessment measures segmented by gender/Number of impact assessment measures) | Not yet initiated | 100% | | |
| 3 | WP1 | ‹ 20% of the deliverables requested to be amended by the EC | Ongoing | ‹ 3,6 | 1 | 5,60 % |
| 4 | WP1 | ‹ 10% of the deliverables requested to be amended twice by the EC | Ongoing | ‹ 1,8 | 0 | 00,00% |
| 5 | WP1 | Indicated Impact KPIs tracked for each activity (Number of activities with direct potential **effect in impact KPIs**/Number of activities) | Not yet available | 100% | | |
| 6 | WP5 | Number of publications in social media, blogs, websites, etc. | Ongoing | 36 | 57 Linkedin posts / 13 website blogposts | 13,89% |
| 7 | WP5 | Number of press releases published | Ongoing | 2 | 1 | 50,00% |
| 8 | WP5 | Number of webinars/podcasts | Ongoing | 8 | 7 webinars / 1 podcast | 37,50% |
| 9 | WP5 | Number of high-level events (conferences, talks, etc.) attendance (at least 4 per year) | Ongoing | 8 | 7 | 87,50% |
| 10 | WP5 | Number of semi-scientific articles/publications published | Ongoing | 2 | 1 | 50,00% |
| 11 | WP5 | Number of innovation actors taking part in the project impact assessment | Not yet initiated | 50 | | |
| 12 | WP5 | Number of attendees to the final conference | Not yet initiated | 50 | | |
| 13 | WP5 | Number of outreach workshops | Not yet initiated | 1 | | |
| 14 | WP5 | Number of project ambassadors | Not yet initiated | 5 | | |
| 15 | WP2, WP3, WP4 | Number of identified innovation actors in Europe | Ongoing | 500 | 293 | 58,60% |

| N. | WP | KPI | Status | Proposed | Execution | % |
|---|---|---|---|---|---|---|
| 16 | WP2, WP3, WP4 | Number of innovation actors on-boarded in the InnoHSupport (min. 100, 20% of them from low/moderate innovation regions) | Ongoing | 100 | 49; 21 | 49,00%; 21,00% |
| 17 | WP2, WP3, WP4 | Number of recruiting calls launched | Ongoing | 3 | 3 | 100,00% |
| 18 | WP2, WP3, WP4 | Number of cross-links with other digital networks/websites for innovation (5) actors contact (5) | Not yet initiated | 5 | | |
| 19 | WP2, WP3, WP4 | Number of cross-links with other digital networks/websites for innovation (5) | Not yet initiated | 5 | | |
| 20 | WP2, WP3, WP4 | Number of repositories of documentation | Achieved | 2 | 2 | 100% |
| 21 | WP2, WP3, WP4 | Number of visits to digital networks-Agora (min. 1000) | Ongoing | 1000 | Agora 85; website 9266 | 926,60% |
| 22 | WP2 | Number of Innovation Procurement Toolkit | Achieved | 1 | 1 | 100,00% |
| 23 | WP2 | Number of resources produced in the context of the Innovation Procurement toolkit | Ongoing | 4 | 10 | 250,00% |
| 24 | WP2 | Number of good practices collected and showcased | Ongoing | 15 | 13 | 86,66% |
| 25 | WP2 | Number of MCs implemented in the EE program | Not yet available | 4 | | |
| 26 | WP2 | Number of TTF trained (10) | Not yet available | 10 | | |
| 27 | WP2 | Number of executives attending the MCs | Not yet available | 10 | | |
| 28 | WP2 | Number of TTF trained | Not yet available | 8 | | |
| 29 | WP3 | Number of procurers assisted in the Advisory Services (30, 10% of them from low/moderate innovation regions) | Ongoing | 30; 3 | 8; 8 | 26,60%; 26,60% |

| N. | WP | KPI | Status | Proposed | Execution | % |
|---|---|---|---|---|---|---|
| 30 | WP3 | Number of hours allocated to the Advisory Services | Ongoing | 2000 | 17 | 0,85% |
| 31 | WP3 | Number of advisory services methodologies developed | Achieved | 6 | 6 | 100,00% |
| 32 | WP3 | Quality: recommendation of the service to peers, etc | Not yet initiated | 90% | | |
| 33 | WP3 | Impact indicator: Number of strategies set by procurers - including those assisted | Not yet initiated | 4 | | |
| 34 | WP3 | Impact factor: number of unmet needs identified by procurers - included those assisted | Not yet available | 4 | | |
| 35 | WP3 | Impact factor: number of OMC launched by procurers - included those assisted | Not yet available | 2 | | |
| 36 | WP3 | Impact indicator: number of procurers launching or committed to launch a tender process - included those assisted | Not yet available | 2 | | |
| 37 | WP3 | Impact indicator: number of contract/deals signed - included those assisted | Not yet available | 2 | | |
| 38 | WP3 | Impact indicator: innovation procurement enhanced - included those assisted | Not yet available | 80% | | |
| 39 | WP4 | Number of innovative suppliers assisted | Ongoing | 30 | 11 | 36,66% |
| 40 | WP4 | Number of matchmaking events organized | Ongoing | 3 | 1 | 33,33% |
| 41 | WP4 | Number of e-pitching recorded | Ongoing | 20 | 8 | 40,00% |
| 42 | WP4 | Number of identified strategic investors to match the assisted suppliers | Ongoing | 20 | 6 | 30,00% |
| 43 | WP4 | Number of experts on innovation procurement identified | Ongoing | 50 | 38 | 76,00% |
| 44 | WP4 | Quality: recommendation of the service to peers | Not yet initiated | >90% | | |
| 45 | WP4 | Impact indicator: number of innovative suppliers that are taking part as bidders - including those that received assistance | Not yet available | 10 | | |
| 46 | WP4 | Impact indicator: Number of innovative suppliers that signed a contract/deal or performed a pilot with a buyer at EU level (min. 5) | Not yet initiated | 5 | | |
| 47 | WP4 | Impact indicator: enhanced capacity of innovative suppliers on matters related to innovation procurement | Not yet available | 80% | | |

For now, this report includes any partial data or qualitative evidence available at the 12-month mark of the project implementation (e.g., participation logs, testimonials, platform analytics) that help illustrate progress against the KPIs relevant to each partner's activities. A complete quantitative analysis and final monitoring of KPIs will be provided in **Deliverable D1.3 – Final Impact Assessment Report**, due at the end of the project, M24.

# 5. Deviations

The project is following the initial planning and there have been no significant deviations either in the execution of the tasks or in the achievement of the objectives. However, some tasks require minor adjustments to adapt to the current circumstances. These proposed modifications do not affect the project objectives, on the contrary, they help to achieve them.

The deviations identified by the partners and by Work Package are the following:

| WP1. Project management and coordination | Leader: 1. SILO | Duration: M1 - 18 |
|---|---|---|

**Deviations:** No major deviations were reported under WP1. However, minor adjustments were made to reinforce internal coordination and mitigate emerging risks, improving overall project management. Specifically:

- A risk monitoring system was implemented early in the project and fully operational from March 2025 (M7), with monthly updates. Responsibilities were distributed across WP leaders, while SILO ensured consolidation and cross-checking.

- Risk #3, *Deliverables will not be produced with the quality and deadlines required. Newcomers from public and private procurement domains might not show significant interest in the initiative. They may not understand the value proposition or may have reservations about sharing information openly* – it was revised to address concerns regarding the quality and timeliness of deliverables, as well as limited engagement from new stakeholders. Mitigation measures include updating the quality review process with clear roles and timelines, revising deliverable templates and minimum content standards, and improving the management of the shared document repository. Additionally, specific data protection notices were issued for all activities involving data sharing, ensuring transparency and compliance with legal and ethical standards.

- Other cross-cutting risks, including overlapping communication (Risk #18) and limited actor engagement in some WPs (e.g. Risk #17), were also monitored and mitigated through WP1 coordination mechanisms involving all WP leaders. Mitigation actions included tailored approaches per WP and improved alignment of dissemination activities through WP5, ensuring coherence and active participation across the project.
- Coordination with the European Commission included updates on timelines, deliverables, GA clarifications and the UKRI accession process (resolved in early 2025).

These updates did not affect the project objectives and contributed to a more resilient management framework.

| WP2. Capacity Building for Innovation Procurement | Leader: 2. UT | Duration: M1 - 12 |
|---|---|---|

**Deviations:** WP2 has progressed largely in line with the Grant Agreement, with Tasks 2.1 and 2.2 successfully finalised in time and approved. However, a few adjustments were introduced to strengthen engagement and ensure the quality of outputs, particularly in relation to Task 2.3 and stakeholder participation:

- The Executive Education Programme (Task 2.3), originally planned for earlier delivery (from May 2025), has been rescheduled to run from September 2025 to February 2026 (to avoid interference with European Summer breaks from June (Nordics) to August (Southern Europe), with final (reporting) closure expected by May 2026. Hence, the adjustment was made to align with stakeholder availability and optimise participation across regions. The revised timeline was communicated and approved in coordination with the European Commission as it did not delay the due dates of the linked tasks and deliverables.
- Risk #19 (WP2): Limited innovation actors' interest was identified early in the implementation phase. To mitigate this, the consortium adopted a flexible delivery model for the Executive Education Programme, including hybrid formats, tailored outreach, and co-designed content with procurers and suppliers. These measures have already improved registration rates and stakeholder engagement.
- Additional mitigation actions included:
  - Enhanced communication and coordination with WP5 to ensure visibility of training opportunities.
  - Targeted invitations and pre-engagement sessions with key stakeholders to build trust and clarify the value proposition of the Executive Education Programme.

o Integration of feedback loops into the toolkit and training design to ensure relevance and usability.

No deviations were reported for Tasks 2.1 and 2.2, which were completed on time and contributed directly to the achievement of Milestones MS8 and MS9.

Overall, the adjustments made under WP2 have strengthened the quality and impact of the capacity-building activities without affecting the project's objectives. The revised timeline and delivery model for Task 2.3 are expected to enhance stakeholder uptake and ensure successful completion.

| WP3. Inventory of innovation procurement advisory services | Leader: 6. TBM | Duration: M1 - 12 |
|---|---|---|

**Deviations:**

**T3.1 Service design and recruitment of beneficiaries (M2-M22)**

The calls for tranche 1 and tranche 2 have been unified in a joint Call, which will remain open until March 2026. This new approach will facilitate and simplify the recruitment and the communication of the services. To this end, the methodology has been adapted: individual ad hoc sessions with each organisation will be maintained, while the joint sessions will take place with the already selected participants and recorded for the consultation of future beneficiaries. These recordings will be made available as part of the services' materials. Besides, rather than providing all the services from each tranche in parallel, they will be provided on a case-by-case basis.

**T3.2 Delivery of advisory services-Tranche 1. (M8-M23) and T3.3 Delivery of advisory services-Tranche 2. (M12-M23)**

Although the original plan was to provide all the services from tranche 1 and tranche 2 simultaneously, given the low number of applicants during the first call, the approach was adapted to provide the services on a case-by-case basis, starting the coaching with the organisations as soon as they went through the application process.

The delivery of Advisory Services tranche 1 was initially planned to start in M7 and to finish in M13/M14. A reschedule of the WP3 task timeline was requested and approved by the Project Officer until July 2026 (M23), along with the associated deliverables:

- D3.1 – 1st Report on Advisory Services Delivery: deadline rescheduled from M15 to M23.
- D3.2 – 2nd Report on Advisory Services Delivery: deadline rescheduled from M19 to M23.

In conclusion, no actual deviations from the project's objectives have occurred. However, adjustments in the service approach have been implemented to adapt the Advisory Services of WP3 to the recruitment pace.

| WP4. Collaborative and matchmaking programme | Leader: 5. TTG | Duration: M1 - 12 |
|---|---|---|

**Deviations:** Initially, 4 online matchmaking events were indicated in the KPIs of the project, however this has been reduced to 3, to have consistency in having one matchmaking event for each Cohort expected.

Another small deviation involves the selection of the innovative suppliers taking part in the first Cohort, where 12 were selected rather than 10 as foreseen in the plan. Following the evaluation and analysis process of the applicants' profiles, it has been determined that two additional candidates, beyond the initially established quota of 10, meet a level of suitability and merit similar to those selected within the original quota, with a close average score between 58,78 and 45. This decision was based on the high level of competition among applicants. Applicants not admitted in this 1st Cohort will be considered for the 2nd Cohort.

| WP5. Dissemination, communication and exploitation | Leader: 4. ECHA | Duration: M1 - 12 |
|---|---|---|

**Deviations:** During the Y1 of implementation, minor deviations from the original timeline were observed in T5.2. Specifically, two social media campaigns ("Meet our partners" and "Meet our community") originally planned for Year 1 were rescheduled to early Y2 to better align with evolving project priorities and stakeholder engagement needs. Additionally, the launch of the podcast series was delayed due to a strategic shift from repurposing webinar content to producing short, focused episodes. Traditional media outreach was deprioritised in favour of building strong digital visibility and stakeholder engagement through online channels. These deviations were minor in nature and do not impact the overall progress or success of the project. All adjustments were made to enhance the effectiveness and timing of communication efforts and are fully integrated into the Y2 plans.

# 6. Upcoming activities

The following section outlines the key activities and milestones planned for the upcoming reporting period (month 24), structured by Work Package. It includes an overview of the main actions to be carried out, their expected outcomes, and the associated deliverables. This forward-looking view serves to ensure continuity, maintain alignment with project objectives, and facilitate monitoring of progress.

| WP1. Project management and coordination | Leader: 1. SILO | Duration: M1 - 18 |
|---|---|---|

**Upcoming activities:**

Continue with activities of project coordination, management and evaluation for the final impact assessment (T1.1) and Final impact assessment report submission (D1.3).

The risk and quality management (T1.2) and the completion and update of Data Management Plan (T1.3) by the end of the project.

**Milestones:**

- MS 7. Final progress report of the project (M24).

**Deliverables:**

Regarding deliverables, the following will be developed and submitted:

- Deliverable D1.2 – Data Management Plan (DMP) - M24
- Deliverable D1.3 – Final impact assessment report – M24

| WP2. Capacity Building for Innovation Procurement | Leader: 2. UT | Duration: M1 - 12 |
|---|---|---|

**Upcoming activities:**

The upcoming period will focus on the delivery and evaluation of the Executive Education Programme (Task 2.3), which includes Master Classes and Train-the-Facilitator tracks. These sessions are scheduled to run from September 2025 to February 2026 and will be delivered in hybrid formats to maximize accessibility and engagement. Key activities include:

- Launch and facilitation of the first round of Master Classes and facilitator training sessions.
- Collection of participant feedback and learning outcomes to inform the final EE Programme report.

- Continued stakeholder engagement and outreach to ensure strong participation across regions.
- Monitoring of programme implementation and alignment with identified learning needs from Task 2.1.

Milestones:

All milestones under WP2 have been achieved (MS8 and MS9).

Deliverables:

D2.3: Executive Education Programme Report (M22) – This deliverable will summarise the design, implementation, and outcomes of the EE Programme, including participation metrics, feedback analysis, and recommendations for future capacity-building initiatives.

| WP3. Inventory of innovation procurement advisory services | Leader: 6. TBM | Duration: M1 - 12 |
|---|---|---|

Upcoming activities:

- Continuation of Advisory Services recruitment campaign until March 2026 to reach the KPI of 30 beneficiaries.
- Supporting the application process to interested organisations.
- Onboarding of new beneficiary teams (2 new beneficiary teams in September 2025).
- Evaluation of upcoming applications on a case-by-case basis.
- Ongoing delivery of the Advisory Services 1-3 with the current participants (4 beneficiary teams) and the new participants
- Launch of Advisory Services 4-6 in September with 2 beneficiary teams and additional ones that register.

Milestones:

- MS 12. 1st Tranche Advisory Services performed (M22).
- MS 13. 2nd Tranche Advisory Services performed (M22).

Deliverables:

- D3.1 1st Report on Advisory Services delivery submission (M23);
- D3.2 2nd report on Advisory Services delivery (M23).

| WP4. Collaborative and matchmaking programme | Leader: 5. TTG | Duration: M1 - 12 |
|---|---|---|

**Upcoming activities:**

**Cohort 1 activities:**

- o 2/10/25: Online matchmaking event

**Cohort 2 activities:**

- o 14/10/2025: Innovative suppliers selection announcement
- o 24/10-13/12/25: Online collaborative challenge sessions
- o 13/1/26: Online pitch training session
- o 05/2/26: Online matchmaking event

**Cohort 3 activities:**

- o 7/1-15/3/26: Applications open
- o 7/4/26: Innovative suppliers selection announcement
- o 20/4-30/5/26: Online collaborative challenge sessions
- o 11/6/26: Online pitch training session
- o 25/6/26: Online matchmaking event

Additionally, WP4 will continue with experts recruitment and members for the Agora engagement.

**Milestones:** All milestones achieved.

- MS 14. Suppliers showcase and matchmaking activities plan (M6).
- MS 15. Expert Network ongoing (M6).
- MS 16. Innovation Procurement Agora skeleton (M9).

**Deliverables:**

D4.2 and D4.3 on Innovation Procurement Agora (M24); Final implementation of the Agora; Execution of matchmaking events.

| WP5. Dissemination, communication and exploitation | Leader: 4. ECHA | Duration: M1 - 12 |
|---|---|---|

**Upcoming Activities:**

Building on the strong communication and dissemination foundation of Year 1, the following activities are planned for the upcoming period (from October 2025 onwards):

- Organisation of the **1st InnoHSupport Matchmaking Event** (2 October 2025, online), connecting suppliers, procurers, investors, and stakeholders.

- Launch of the **InnoHSupport podcast series** starting in September 2025, featuring short-format interviews with project experts, suppliers, and healthcare buyers.

- Delivery of upcoming **webinars**: "Why Innovation Procurement?" (30 October 2025) and a follow-up session in November ("Supplying Innovation: How Companies Can Thrive in Public Procurement"). Additional thematic webinars will present success stories from healthcare providers and suppliers.

- Implementation of dedicated campaigns such as **"Meet our Partners"** and **"Meet our Community"**, rescheduled to early Year 2 to strengthen engagement.

- Expansion of **AGORA functionalities**, including activation of the "Showcase" area, enrichment of the expert network, and promotion through community interactions.

- Continued participation in relevant **sectoral events** (e.g., Foro Innovación Saludable on 23 September 2025) and increased outreach through EU-level platforms such as **CORDIS, Horizon Results Platform, and the Innovation Procurement Newsletter**.

- Development of the **sustainability strategy and policy briefs**, building on the Key Exploitable Results identified in Year 1.

**Milestones:** All milestones achieved.

- MS 17. Launch of project website (M3).

**Deliverables:**

D5.4 Final CDE Report (M24); Preparation of sustainability strategy and policy briefs.

# 7.Conclusions

During its first twelve months, **InnoHSupport** has built a solid foundation for advancing the professionalisation and uptake of innovation procurement in the European healthcare sector. All partners have contributed to achieving key milestones that reinforce the project's three strategic pillars: capacity building, advisory services, and ecosystem collaboration.

Firstly, core tools such as the **Innovation Procurement Toolkit** and the **AGORA digital platform** have been launched, together with the design of the **Executive Education Programme**, which will start in autumn 2025. These outputs directly address the training needs and cultural change identified under WP2.

Secondly, WP3 has demonstrated both the value of tailored advisory services and the challenge of reaching the expected number of beneficiaries in the initial calls. The joint decision to maintain a **single open call** until 2026 shows the consortium's ability to adapt flexibly, ensuring continuity and scalability of the service.

In parallel, WP4 has exceeded expectations in attracting innovative suppliers in its first and second call and generating meaningful interactions between companies, investors, and public buyers. The first cohort has validated the methodology of **collaborative challenge sessions, pitch training and matchmaking events**, setting a strong precedent for the following cohorts. Additionally, an inventory of experts has been set and involved in projects activities.

WP5 has achieved growing visibility through the website, social media campaigns and digital outreach, while also identifying preliminary **Key Exploitable Results (KERs)** that will ensure sustainability beyond the project lifetime.

Finally, coordination under WP1 has maintained overall coherence, anticipated risks, and secured a constant flow of communication within the consortium and with the European Commission.

In sum, InnoHSupport has demonstrated **balanced progress**, combining tangible achievements with valuable lessons that strengthen its potential for impact. The second half of the project should prioritise:

- Ensuring the high quality and reach of the Executive Education Programme.

- Expanding participation in the advisory services.

- Consolidating the transnational community of practice in innovation procurement through AGORA.

- Translating interactions into concrete innovation procurement opportunities and public-private collaborations.

The commitment and complementarity of the partners confirm that the project is firmly on track to achieve its strategic objectives and to make a lasting contribution to the modernisation of healthcare procurement in Europe.