

Open Call: Advisory Services for Innovation Procurement

Guidelines for applicants

2025



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List of Abbreviations

Term	Description
EIE	European Innovation Ecosystem.
GDPR	General Data Protection Regulation.
MS	Member State of the European Union.
OMC	Open Market Consultation
PCP	Pre-Commercial Procurement.
PPI	Public Procurement of Innovation
SME	Small and Medium Enterprise (as defined by the European Commission).
IPR	Intellectual Property Rights
KIPs	Key Performance Indicators

Executive Summary

In today's healthcare systems, **innovation procurement** is no longer a novelty; it is a strategic imperative. It empowers organisations to improve outcomes, optimise public expenditure, and address complex societal and technological challenges through demand-driven solutions. Despite growing awareness and interest, numerous public and private healthcare procurers continue to encounter significant obstacles in consolidating and scaling their innovation procurement efforts. These include fragmented knowledge, lack of internal capacities, legal uncertainties, and insufficient alignment with policy or funding mechanisms.

To respond to these challenges and foster the professionalisation of procurement practices in the health and social care sectors, **InnoHSupport** has already launched a call.

Building on the experience and demand seen in previous rounds, the InnoHSupport project is launching a Joint Call for Advisory Services. This single call combines the six different service lines previously offered across Tranche 1 and Tranche 2, providing a comprehensive support package tailored to the diverse needs of public and private procurers. The programme is open to organisations at different stages of their innovation procurement journey, from those with initial or basic experience seeking to develop foundational capacities, to those with intermediate or advanced maturity levels aiming to refine, scale, or institutionalise their innovation procurement practices.

The Advisory Services cover the following thematic areas:

1. Legal and regulatory advisory for innovation procurement
2. Market engagement and demand articulation strategies
3. Design and management of pre-commercial procurement (PCP) and public procurement of innovation (PPI) procedures
4. Access to funding and sustainable financing mechanisms
5. Capacity-building for internal teams and institutional change management
6. Monitoring, evaluation and impact assessment of innovation procurement projects

A total of 30 procuring organisations will be selected under all the Advisory Services Calls. Crucially, at least 10% of the selected participants will come from low- or moderate-innovation regions, ensuring that the programme actively contributes to cohesion policy and the reinforcement of procurement capacities across the European Research and Innovation landscape.

The programme is fully funded by the European Commission, with no cost for participating organisations. The InnoHSupport consortium comprises a multidisciplinary team of experts in innovation procurement, with extensive experience in PCP, PPI, and strategic procurement across diverse healthcare systems in Europe. Their approach combines technical rigour with practical applicability, ensuring high-impact support grounded in EU regulations and real-world practice.

This initiative is not merely technical assistance; it is a key instrument within a broader European effort to mainstream innovation procurement in healthcare, foster institutional transformation, and build a pan-European community of practice among advanced public buyers committed to long-term impact and systems innovation.

A limited number of 24 seats is available for this round (July 2025 – March 2026), ensuring personalised attention and high-quality outcomes for each selected beneficiary.

1. Description of the Advisory Services

1.1 Objectives

The objective of this Joint Call for Advisory Services is to provide structured, step-by-step support to healthcare organisations seeking to consolidate and advance their innovation procurement practices. The programme is designed to assist beneficiary organisations in enhancing the effectiveness, sustainability, and impact of their innovation procurement strategies, with a specific focus on the Public Procurement of Innovation (PPI) process.

This Joint Call unifies and builds upon the support mechanisms previously implemented under **Tranche 1** and **Tranche 2** of the InnoHSupport project:

- Tranche 1 targeted organisations at the **initial stages** of their innovation procurement journey, focusing on the development of core capacities, problem definition, alignment of internal stakeholders, and early market engagement strategies.
- Tranche 2 addressed more **mature organisations**, aiming to scale up innovation procurement, improve procedural robustness, and integrate strategic, financial, and contractual dimensions into ongoing or upcoming procurement processes.

By combining both scopes, this Joint Call offers a comprehensive and flexible advisory service accessible to organisations with limited or no prior experience in innovation procurement. It aims to develop foundational capabilities and identify opportunities aligned with their unmet needs and policy mandates, as well as to organisations with intermediate or advanced experience seeking to refine existing practices, secure sustainable funding, and institutionalise innovation procurement as a core strategic function.

The programme will provide support across the full innovation procurement lifecycle, with targeted advisory services structured around six key thematic areas:

1. **Strategy planning:** Guidance on integrating innovation into procurement processes, learning how to improve the value delivered to patients and other end users.
2. **Unmet needs identification:** Support in identifying specific organisational healthcare needs and challenges through the analysis of current practices, defining clear requirements and assessing potential benefits.
3. **Open Market Consultation:** Engagement with market players and potential suppliers to gather insights into the organisation's innovation needs, state-of-the-art and other technical or operational challenges.

- 4. Funding Opportunities Identification:** Guidance on national and EU-level funding programmes that can support innovation procurement, including Horizon Europe, ESIF, and regional innovation strategies.
- 5. Assistance in Tender Documentation Preparation:** Support in drafting functional specifications, award criteria, SME-accessible procedures, and innovation-friendly IPR provisions.
- 6. Contract Management Support:** Assistance in setting up performance monitoring, risk management, and adaptive contractual mechanisms suitable for innovative solutions.

The advisory support will be delivered through a hybrid format that combines individual coaching, collaborative thematic workshops, and access to practical tools, templates, and methodologies. The programme is demand-driven, with intensity and time commitment tailored to the specific needs, readiness level, and internal capacity of each participating organisation.

The programme will be led by [SILO](#) and [Ticbiomed](#), both of which have substantial experience in demand-side innovation, strategic procurement, and practical deployment of PPI in healthcare contexts. In addition, project partners [FIIBAP](#), [ECHAlliance](#) and [TECHTOUR](#) will contribute and support the delivery of the advisory services. Their complementary expertise ensures high-quality, practice-oriented guidance based on real-world experience and alignment with current European policy frameworks.

Ultimately, this Joint Call aims to empower public and private healthcare procurers to implement innovation procurement approaches that are contextually grounded, operationally sound, and strategically impactful, contributing to improved service delivery, greater innovation adoption, and stronger institutional resilience.

1.2 Advisory Services description and benefits

This Joint Call of the InnoHSupport Advisory Services unifies the scope, objectives, and operational design of both Tranche 1 and Tranche 2. It offers a structured and flexible support programme to public and private procurers in the health and social care sectors, tailored to their position along the innovation procurement maturity spectrum. The programme addresses the entire procurement cycle, from the

identification of unmet needs to the successful management of innovation contracts, providing strategic, legal, procedural, and operational guidance throughout.

Support is open to organisations with limited or no prior experience in innovation procurement, seeking to develop foundational skills and internal coordination mechanisms, as well as those with intermediate or advanced experience, aiming to consolidate, refine, or scale up established practices. The services are designed to help procurers integrate innovation into their strategic planning, improve the quality and effectiveness of procurement procedures, and align procurement decisions with broader institutional transformation objectives.

Advisory support will be delivered through expert-led modules, practical tools, case-based guidance, and collaborative formats. The approach is demand-driven, adapting the intensity and content of the support to the specific capacities and priorities of each organisation.

Applicants are invited to **indicate their primary area of interest among the six Advisory Services offered**. Based on this selection, each organisation will be assigned a lead service line that best matches its needs and strategic priorities. However, recognising the interdependent nature of the innovation procurement lifecycle, the programme will be flexibly adjusted to incorporate complementary elements from other service areas where relevant. This approach ensures that all participants receive a coherent and comprehensive advisory pathway, enabling them to address their specific challenges while gaining a full system understanding of the PPI process.

The following Advisory Services are offered under this Call:

Topic 1. Strategy planning (8 teams)

Number of teams selected: Up to 8

The service will focus on integrating innovation into procurement processes. The participant organisations will learn how to improve the value delivered to patients and other end-users by addressing organisational challenges. This involves setting objectives, identifying target areas, and creating a roadmap for successful

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implementation, taking into account factors such as procurement, legal frameworks, and desired outcomes.

The subtopics covered during this service include the *Definition and objectives of PPI*, *Legal and regulatory frameworks*, and *Strategy development and implementation*.

What is in it for you?

Participants will:

- Understand how to assess their organisational needs and transform them into operational strategic goals.
- Acquire a skill set aimed at planning how to improve healthcare services overall.
- Learn how to align their organisational priorities with Public Procurement of Innovation (PPI) to make the most out of their available resources.
- Acquire knowledge on the legal and regulatory frameworks that can be leveraged for developing innovative services.
- Develop an organisational strategy for innovation by themselves, counting on the support of the InnoHSupport team.

Topic 2. Needs identification (6 teams)

Number of teams selected: Up to 6

The service will provide learning on identifying specific innovation needs and challenges within their healthcare organisation through analysing current practices, assessing potential benefits of innovation, and defining clear requirements. Participants will define problems and establish evaluation criteria for potential solutions, considering technical feasibility, economic viability, and alignment with organisational goals.

The subtopics covered during this service include *Need identification methodologies*, *Needs prioritisation*, and *Technical requirement definition*.

What is in it for you?

Participants will:

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- Gain knowledge through practical experience to recognise unmet needs and turn them into improvement opportunities, fostering better outcomes in patient care.
- Learn how to align organisational knowledge with day-to-day needs.
- Learn how to categorise the importance of needs and prioritise them to achieve better outcomes.
- Become familiar with methodologies to evaluate the performance and create solid indicators to validate solutions.
- Identify innovation needs by launching an unmet need identification process within the organisation.
- Capacitate their team to identify, set, prioritise and address organisational needs.

Topic 3. Open Market Consultation (4 teams)

Number of teams selected: Up to 4

The service will focus on engaging with potential suppliers and stakeholders to gather insights and feedback on innovation needs. In doing so, they will learn how to organise workshops, surveys, and market research to identify innovative solutions and partners. Healthcare organisations will engage with startups, SMEs, and established companies to gather ideas and refine existing solutions. Through this engagement, they will collect information on emerging technologies, state-of-the-art solutions, business models, and approaches to address identified problems. Participants will be guided on identifying key market actors, collecting information, and analysing it to inform the decision of whether to launch a Public Procurement of Innovation process after the service.

The subtopics covered during this service include the *Objectives of the OMC*, *Consultation methodologies*, and *Analysis of information*.

What is in it for you?

Participants will:

- Learn how to use different approaches to validate their needs against the market, getting feedback from the private sector and other relevant stakeholders.

- Understand how to identify market opportunities to improve their services and fine-tune their current provision.
- Become familiar with the most relevant market actors in their field and the state-of-the-art solutions.
- Learn how to pose their needs on the market to get fully tailored solutions to their challenges.
- Conduct a market consultation to fine-tune their organisational needs and address their unmet needs.

These joint and individual hands-on coaching sessions will consist of specialised sessions for those buyers enrolled in a PPI process. Their goal will be to serve as a reference point for concrete doubt resolution

Topic 4. Funding Opportunities Identification

Number of teams selected: Up to 6

This service supports beneficiary organisations in identifying and accessing financial resources to enable or scale innovation procurement. Given that funding is often a critical enabler for launching and sustaining PPI processes, this service will provide participants with an overview of available instruments at the EU, national and regional levels, including Horizon Europe, ESIF, and Smart Specialisation strategies according to selected beneficiaries' projects.

The subtopics covered during this service include *Overview of Funding Mechanisms, Matching Funds to Procurement Needs, Practical Guidance on Accessing Funding*.

What is in it for you?

Beneficiary organisations will:

- Gain a comprehensive understanding of the funding landscape at European, national and regional levels, including Horizon Europe, ESIF, and other relevant instruments for innovation procurement.
- Identify the most suitable funding sources aligned with their specific procurement objectives, sectoral priorities, and innovation strategies.

- Learn how to match funding programmes with procurement needs, considering timing, eligibility, funding scope, and compliance criteria.
- Receive practical guidance on preparing competitive applications.
- Strengthen their financial planning capacity, ensuring procurement strategies are sustainable and scalable over time.
- Access expert coaching and examples of successful funding cases, gaining insights into what works in securing support for PPI actions.
- Develop a tailored funding roadmap that can be directly applied to current or future procurement initiatives.
- Build institutional capacity to identify, pursue, and manage external funding in a systematic and strategic way.

Topic 5. Assistance in Tender Document Preparation

Number of teams selected: Up to 3

This service assists beneficiaries in drafting clear, innovation-oriented, and legally robust procurement documents to attract competitive and high-quality offers, particularly from SMEs and start-ups. Emphasis will be placed on functional specifications, innovation-friendly award criteria, and proper risk and IPR management.

The subtopics covered during this service include *Structuring Innovation-friendly tender documents, defining award criteria to promote Innovation and Managing Intellectual Property Rights (IPR) and Risk*.

What is in it for you?

Participants will:

- Learn how to structure tender documents that encourage participation from innovative suppliers, including SMEs and start-ups, by focusing on functional and performance-based requirements.
- Acquire practical knowledge on award criteria design, incorporating qualitative dimensions such as innovation, sustainability, and long-term value alongside price.
- Gain clarity on how to integrate Intellectual Property Rights (IPR) into procurement documentation, ensuring a fair allocation of risks and benefits between public buyers and suppliers.

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- Improve their ability to draft legally sound and innovation-friendly procurement documents, aligned with EU directives and national legislation.
- Access best practices, real-world examples, and expert guidance on how to avoid common pitfalls and increase the attractiveness and competitiveness of their tenders.
- Develop a deeper understanding of risk management strategies and how to reflect them in the procurement process to safeguard performance and adaptability.
- Build internal capacity to manage the documentation phase of innovation procurement independently and effectively.

Topic 6. Contract Management Support

Number of teams selected: Up to 3

This service is designed to enhance beneficiaries' ability to manage PPI contracts effectively, particularly in dynamic and rapidly evolving markets. It focuses on aligning contract execution with innovation objectives, ensuring performance, managing risks, and handling contractual adaptations.

The subtopics covered during this service include *Performance Monitoring and Quality Control*, *Risk Management and Contract Adaptability*, and *IPR and Legal Considerations*.

What is in it for you?

Participants will:

Strengthen their capacity to monitor performance through the development and integration of Key Performance Indicators (KPIs) and other quality control mechanisms tailored to innovation procurement.

- Gain practical tools and methodologies for tracking supplier compliance, managing deliverables, and ensuring the achievement of contractual objectives.
- Acquire risk management strategies specific to innovation procurement, including how to identify, assess, and mitigate performance, legal, and technological risks throughout the contract lifecycle.

- Learn how to design adaptable contracts, including appropriate use of exit clauses, milestone-based payments, and contract modification clauses and procedures aligned with EU rules, due to volatility and high potential of further innovation ascertained during the contract performance.
- Understand how to manage Intellectual Property Rights (IPR) within PPI contracts to safeguard public interests while maintaining supplier incentives for innovation and commercialisation.
- Receive expert guidance on legal considerations, dispute resolution, and maintaining compliance with public procurement frameworks.
- Improve coordination between procurement, legal, and technical departments, fostering an integrated approach to contract execution.
- Enhance institutional resilience and accountability, ensuring that PPI contracts deliver value for money while supporting long-term innovation objectives.

These joint and individual hands-on coaching sessions will consist of specialised sessions for those buyers enrolled in a PPI process. Their goal will be to serve as a reference point for concrete doubt resolution.

2. Methodology

The Advisory Services will take place from September 2025 to June 2026. The program will be divided into eight different phases that combine individual team sessions with joint group ones:

- **Step 0. Onboarding** - Week 1 (Collaborative Kick-off). In a joint kick-off meeting, all selected beneficiary teams will be formally welcomed to the programme during a cohort-wide session. During this initial phase, participants will receive essential documentation, orientation materials, and practical guidance on the overall structure, objectives, and expectations of the Advisory Services. A Q&A segment will be included to clarify any initial questions from the teams. [1 joint session].
- **Step 1. Advisor appointment** (Individual interaction). Each team will be assigned a dedicated "advisor" to centralise and manage their requests. The advisor will ensure that each team of procurers receives timely and accurate responses to their requests [1 individual session].
- **Step 2. Maturity assessment** - Weeks 2-3 (Individual consultation). Each beneficiary team will complete a structured self-assessment form to outline their organisational context, innovation procurement maturity, and specific goals. This will be followed by an individual consultation with their assigned expert consultant to discuss findings, expectations, and contextual factors relevant to their participation. The insights gathered will inform the tailoring of support throughout the programme.
- **Step 3. Methodology overview** - Weeks 4-6 (Group session). Beneficiaries will receive training materials and resources via email or a shared repository to support them in meeting objectives and producing high-quality outputs [1 joint session].
- **Step 4. Planning** - Weeks 7-8 (Individual consultation). Each beneficiary team will design a tailored action plan with the support of their assigned consultant. The plan will outline roles, timelines, and key activities. Coaches will assist in shaping the plan, which will then be reviewed and formally validated by their consultant before implementation.
- **Step 5. Execution** - Weeks 9-24 (Ongoing individual support). Teams will implement their approved plans, supported by regular bilateral interactions

with their assigned consultant. Consultants will offer tailored advice, monitor progress, address emerging challenges, and ensure alignment with the intended outputs and service goals.

- **Step 6. Synergies** – Week 15-24 (Collaborative exchange). At least two structured knowledge exchange sessions will be organised to enable peer learning across beneficiary teams. These joint sessions are designed to facilitate dialogue, highlight lessons learnt, identify synergies between organisations, and foster future collaboration opportunities.
- **Step 7. Reporting, evaluation and next steps** - Weeks 25-26 (Individual interaction). Each team will produce a final action report documenting the activities carried out, outputs delivered, lessons learnt, and a roadmap for follow-up actions. The report will be reviewed and evaluated by the team's assigned consultant, who will provide formal feedback and validate the outcomes. Emphasis will be placed on sustainability and institutionalisation of practices to ensure long-term impact beyond the service period.

Assistance includes one-on-one meetings, email support, hands-on guidance, tailored training materials, and individual support, evaluated on a case-by-case basis. Both individual and joint sessions will be approximately one hour long. Participants must attend and dedicate the required time and effort to each of the eight steps. Nevertheless, participant teams will have to dedicate time between sessions to work on their own on the service developed.

It is important to note that the assistance offered in this call does not provide financial support for activities undertaken by the selected beneficiary. All activities and materials will be produced in English.

3. Beneficiaries

3.1 Eligibility criteria

Participation in this call is open on equal terms to **public and private procurers¹ operational in the provision of health and social care** established in a Member State (MS) of the European Union (EU) (or its Horizon-associated countries²).

For this Call, we look for up to 24 teams of eligible healthcare procurers—such as hospitals, primary care centres, regional health authorities, long-term care providers, public health agencies, and similar institutions—that:

- Are currently operational in the health and/or social care sector;
- Have demonstrated interest or engagement in innovation procurement activities. This may include:
 - A medium to high level of innovation maturity, evidenced by prior experience with Public Procurement of Innovation (PPI), Pre-Commercial Procurement (PCP), or innovation-oriented strategies; or
 - A motivated commitment to begin or structure innovation procurement practices, including early-stage planning, internal alignment, or capability-building;
- Are willing and able to commit a multidisciplinary team of preferably three members, including procurement, technical and/or strategic roles, for the full duration of the support programme (up to 26 weeks);
- Can engage in joint and individual activities, submit required documentation, and participate actively in mentoring and reporting tasks.

In addition, applicants should not have convictions for fraudulent behaviour, other financial irregularities, or unethical or illegal business practices.

3.2 Responsibilities of the beneficiaries

The beneficiaries commit to:

¹ Organisations that are contracting authorities or contracting entities according to the definition of those terms in the EU public procurement directives 2014/24/EU, 2004/25/EU, 2009/81/EC.

² https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf

- Attending sessions organised by the Advisors as outlined in the agreed work plan.
- Keep engaged and execute the work plan from the agreed starting point until June 2026 at the latest.
- Provide the information requested by the Advisor for preparing a report detailing the benefits and impact of the service, produced in English and following the template provided by the Advisor.
- Participating in ex-ante and ex-post online surveys coordinated by the programme, aimed at evaluating the relevance, effectiveness, and impact of the support received. These surveys will contribute to a broader impact assessment and help shape future innovation procurement support services.

Additionally, on a voluntary basis, selected participants can request to be members of the InnoHSupport [AGORA](#).

The InnoHSupport **AGORA** is a virtual collaboration and knowledge-sharing platform created to foster a vibrant European community of practice in healthcare innovation procurement. It provides a structured space for peer exchange, capacity-building, and policy-practice dialogue among professionals from across the health and social care sectors.

Participants will have access to curated e-learning content, thematic webinars, and expert-led sessions covering key topics such as sustainable procurement, value-based contracting, and digital innovation in health systems. Beyond learning, the Agora promotes joint reflection, networking, and co-development of tools, templates, and strategic approaches, aimed at strengthening the uptake and institutionalisation of Public Procurement of Innovation (PPI) across Europe.

Membership in the Agora is entirely optional and complementary to the Advisory Services programme. It offers an opportunity for ongoing engagement beyond the advisory phase, enabling participants to remain connected, share lessons learnt, and contribute actively to the advancement of innovation procurement practices at both the local and European levels.

4. Application process

4.1 Proposal submission

Applicants shall submit their application electronically through the submission tool within the submission period established by the Call. They should take full account of all proposal documents downloaded from the InnoHSupport website. Access the Call documents by clicking [here](#).

To apply to the InnoHSupport Advisory Services, please submit the following information before the deadline:

- **Annexe 1. Administrative and proposal form:** Download the **administrative and proposal form** template from the [InnoHSupport website](#), and fill it in by including the information requested, including the topic selected. As part of the form, you will also find a Commitment letter. By signing this Annexe, you accept the commitments described about your organisation's credibility and capacity to successfully execute the program.
- **Online form:** Once the document mentioned above (administrative form, including the commitment letter) is fulfilled, access <https://ec.europa.eu/eusurvey/runner/InnoHSupportjointcall> to complete the required fields and upload the documents (in pdf format). Only proposals submitted through the Call submission tool EU Survey at the link included above and within the Call deadline will be accepted.

Each applicant may submit only one application for each of the Advisory Services offered. If several applications are submitted by an applicant for the same type of Advisory Services, only the last dated one will be retained for evaluation.

Applications submitted by any other means or outside the application period may not be evaluated. The information provided should be current and updated, true and complete and should allow the assessment of the proposal.

4.2 Language

Applications must be submitted in English. Submissions in any other language will not be considered for evaluation.

4.3 Deadline

The submission period begins on the first working day following the publication of the Call. The deadline to apply for Advisory Services is **March 31, 2026, at 2:00 p.m. (CET)**.

5. Evaluation process

5.1 Evaluation criteria

This Joint Call operates under an **open and continuous submission process**. Applications will be reviewed and evaluated as they are received (on a rolling basis) until all available places are filled. Eligible applications will be assessed individually and ranked based on their overall merit and alignment with the objectives of the InnoHSupport Advisory Services.

Only applicants who meet the eligibility criteria and obtain a score above the minimum threshold will be considered for selection.

The selection of beneficiaries will follow a transparent and impartial evaluation procedure, based on the following weighted criteria:

Criteria	Description	Weight
FEASIBILITY	<p>The criterion evaluates the practical ability to implement the program within the organisation. It encompasses:</p> <ol style="list-style-type: none"> Permission to actuate: Evaluates the presence and credibility of formal authorisation to develop or implement an innovation procurement project. This includes the alignment of the initiative with organisational priorities, the availability of time and personnel, and the mobilisation of financial, human, or technical resources with the support of senior management. Interdepartmental collaboration: The organization's capacity to facilitate effective interaction and cooperation among relevant departments, ensuring smooth integration and alignment of efforts across various organizational units. Expectation: assess the clarity and realism of the applicant's goals regarding the Advisory Service. This includes their understanding of the service's purpose, the specific improvements they aim to achieve, and how they foresee integrating the results into their ongoing or future innovation procurement activities. <p>This criterion determines whether the applicant's internal conditions are sufficiently robust to support the effective, strategic, and cross-functional implementation of the programme.</p>	40%

	<p>Topic #1. Strategy planning: feasibility assesses whether the organisation has authorised the development of an innovation procurement strategy with sufficient resources, time, and stakeholder engagement. It also evaluates the ability to align departmental efforts with organisational goals.</p>	
	<p>Topic #2. Needs identification: it evaluates the organisation's readiness to conduct a thorough needs analysis, including permissions for consultations and data access, while ensuring effective interdepartmental collaboration to produce actionable identified needs.</p>	
	<p>Topic #3. Open Market Consultation: feasibility examines the authorisation and resources to engage the market and share insights. It also assesses interdepartmental collaboration to ensure compliance and alignment with strategic goals.</p>	
	<p>Topic #4. Funding Opportunities Identification Feasibility assesses whether the organisation is committed to identifying and securing funding to support its innovation procurement processes. This includes the availability of human and organisational resources to explore and apply for funding opportunities, the existence of relevant procurement initiatives requiring financial support, and the capacity to integrate funding strategies into institutional planning.</p>	
	<p>Topic #5. Tender Document Preparation Feasibility assesses whether the organisation has the mandate and operational readiness to draft or revise tender documentation with an innovation-oriented focus. This includes access to procurement expertise, the ability to involve technical and legal departments, and the commitment to align tendering activities with innovation objectives and EU procurement frameworks.</p>	
	<p>Topic #6. Contract Management Support Feasibility examines whether the organisation has the necessary support, internal coordination, and resource allocation to implement advanced contract management practices. This includes the ability to integrate performance monitoring, risk mitigation, and IPR considerations into ongoing or future innovation procurement contracts, ensuring compliance and impact.</p>	
<p>TEAM COMMITMENT</p>	<p>This criterion evaluates the team's capacity and readiness to participate effectively in the Advisory Services, focusing on operational fit and institutional support. It ensures that participating teams are prepared to engage fully and deliver the expected outcomes of the programme.</p> <p>The assessment will consider the following:</p> <ol style="list-style-type: none"> 1. Team suitability: The composition of the team is adequate for the selected service, combining relevant roles and expertise (e.g., procurement, legal, technical, strategy) and experience to carry out the proposed activities. 	<p>40%</p>

	<p>2. Organisational support: The organisation acknowledges and supports the team's participation, including alignment with strategic goals and a willingness to integrate the service outputs into future actions.</p>	
	<p>Topic #1. Strategy planning: it examines whether the team has the right expertise, sufficient availability, and alignment with organizational goals to develop and implement the innovation procurement strategy, with senior management support.</p>	
	<p>Topic #2. Needs identification: it evaluates the team's ability to bring diverse perspectives, dedicate time to stakeholder engagement and analysis necessary for robust needs identification, and ensure alignment with organizational objectives, backed by leadership.</p>	
	<p>Topic #3. Open Market Consultation: it considers whether the team has the appropriate mix of roles, the capacity to engage fully in consultation activities, and the strategic support needed to integrate these efforts into the organization's innovation agenda.</p>	
	<p>Topic #4. Funding Opportunities Identification Team commitment assesses whether the team has the appropriate expertise (e.g. procurement, finance, EU funding), sufficient availability, and the internal coordination required to identify, match, and pursue funding opportunities. It also considers whether senior management supports the integration of funding strategies into the organisation's procurement planning.</p>	
	<p>Topic #5. Tender Document Preparation Team commitment examines whether the team brings together key profiles—such as procurement, legal, and technical staff—who can effectively draft or revise innovation-oriented tender documents. It considers the team's availability for technical work, and whether leadership supports the use of innovation-friendly procurement procedures.</p>	
	<p>Topic #6. Contract Management Support Team commitment evaluates the team's ability to manage and monitor complex contracts, including legal, technical and performance aspects. It assesses whether the team has sufficient availability and the strategic mandate to implement contract management improvements that reinforce innovation outcomes.</p>	
ADOPTION WILLINGNESS	<p>This criterion evaluates the organisation's motivation and readiness to implement the outcomes of the Advisory Service beyond the duration of the programme. It ensures that the support provided will translate into lasting improvements and strategic follow-up actions favourable to an innovation culture in the organization.</p> <p>The assessment will focus on the following:</p> <p>1. Organisational motivation to adopt: The extent to which both the management and project teams demonstrate a clear and credible commitment to applying the outputs of the</p>	20%

	<p>Advisory Service in future innovation procurement initiatives. This includes the organisation's willingness to institutionalise the knowledge, tools, or strategies developed and to embed them within operational or strategic planning.</p> <p>This criterion ensures that participating organisations are not only receptive to the support received but also committed to leveraging it for continued progress, internal capacity building, and long-term innovation adoption.</p> <p>Topic #1. Strategy planning: This criterion assesses the organisation's commitment to integrating the outcomes into its operations and future innovation procurement strategies.</p> <p>Topic #2. Needs identification: it evaluates the motivation to apply insights from the analysis to guide procurement actions and align them with long-term goals. This includes leadership and project teams' readiness to integrate identified needs into finding solutions.</p> <p>Topic #3. Open Market Consultation: the focus is on the organisation's readiness to leverage findings from market interactions to refine procurement specifications and guide future interaction with suppliers, ensuring meaningful use of the consultation outcomes.</p> <p>Topic #4. Funding Opportunities Identification This criterion assesses the organisation's commitment to integrating the funding knowledge and tools acquired during the service into future procurement planning. It evaluates the willingness of both the management and project teams to pursue identified funding sources and embed funding strategies within innovation-related initiatives.</p> <p>Topic #5. Tender Document Preparation This criterion evaluates the motivation of the organisation to apply the improved documentation practices and innovation-oriented approaches in future tenders. It considers the readiness to institutionalise learnings, adapt internal procedures, and continuously improve the quality and accessibility of procurement processes.</p> <p>Topic #6. Contract Management Support This criterion assesses the organisation's intention to apply contract management improvements, such as performance monitoring, IPR handling, risk mitigation, and future innovation procurement contracts. It reflects the organisation's capacity to use the acquired methods to strengthen post-award execution practices.</p>	
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Table 1. Evaluation criteria

Proposals that demonstrate a strong commitment to gender balance within project teams and activities will receive positive consideration during the evaluation process. Applicants are encouraged to incorporate gender-balanced

approaches in their methodologies, leadership roles, and team composition, as this will be a key aspect of the assessment criteria.

5.2 Evaluation Committee

A selection committee of experts will be appointed to evaluate the applications, comprising experts from the project partners.

5.3 Evaluation process

This Joint Call operates under an open and continuous submission process. Applications will be reviewed and evaluated individually on a rolling basis, in the order they are received, until all available places are filled.

The evaluation will follow these steps: Only the documentation included in the application will be considered by evaluators.

The evaluation process will follow these steps:

Step 1. Eligibility check. A combination of automatic filtering and manual checking will discard applications that do not meet the eligibility criteria listed in section 3.1 of this document. This step will take place within one week after the submission date.

Step 2. Remote evaluation. The experts will score each award criterion on a scale from 0 to 5 (0,5 decimal point scores may be given):

0 = Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 = Poor: criterion is inadequately addressed or there are serious inherent weaknesses.

2 = Fair: proposal broadly addresses the criterion, but there are significant weaknesses.

3 = Good: proposal addresses the criterion well, but a number of shortcomings are present.

4 = Very good: proposal addresses the criterion very well, but a small number of shortcomings are present.

5 = Excellent: proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Each evaluator will provide a written justification for the scores assigned. An Evaluation Summary Report (ESR) will be produced and shared with the applicant, including individual feedback from both evaluators. One of the two experts will act as rapporteur.

In cases of significant discrepancy between scores or interpretations, a third evaluation will be conducted to ensure a fair and balanced outcome.

Only proposals that obtain an average score above 3.0 out of 5.0 across all criteria will be considered for selection.

This step will take place within the two weeks following the eligibility check.

Step 3. Evaluation outcome and communication of results selection.

Applications that meet the eligibility criteria and achieve an average score of 3.0 out of 5.0 or above will be considered for selection, subject to the availability of places. As this is a rolling call with limited capacity, positively evaluated applications will be accepted progressively until all seats are filled.

In cases where two or more eligible applications are evaluated in parallel and would exceed the available capacity, the following tie-breaking criteria will apply, in order of priority: 1st Feasibility, 2nd Team commitment, 3rd Adoption willingness. If a second tie persists, geographical balance will be considered to prioritise applications from EU Member States not yet represented among the selected beneficiaries to ensure fair representation, with at least 10% of selected participants come from low or moderate innovation regions, in line with the programme's commitment to supporting regional cohesion.

SILo or Ticbiomed will communicate the result of the evaluation to each applicant via email, informing whether the application has been selected, rejected, or placed on a reserve list. A reserve list will be maintained to fill any available places that may arise due to withdrawals or other unforeseen changes.

The evaluation result will be communicated within two weeks after the application submission. Applicants will be informed by email whether they are selected, rejected, or placed on the reserve list.

Step 4. Appeal procedures. All candidates have the right to an appeal procedure on eligibility issues or procedural issues, on how the application was handled in the evaluation and eligibility-checking process within 5 working 5 days from the formal results communication. Applicants may start a written redress through the email application@innohsupport.eu. The Evaluation Committee will give a response within 5 working days upon receipt. If the redress is accepted and after reassessment of the application, the proposal ends up in the ranking list, the applicant will be offered a fellowship.

Step 5. Final publication of the results. The results and reserve lists will be published on the InnoHSupport website.

5.4 Evaluation timeline

The tentative dates for each phase of the evaluation are outlined below. These dates are provisional and may be adjusted if there are changes to the InnoHSupport project schedule.

Milestone	Deadline
Joint Call for Advisory Services	March 31st,2026 at 2pm (CET).
Eligibility check	Within the following week after the application submission.
Remote evaluation	Within the two following weeks after the application submission.
Evaluation communication	Within the two weeks after the application submission.

Table 2. Evaluation timeline

6. Collaboration Agreement

Prior to initiating the awarded advisory service, a collaboration agreement will be signed between SILO and Ticbiomed, serving as the advisory service provider, and the selected beneficiary. This agreement formalises the terms and conditions governing the provision of the assistance and ensures a clear understanding of roles and responsibilities by both parties.

To assist potential applicants in preparing for this step, a template of the Collaboration Agreement will be shared with all selected beneficiaries alongside the official communication of the results. This document provides a comprehensive overview of the agreement's structure and key provisions, enabling applicants to familiarise themselves with the service and its commitments in advance.

7. Data protection

This Call for Advisory Services involves the collection of personal and non-personal data from the applicants. Your personal data relating to you as a natural person or to the organisation or institution you represent is collected for the purpose of verifying the eligibility of the applications and for the purpose of mandatory reporting to the European Commission by the InnoHSupport project.

The provisions of the General Data Protection Regulation (GDPR) shall be complied with by the organisations participating in this Call for Advisory Services with respect to the processing of personal data. Based on that, all your personal data will be processed lawfully, fairly and in a transparent manner. Your personal data may be processed both digitally and non-digitally, in full compliance with the security measures provided under the GDPR.

By applying to this Call for Advisory Services, the applicants consent to the use, processing and retention of their personal data, in accordance with article 6.1 (e) and (c) of the General Data Protection Regulation (GDPR) (2016/679) and for the purposes of:

- processing and evaluating the application;
- administering any subsequent Advisory Services;
- managing the relationship between the Beneficiaries and Silo as provider of the Advisory Services;
- disseminating the results of the Call;
- providing aggregate data to the European Commission for reporting purposes;
- and complying with audits that may be initiated by the Funding Agencies and the EC (or its agencies);

In addition, by submitting an application, the applicants agree to share their personal data with the members of the Selection Committee in relation to the above activities. Also, selected beneficiaries will be asked to complete an ex-ante and ex-post survey to assess and evaluate the service impact in the organisation.

The beneficiaries may be asked to participate in interviews or contribute to communication material about the Advisory Services received during the project

period. This material, including personal data, will be published on the InnoHSupport project website, social media channels or publicised through press releases. Participation is not mandatory.

We remind you that, in your capacity as a natural person, you may exercise your rights against InnoHSupport at any time in accordance with the relevant provisions of the GDPR by sending an email to innohsupport@echalliance.com.

8. About InnoHSupport 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.

The objectives of the project are:

- **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.
- **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.
- **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.
- **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.
- **Investors Access.** Create more structured cooperation between the ecosystems of procurers (public and private) and financial investors for innovation procurement.
- **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-adverse perceptions.

- **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.

8.1 InnoHSupport and the Advisory Services

Project methodology is based on three pillars:

- **Pillar I.** Capacity building focused on building capacities and skills to the innovation procurement ecosystem.
- ***Pillar II.*** *Inventory of innovation procurement Advisory Services oriented towards the design and testing of a comprehensive set of advisory services covering the whole innovation process cycle.*
- **Pillar III.** Collaboration and Matchmaking to foster the innovation ecosystem by developing spaces for co-design and matchmaking. InnoHSupport is made by and for innovation actors.

Under Pillar II, the Advisory Services will include, among others, 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.

Throughout the project, Advisory Services focused on six different topics related to innovation procurement, which will be issued, targeting public and private health and social care procurers within the EU or Horizon-associated countries who are either engaged in or preparing for an innovation procurement process. A total of 30 teams of procurers will be selected across all the calls.