# A Step-by-Step Guide to Effective Pre-Commercial Procurement

## Lessons and Methodologies from the iProcureSecurity PCP Project

iProcureSecurity PCP

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# ACKNOWLEGDEMENTS

The iProcureSecurity PCP project represents a significant collaborative effort between EMS organisations, innovation procurement experts, and technology providers. Together, we have worked to create a Pre-Commercial Procurement (PCP) initiative that fosters innovation in triage management systems. The knowledge and insights gained from this project form the foundation of this guide, intended to support other entities looking to navigate the complexities of PCP projects.

This guide was coordinated and authored by SYNYO GmbH, with contributions from project partners and suppliers who shared their expertise, insights, and dedication to the project's success.

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## Special Thanks To

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### Suppliers and Technology Contributors

We would like to thank all the suppliers who participated throughout the PCP phases. Their dedication and innovation have significantly advanced technology in triage management, contributing to the success of this project and beyond.

PREFACE

# WHY THIS HANDBOOK?

## Purpose of the Guide

The purpose of this guide is to provide a comprehensive overview of how the iProcureSecurity PCP project was prepared, executed, and analysed, covering each step and phase of the Pre-Commercial Procurement (PCP) process. Given the complexity and unique nature of PCP projects compared to other EU-funded project types, this guide aims to share insights, methodologies, and lessons learned from this specific PCP project. The goal is to help others who are involved in or considering similar projects to navigate the challenges and make informed decisions.



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# PRE-COMMERCIAL-PROCUREMENT

## What is PCP?

Pre-Commercial Procurement (PCP) is a procurement method aimed at driving innovation in the public sector by engaging industry stakeholders in the research and development of new solutions. Unlike traditional procurement, PCP focuses on early-stage R&D and involves a phased approach that allows suppliers to compete, develop, and test their solutions incrementally. This competitive process not only fosters innovation but also allows for the identification of the best solutions while minimising risk.

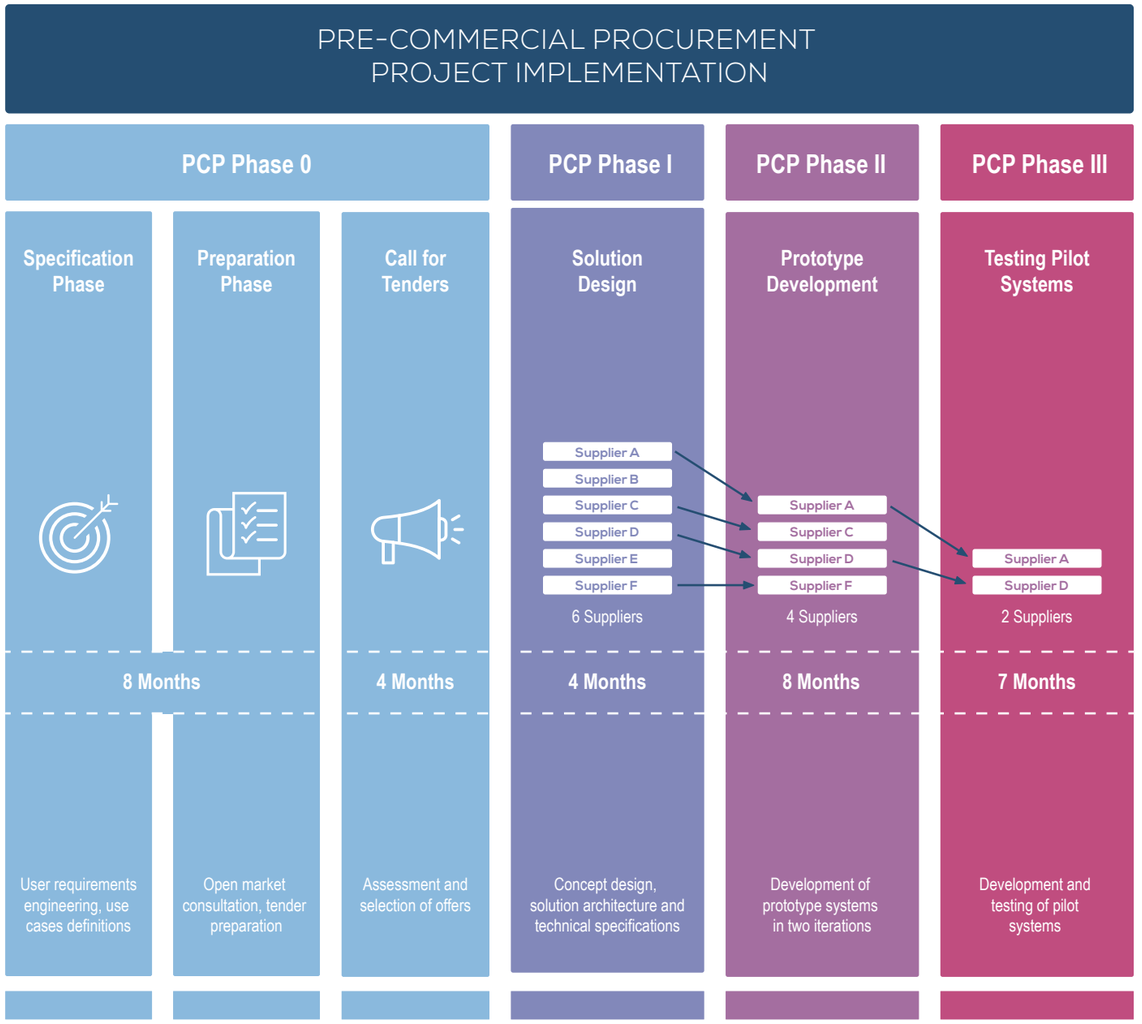
PCP is crucial for public services, like Emergency Medical Services (EMS), where there is a pressing need for innovative tools and systems to improve response capabilities. By leveraging PCP, public organisations can work directly with suppliers to develop solutions that meet their specific needs while simultaneously supporting market innovation.

## CSA Project in Preparation to the PCP

The iProcureSecurity PCP project was preceded by a Coordination and Support Action (CSA) project, which aimed to identify the key areas where innovation was most required in EMS. After extensive research and engagement with stakeholders, triage management was selected as the core focus of the PCP. Triage management, the process of prioritising patients based on the severity of their condition, is a critical function in emergency response, particularly in large-scale incidents where resources may be limited.

The CSA project highlighted significant gaps in the current triage processes across European EMS systems, particularly in interoperability, decision-making tools, and the effective allocation of resources. These findings laid the foundation for the iProcureSecurity PCP, which aims to develop cutting-edge triage management systems that address these challenges.

After the CSA, the iProcureSecurity PCP project began with **Phase 0**, focusing on preparing for the competitive development process. This included identifying the right suppliers through requirements gathering, market consultations, and tendering. **Phase I** centred on concept design, solution architecture, and defining the technical specifications. In **Phase II**, suppliers developed prototype systems over two iterations, allowing for iterative improvements and evaluations. Finally, **Phase III** involved the development and testing of pilot systems in real-world scenarios, ensuring the solutions were effective for operational use.



# THE ROLES IN A PCP PROJECT

**The Coordinator** oversees the administrative and operational aspects of the project ensuring smooth execution. They act as a bridge between the project's stakeholders and the European Commission, managing timelines, reporting, and financials.

**The Procurers** - also known as the **End-Users** or the Buyer's Group - are end-users from the project-specific sector. Their role is to identify the specific needs that the innovative solutions should address, drawing from their real-world expertise. The procurers participate actively throughout the PCP phases, providing continuous input to ensure that the solutions meet their operational requirements.

**Lead Procurer:** A designated procurer responsible for coordinating the procurement activities, providing legal guidance, and serving as the main administrative contact. In addition, the Lead Procurer is responsible for leading the Evaluation Committee (EC) and Technical Committee (TC), monitoring the Framework Agreement (FA) and Phase Contracts, and managing payments to suppliers. Furthermore, the Lead Procurer ensures that relevant FA provisions are correctly applied beyond the end of the project, including aspects related to commercialisation and publicity.

**Committees:** These groups are responsible for assessing the proposals submitted by suppliers and determining which solutions will advance to the next phase.

**Evaluation Committee:** Makes the final decisions on which suppliers advance based on the inputs from the other committees.

**Technical Committee:** Reviews the technical and functional aspects.

**Procurement Committee:** Ensures legal and administrative compliance.

**The Suppliers** are the solution providers that compete in the PCP process. These suppliers can form consortia with other companies to strengthen their proposals and increase their ability to meet the project's demands. Throughout the PCP phases, suppliers are responsible for developing and refining their solutions according to the requirements laid out by the procurers. At each stage, suppliers submit deliverables that demonstrate their progress, including technical designs, prototypes, and pilot implementations. Suppliers who are selected for a specific phase are referred to as Contractors, as they sign agreements for the development of R&D services and commit to meeting specific milestones.

**The Dissemination and Communication** team is tasked with raising awareness about the project, engaging stakeholders, and ensuring transparency throughout the PCP process. Their role is particularly crucial during **Phase 0**, where suppliers must be engaged through open market consultations.

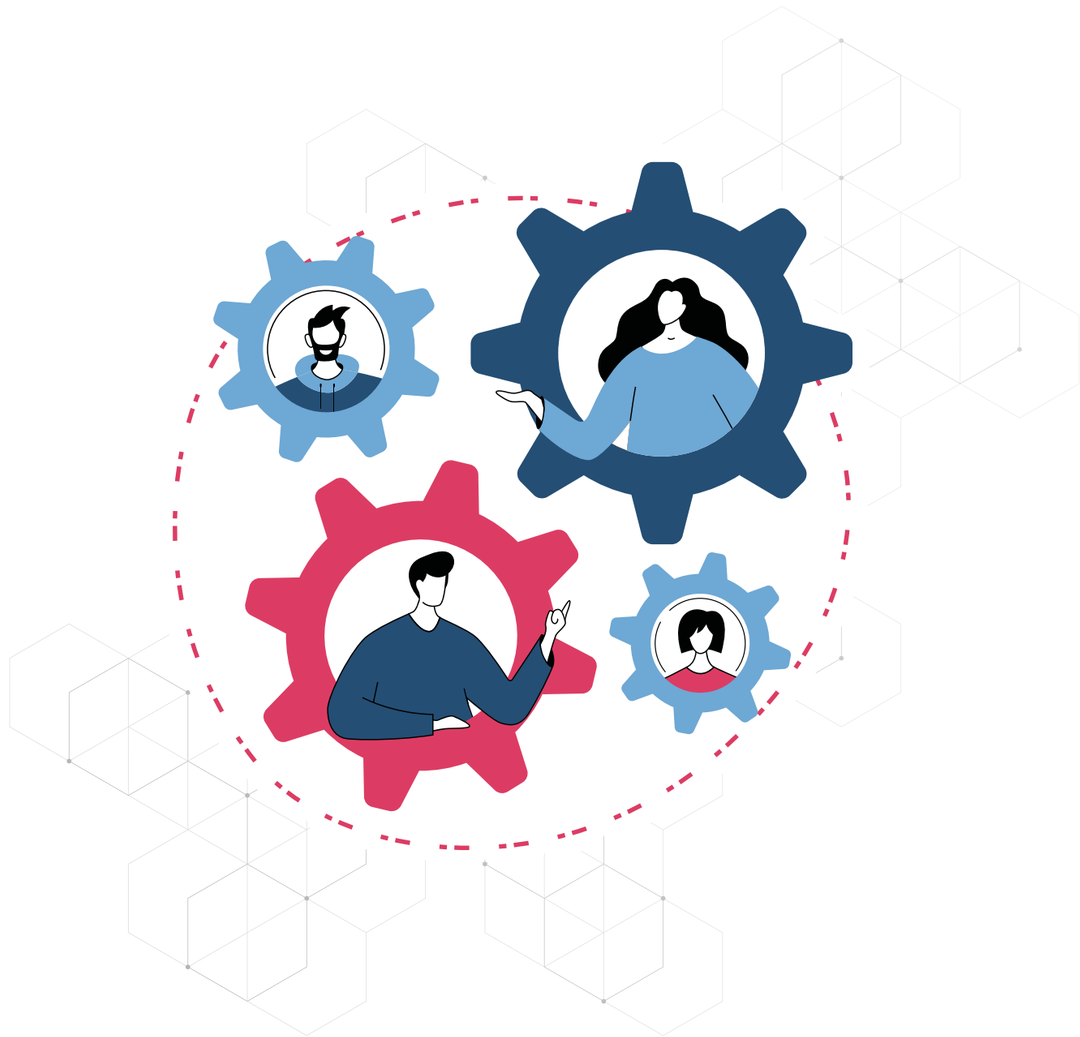
**Advisors** may be consortium partners or external experts brought in to support the project in specialised areas:

**Ethics Advisor:** Oversees compliance with ethical standards, particularly in data protection, privacy, and technology use.

**Innovation Procurement Advisor:** Provides expertise in structuring and managing the procurement process.

**Legal Advisor:** Ensures the procurement process complies with EU and national regulations.

**External – The Observer Board** consists of potential future procurers who monitor project progress and attend demonstrations. While they do not participate in decision-making, their feedback helps ensure the scalability and relevance of the solutions for a wider pool of end-users across Europe.

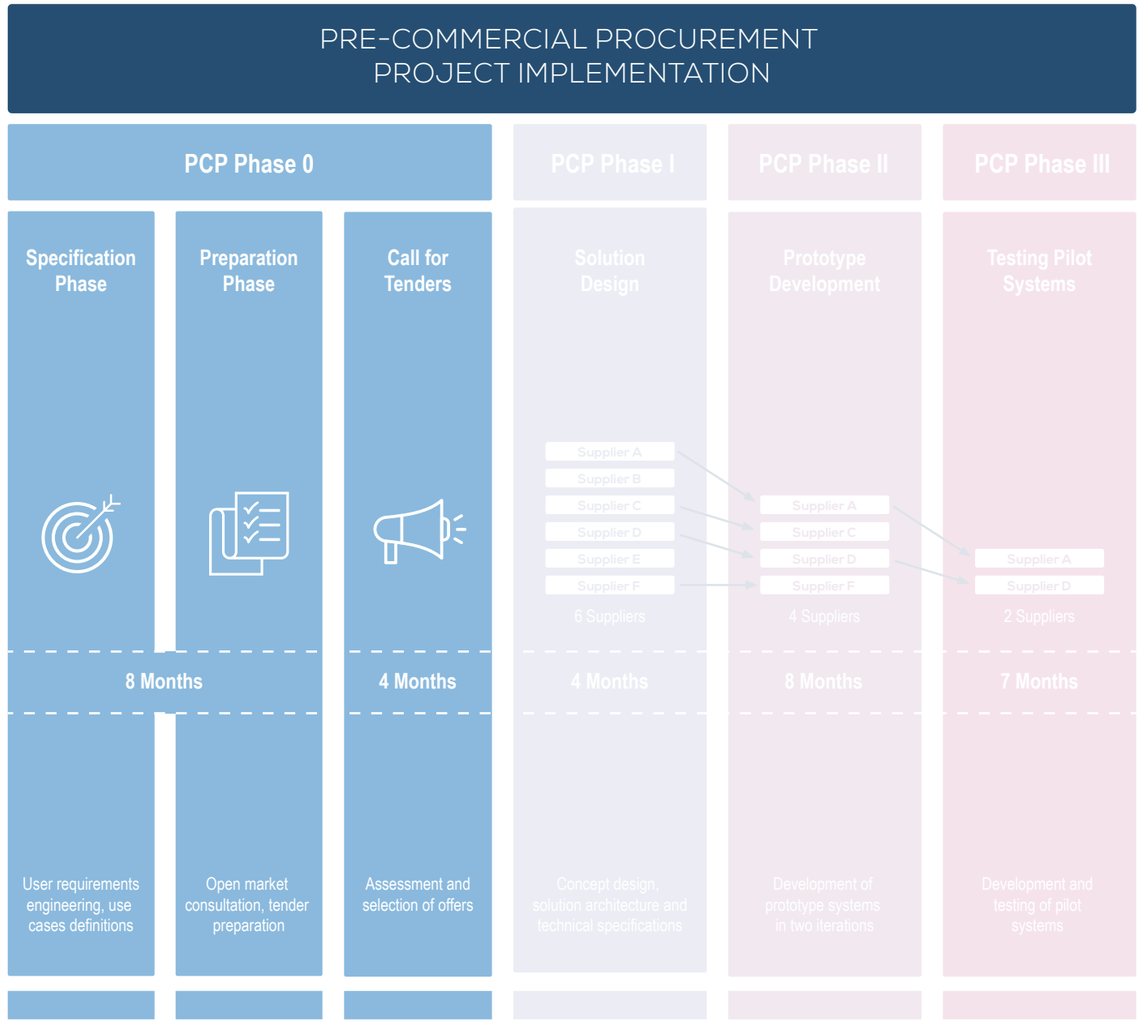


# PHASE 0

## SPECIFICATION PHASE

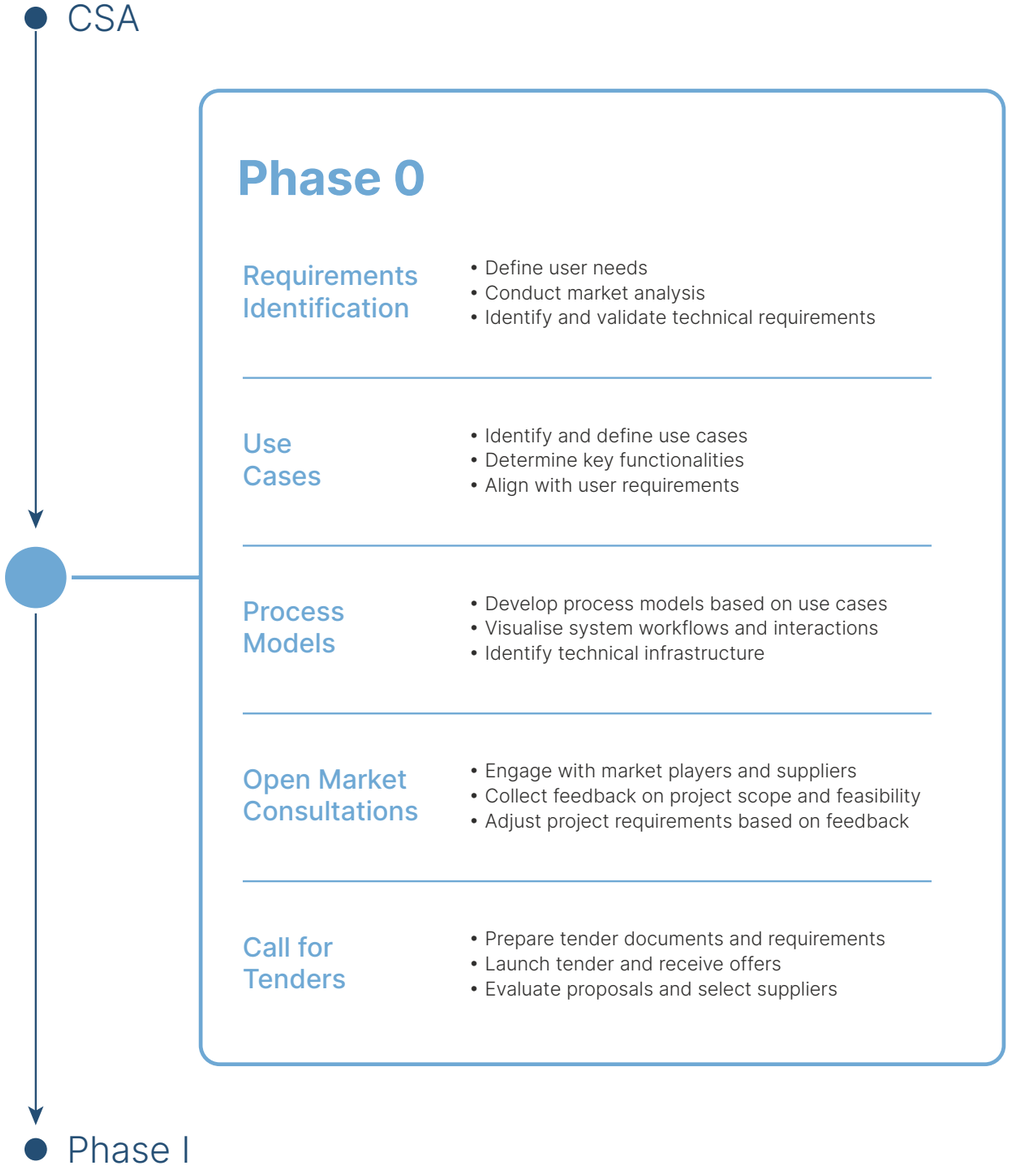
## PREPARATION PHASE

## CALL FOR TENDERS



PHASE 0

# LAYING THE FOUNDATION FOR THE PCP PROCESS




Phase 0 serves as the foundational stage of the Pre-Commercial Procurement (PCP) process, setting the stage for all subsequent R&D phases. This phase ensures that the procurement process is well-structured, legal, and driven by clearly defined needs. It also aligns the expectations between procurers and suppliers by providing a detailed understanding of what the project will address. Phase 0 is split into three main sections: the **Specification Phase**, the **Preparation Phase**, and the **Call for Tenders**. Each section informs and builds upon the previous one, creating a structured roadmap for the PCP.

## PCP Phase 0:

**Specification Phase:** In this phase, user requirements were gathered, and use cases were defined to establish the project's foundation. Based on the use cases, the next step was identifying the technical processes and infrastructure required. Process models are visualised, representing the workflows that the solution should follow. The goal of this phase was to ensure that the solutions developed would directly address real-world challenges faced by EMS teams.

**Preparation Phase:** A comprehensive open market consultation took place to engage with potential suppliers and prepare the tender documents. This phase was essential for ensuring that the procurement process was inclusive and attracted the most suitable solutions.

**Call for Tenders:** This final step of Phase 0 involved the assessment and selection of the initial offers. Suppliers were evaluated based on their ability to deliver innovative R&D solutions, and seven suppliers were selected to proceed to Phase I.

PHASE 0

# SPECIFICATION PHASE

## Preparation and Methodology Used

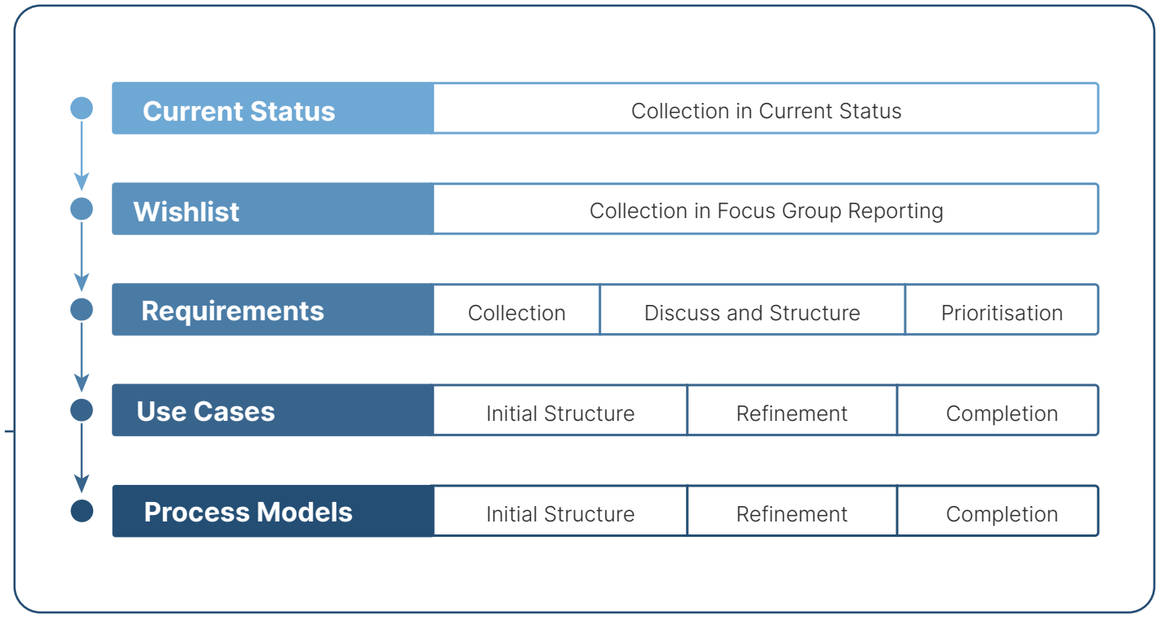
- **Literature Review and Desk Research:** The project began with an extensive literature review and desk research to understand the current market landscape and technological possibilities for triage management systems. This helped identify existing solutions and gaps, guiding the subsequent specification efforts.
- **Procurer Current Status Screening:** Each procurer conducted a detailed assessment of their current triage management processes. This involved collecting data on scenarios, timelines, roles, vehicles, equipment, stakeholders, communication hardware, data sources, triage algorithms, legal and regulatory rules, standards, and cost types. The information was gathered using structured templates and was critical in identifying the needs and challenges that the new system would need to address.
- **Focus Groups:** To enrich the initial data, focus groups were held with key stakeholders, including field practitioners, decision-makers, and technical staff. These sessions identified the strengths and weaknesses of existing systems and generated a „wishlist“ of features for the new system, ensuring that the requirements were comprehensive, precise and address the real-world challenges faced by the end-users.

## Overview of User Requirements Engineering and Use Cases Definitions

- **Requirements Mapping and Prioritisation:** The collected data was aggregated and mapped to identify key requirements. A prioritisation exercise was conducted, where each requirement was assigned a priority level based on its importance. This process resulted in a comprehensive list of 240 requirements, which were essential for guiding the development of use cases and process models. They were allocated according the project main challenges.
- **Use Case Development:** A total of nine use cases were defined, covering all aspects of the envisaged triage management system. These use cases were developed through a collaborative process involving all procurers, who participated in weekly calls and workshops. The use cases were designed to strike a balance between being specific enough to guide development and flexible enough to allow for innovation.
- **Service Process Models:** Alongside the use cases, service process models were developed to provide a visual representation of the system‘s functionalities. These models helped in understanding the flow of activities and the interactions between different components of the system.

**iProcureSecurity PCP - Main challenges**

- Quick and Accurate Overview of Casualties
- Decision Support for Resource Allocation
- Improved Interoperability
- Reduced Handover Times
- Quality Assurance and Training



# LESSONS LEARNED

### 1. Develop a Robust Requirements Gathering Process

The requirements gathering for a PCP project needs a structured and thorough approach, as these requirements form the foundation for the entire procurement process. The project team created a robust process that combined literature reviews, procurer screenings, and focus groups. An effective requirements framework should allow procurers to describe their needs in terms of outcomes rather than specific technologies, which encourages flexibility and innovation from suppliers.

### 2. Allocate Time for Common Understanding Among Stakeholders

One of the central challenges was ensuring that all partners—especially those from diverse EMS backgrounds across different countries—achieved a shared understanding of the project goals and requirements. Establishing this baseline required time to address terminology differences, work contexts, and expectations. This foundation was essential to prevent misunderstandings later in the process and ensure that the requirements reflected a unified vision.

### 3. Leverage Visual Aids and Workshops for Clarity

Visual tools and workshops proved invaluable for aligning the consortium partners and EMS end-users. Visualising process models, use cases, and service interactions allowed stakeholders to concretise abstract requirements. Regular workshops also fostered idea-sharing, helping to refine objectives based on real-life examples and insights from daily EMS operations.

### 4. Importance of Access to Cost Data

Cost estimation was a persistent challenge due to limited access to detailed cost information from end-users. Understanding typical costs related to personnel, equipment, and operational processes for such use cases is helpful for comprehensive commercialisation planning and could provide clearer guidance for suppliers. Future PCP projects could benefit from increased access to this type of data to support more accurate budgeting and market alignment.

### 5. Structured Methodologies and Clear Communication are Key

Given the time constraints, having a well-organised methodology was critical for managing the specification phase efficiently. Communicating the applied methods and expected outcomes clearly to all partners ensured that the limited time of end-users was used effectively. A clear framework, combined with structured guidance, helped ensure that even time-intensive phases could be managed successfully.

### 6. Build on Existing Knowledge and Resources

The literature review and prior work from the CSA project provided a valuable baseline, saving time and helping to avoid redundancy. This initial research highlighted fragmentation within the EMS sector across Europe, underscoring the importance of creating a shared glossary and agreed-upon standards. Starting with an established baseline ensures that resources are used strategically and aligns partners early on in the project.

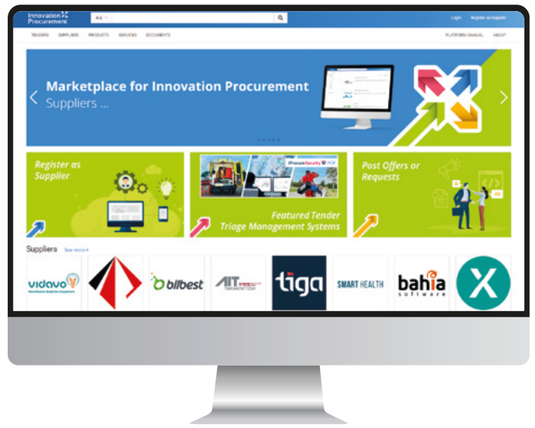
# PHASE 0
# PREPARATION PHASE

## Preparation Activities

- **Prior Information Notice (PIN):** To ensure transparency and compliance with legal requirements, a Prior Information Notice was published on eNotices (https://enotices2.ted.europa.eu/home), the official platform for EU procurement publications. This was part of the preparatory activities to inform potential suppliers and stakeholders about the upcoming procurement process. Additionally, the Innovation Procurement Platform was used to showcase extra details and engage suppliers.

## Overview of Activities

- **Open Market Consultation (OMC):** The OMC aimed to assess the capacity, capability, and willingness of the suppliers to deliver a solution that meets the project's needs. This involved direct engagement with market players to ensure that the requirements were feasible and that there was sufficient interest and capability within the market to meet these needs.
  - **Events:** A series of seven OMC events were held across different European countries, attracting over 350 local suppliers and an additional 62 during the international OMC event. These events provided a platform for suppliers to learn about the project, ask questions, and engage in dialogue with the consortium.
  - **Feedback Mechanisms:** An online questionnaire was made available to collect feedback from suppliers on the planned scope of the PCP project. This feedback was crucial in refining the tender documents and ensuring that the project's requirements were aligned with market capabilities.
- **Tender Document Drafting:** The tender documents were drafted to provide clear guidelines and expectations for suppliers. These documents included detailed sections on the PCP approach, preconditions for submitting tenders, the content and format of tenders, and the evaluation criteria. To further support potential suppliers, a dedicated matchmaking tool was introduced to facilitate partnerships, and webinars were conducted to guide tender preparation and address key questions.
- **Matchmaking and Innovation Procurement Platform:**
  - **Platform Development:** The project developed an Innovation Procurement Platform to facilitate matchmaking among suppliers and to manage the tender submission and evaluation process. This platform was designed to help suppliers form consortia, submit tenders, and interact with the procurement team efficiently.
  - **Functionalities:** The platform included features such as tender submission, tender evaluation, and a matchmaking tool that allowed suppliers to connect and collaborate on joint tenders. This was particularly important given that many suppliers would need to partner with others to meet the project's comprehensive requirements.

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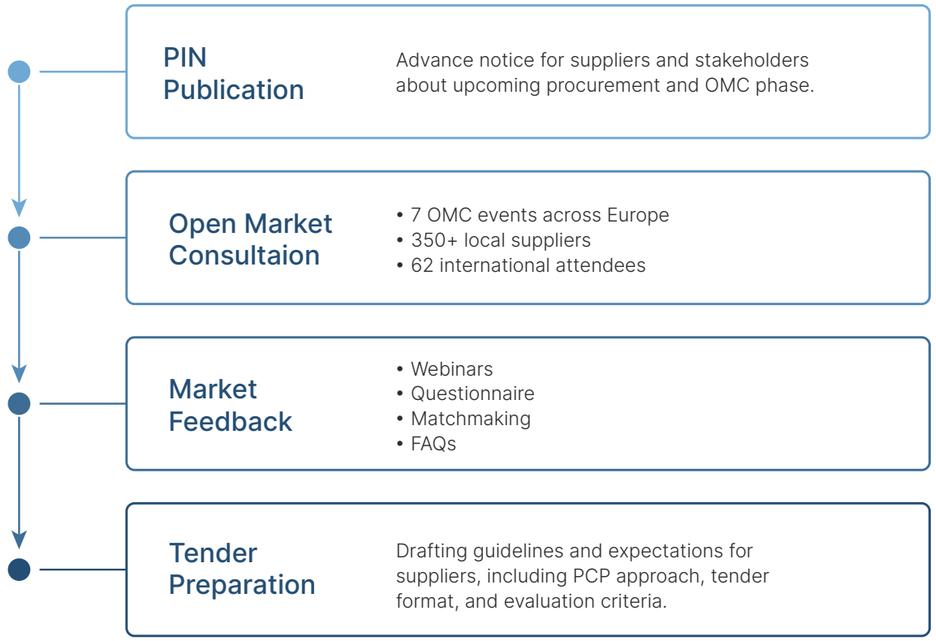

# LESSONS LEARNED

### 1. Preparation is Key for Effective Market Engagement

Success in the Open Market Consultation (OMC) phase relies heavily on thorough preparation. It's essential to clearly communicate the project challenge and requirements in a way that both experts and non-experts can understand. Developing detailed requirements during the Specification Phase provided a strong foundation, minimising misunderstandings and ensuring suppliers could accurately assess and respond to the project needs.

### 2. Leverage Platforms for Supplier Collaboration

The Innovation Procurement Platform (https://innovationprocurement.com/) was instrumental in fostering collaboration among suppliers, which is particularly valuable in a competitive PCP. The platform not only helped suppliers connect and form consortia but also encouraged out-of-the-box thinking by showcasing the competitive landscape. This platform supports a more innovative process by enabling suppliers to combine strengths and address the project's complex requirements together.

### 3. Use Supplier Feedback to Refine Requirements

Feedback collected during the OMC events provided critical insights into market capabilities and limitations. Suppliers' responses helped identify gaps in the current market and adjust certain expectations, ensuring that the tender documents aligned with project goals. This iterative refinement ensured that tender requirements were achievable while still pushing for innovation.

### 4. Provide Clear and Comprehensive Tender Documentation

Drafting clear, detailed tender documents is crucial for guiding suppliers. Incorporating various explanations—narratives, visual models, and use cases—helps suppliers understand project requirements from multiple perspectives. This approach reduces ambiguity and ensures that suppliers are better equipped to develop solutions that meet the project's needs.

### 5. Consider Sufficient Time for Iterative Feedback

Given the complexity of PCP projects, sufficient resources or time should be allocated for refining tender documents based on feedback loops with potential suppliers. Allowing an independent expert to review the documents from a supplier perspective can validate clarity and usability, ensuring that the project's requirements are fully understood before the tender phase begins.

### 6. Aim High, but Plan for Incremental Innovation

Encouraging procurers to "dream big" in defining the ideal solution fosters ambition but needs a practical approach to bridge the gap between ideal and feasible solutions. Innovation often requires breaking existing practices, which means aspects such as change management should be part of the plan. This staged innovation helps ensure realistic integration into existing systems and prepares end-users for new procedures and tools.

PHASE 0

# CALL FOR TENDERS

## The Tendering Process

The Call for Tenders in the iProcureSecurity PCP project was a critical step in the procurement process, aimed at selecting the most suitable contractors to develop innovative triage management systems. The process was designed to ensure transparency, fairness, and to identify the best value for money solutions.

- **Tender Documents:** The tendering process was supported by a comprehensive set of documents, including the cover letter, technical and financial offer templates, declarations, consortia statements, and the framework agreement. These documents provided clear guidelines and expectations for the tenderers, ensuring that all submissions were consistent and aligned with the project's goals.

- **Launch and Objectives:** The Call for Tenders was officially launched, inviting interested parties to submit their offers for R&D services. The goal was to find innovative solutions to improve the resilience and interoperability of European Emergency Medical Services (EMS) in various areas such as resource allocation, triage practices, data transmission, and overall system usability.

## Evaluation Criteria and Selection of Contractors

The evaluation of tenders was a multi-step process designed to assess both the technical and financial aspects of each proposal, ensuring that the most capable contractors were selected:

- **Eligibility and Exclusion Criteria:** All tenderers were required to meet specific eligibility criteria, including being established within eligible countries and having no conflicts of interest or criminal backgrounds. Tenders that failed to meet these criteria were excluded from further consideration.

- **Selection Criteria:** The selection process focused on the tenderers' ability to perform the required R&D up to the development of the first products or services, their medical and eHealth capacity, and their experience in similar innovative projects. This ensured that only those with the necessary technical and professional expertise progressed to the next stages.

- **Award Criteria:** The tenders were evaluated based on a combination of on/off criteria and weighted criteria. On/off criteria included compliance with R&D service definitions, public financing compatibility, and security and GDPR requirements. Weighted criteria assessed the quality of the project implementation, functional and non-functional quality of the proposed solutions, commercial feasibility, and sustainability of testing.

- **Scoring Model:** Each tender was scored out of 100 points, with 80 points allocated to the technical offer and 20 points to the financial offer. The scoring model ensured a balanced evaluation, with tenders needing to meet minimum thresholds to be considered for selection.

Contractors who successfully met the evaluation criteria and were selected for the next phase were officially notified upon the satisfactory completion of their current phase, ensuring the corresponding payment process was initiated.

## Tools and Platforms Used

- **Innovation Procurement Platform:** The platform played a central role in the tender submission and evaluation process. It facilitated the submission of tenders, managed communications with tenderers, and allowed for the transparent and secure evaluation of all proposals.

- **Tender Manager:** The tender submission as well as the tender evaluation was carried out using the platform created for this project. These evaluation committees ensured that the evaluation process was thorough and unbiased, with each committee responsible for different aspects of the evaluation, from administrative checks to technical scoring. (see Roles)


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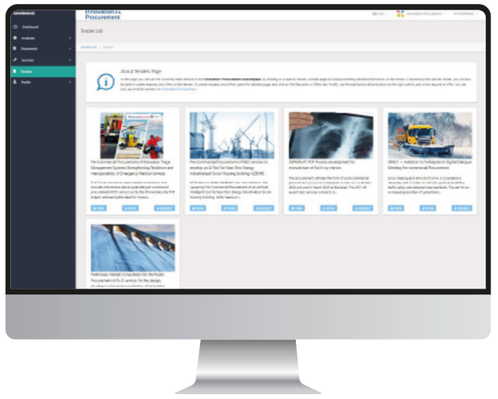


www.tendermanager.com

# LESSONS LEARNED

### 1. Ensure Thorough Document Preparation and Clarity

Finalising the tender documents is a major milestone, as it confirms that all requirements are clear and achievable. Once the documents are live, significant changes can be difficult and may lead to confusion among suppliers. It's crucial to double-check for consistency and clarity to minimise the need for adjustments after publication.

### 2. Effective Outreach and Awareness are Essential

Reaching potential suppliers requires a strategic outreach plan. Beyond prior contacts and OMC participants, it's helpful to promote the call widely through events and networks. Early outreach helps attract the right suppliers and gives them time to prepare high-quality proposals, enhancing the overall selection pool.

### 3. Maintain Transparency and Fairness with Supplier Communication

To ensure fairness, all questions from suppliers should be collected and answered publicly, allowing every participant equal access to information. A transparent communication approach builds trust in the process and ensures compliance with procurement standards.

### 4. Balance Supplier Numbers for Optimal Evaluation

Having a balanced number of suppliers—neither too few nor too many—is ideal for managing evaluations effectively. In this project, around 15 submissions offered a manageable workload while still providing a good range of solutions. A higher number of contractors would need significantly more resources for the group of buyers to conduct their work in a reasonable way.

### 5. Centralised Platforms Facilitate Submission and Evaluation

Using the centralised Innovation Procurement Platform (innovationprocurement.com) and Tender Manager (www.tendermanager.com), streamlined both the submission and evaluation processes. These tools not only consolidated documents but also required the team to carefully plan the entire process in advance, reducing unexpected challenges during evaluation.

### 6. Provide Clear Training for Evaluation Committees

Predefined roles for evaluation committees are essential, but providing upfront training ensures that each member understands their tasks and the process timeline. This clarity helps the committees work efficiently and align on evaluation criteria, reducing potential delays and ensuring consistency.

### 7. Incorporate Flexibility in Communication While Respecting Confidentiality

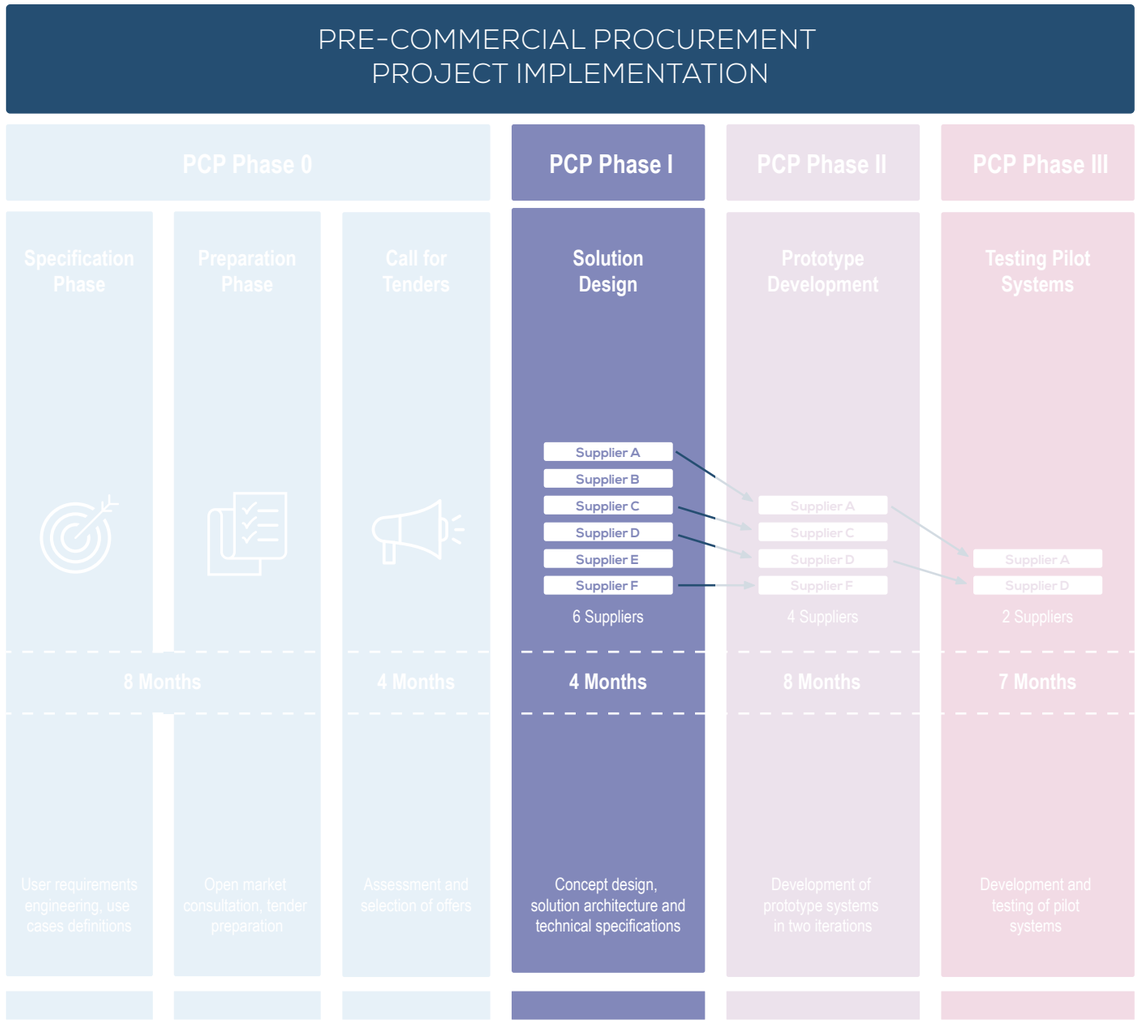
Maintaining strict confidentiality between competing suppliers is essential, but the rigid structure can sometimes inhibit open communication between suppliers and procurers. Future developments to the PCP structure could focus on finding a balance, allowing structured feedback while safeguarding sensitive information, especially in later project phases.

### 8. Broad Skills and Expertise Contribute to Success

The project's success was greatly supported by having a multidisciplinary team covering administrative, legal, and communication aspects. Understanding different perspectives—end-user, supplier, and procurer—enabled the team to anticipate challenges and support each group effectively, leading to a smoother and more inclusive process.

# PHASE I

## SOLUTION DESIGN



# PHASE I
# SOLUTION DESIGN

Phase I of the iProcureSecurity PCP project focused on developing the conceptual architecture and technical specifications of the proposed solutions. The seven Contractors that were awarded to Phase I were tasked with elaborating on their initial concepts, demonstrating the feasibility of their solutions, and preparing for the next phase of prototype development.

## Preparation

The preparation for Phase I involved several critical steps designed to ensure that both the procurers and contractors were ready to embark on the solution design:

**Kick-off Meeting:** Phase I began with a kick-off meeting, either physical or online, where the Contractors presented their action plans for the phase. This meeting established the foundation for the subsequent work and allowed for the alignment of expectations between the Contractors and the Group of Buyers.

**Documentation and Templates:** Contractors were provided with detailed templates and guidelines, such as the EU template (TD12) for project abstracts and the final report template, which included requirements for the detailed technical report, commercialisation plan, compliance with ethics, innovation impact plan, data management plan, IPR management plan, and GDPR risk mitigation plan.

**Assignment of Supervisors:** Each Contractor was assigned a supervisor from the procuring group, who was responsible for monitoring progress and providing guidance throughout Phase I. The assignment of supervisors ensured that each Contractor had a clear point of contact and that the project's objectives were closely monitored.

## Execution

**Conceptual Design and Technical Detailing:** Contractors engaged in detailed solution engineering, where they expanded upon their initial concepts by creating precise technical designs and specifications. This phase ensured that each solution was not only conceptually sound but also technically viable for progression into the subsequent prototype development stage.

**Progress Monitoring:** The technical progress of each Contractor was monitored through a series of online progress meetings. These meetings, held monthly, allowed the Contractors to present their progress to their supervisors and the Technical and Evaluation Committees. The meetings were used to review the work against the expected outcomes, including milestones, deliverables, and other outputs. Three key progress meetings were held during this phase:

- *Initial progress and adjustments.*
- *Mid-phase review and troubleshooting.*
- *Final assessments and preparations for deliverable submission.*

**Deliverables:** The Contractors submitted deliverables in this Phase providing an overview of each their proposed solution and reports on technical aspects and summarising the main outcomes and lessons learned during Phase I.

## Assessment

The assessment of Phase I was rigorous, ensuring that only the most feasible and well-developed solutions would progress to Phase II. To ensure consistency and transparency in the evaluation process, the Evaluation Committee and Technical Committee were provided with specific assessment templates, which guided their review of the submitted deliverables:

**Deliverables Received and Assessed:** The Contractors submitted the required deliverables which were then assessed by the Technical and Evaluation Committees, with the outcomes documented in detailed evaluation forms.

**Phase I Assessment Outcomes:** The Evaluation Committee, after considering the opinions of the Technical Committee, approved the outcomes of Phase I. Contractors were evaluated on whether they met the required milestones and deliverables, and on the feasibility and promise of their proposed solutions.

**Evaluation:** Following the assessment, Contractors were notified of their eligibility to submit proposals for Phase II. Additionally, Contractors who successfully completed Phase I received official confirmation of their satisfactory completion, enabling the corresponding payment process. The Call Off for Phase II was released on the Innovation Procurement Platform (innovationprocurement.com), inviting Contractors to present their offers for the prototype development phase. From the 7 suppliers that competed in Phase I, 4 were invited to continue their R&D efforts in Phase II.

# LESSONS LEARNED

### 1. Understanding the End-User Perspective is Crucial

One of the most significant challenges faced by contractors was fully grasping the complexities of mass casualty incidents (MCIs) from the perspective of end-users. Despite detailed tender documents and templates, suppliers often required additional clarification to align their solutions with real-world operational needs. Early and ongoing feedback from procurers played a critical role in bridging this gap, ensuring that contractors avoided fundamental misconceptions that could derail their designs.

### 2. Effective Monitoring Drives Progress

Regular progress meetings were essential in keeping contractors aligned with project objectives and timelines. While time-intensive, these meetings enabled ongoing communication, resolved administrative and technical queries, and provided a platform for contractors to receive constructive feedback. This iterative communication ensured contractors stayed on track and delivered their milestones effectively.

### 3. Adapting and Improving Concepts is Key to Success

Contractors who actively engaged with feedback and refined their concepts based on input from the procurers demonstrated significant improvements in their solutions. Conversely, those who did not fully leverage this opportunity did not always to meet the end-users' expectations. The ability to adapt and iterate on initial ideas was a decisive factor in determining which contractors advanced to the next phase.

### 4. Thorough and Well-Designed Templates Streamline Workflows

The templates and documentation provided during this phase were the foundation of success. These pre-tested tools offered clarity and structure, enabling contractors to focus on content rather than formatting. The templates were well-received and ensured consistency across submissions.

### 5. Bridging the Technical Knowledge Gap for Public Buyers

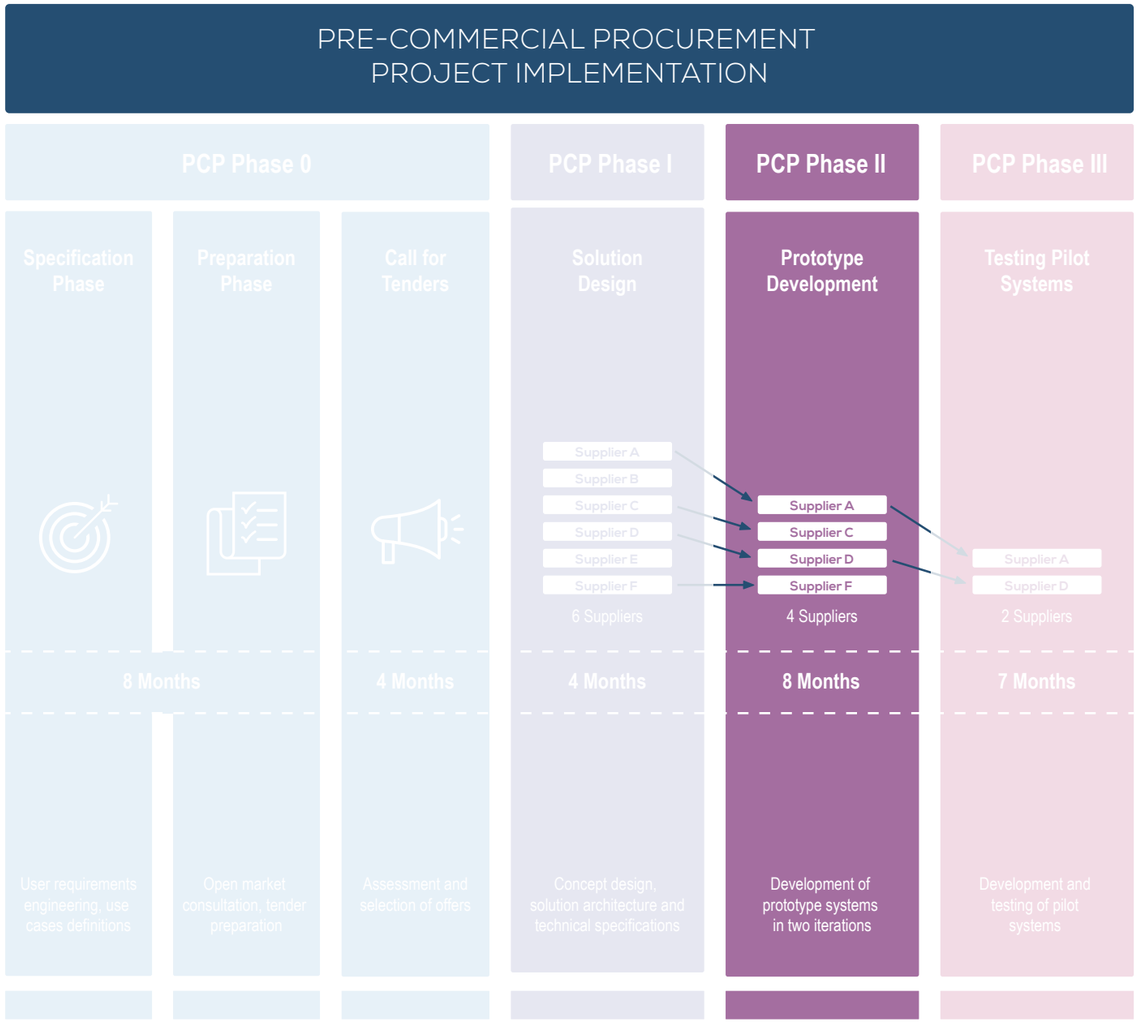
Phase I revealed the importance of ensuring that Public Buyers gain a comprehensive understanding of the proposed solutions. With at least seven contractors presenting complex, under-development solutions, it became evident that some Public Buyers, despite their deep sector expertise, lacked the technical background to fully evaluate these innovations. Providing opportunities for hands-on demonstrations, detailed technical walkthroughs, or simplified explanations during this phase proved essential for aligning expectations and facilitating informed decision-making.

### 6. Face-to-Face Interactions Add Value

Even though the online interactions worked well during the COVID-19 pandemic, hosting an in-person event at the end of Phase I allowed contractors to showcase their solutions and engage directly with procurers. This interaction removed barriers inherent in remote collaboration and added depth to the feedback process, ensuring a more comprehensive understanding of the proposed solutions.

# PHASE II

## PROTOTYPE DEVELOPMENT



PHASE II

# PROTOTYPE DEVELOPMENT

Phase II of the iProcureSecurity PCP project focused on the development, demonstration, and validation of prototype systems. The goal was to progress from initial designs to functional prototypes, testing them in controlled environments and iteratively improving the solutions based on feedback. This phase was critical in refining the solutions to ensure they met the operational needs of Emergency Medical Services (EMS) across various European contexts.

## Preparation

The preparation for Phase I involved several critical steps designed to ensure that both the procurers and contractors were ready to embark on the solution design:

**Kick-off Meeting:** Phase II also began with a kick-off meeting where Contractors were briefed on the expectations for prototype development, including deliverables, timelines, and the role of supervisors.

**Focused Meetings:** These meetings were designed to give Contractors detailed feedback on their Phase II technical offers. Supervisors and Contractors discussed areas needing improvement, ensuring that all parties were aligned on the objectives and expectations moving forward.

**Documentation and Templates:** Contractors were provided with specific templates for their deliverables, including guidelines for the two iterations of prototype testing (v1 and v2).

## Execution

**Prototype Development:** The execution of Phase II was marked by the development and testing of the prototypes through two main iterations:

**Prototype v1:** The first iteration focused on developing non- or partly functional prototypes of key system components. These prototypes were tested in a controlled, online environment. The testing was designed to assess the basic functionality and usability of the solutions, providing critical feedback for the next iteration.

**Prototype v2:** The second iteration involved developing fully functional prototypes that demonstrated component behaviour and system-wide interaction. These prototypes were tested in person at various procurer sites (Greece, Spain, Italy, Türkiye, and Austria). The testing sessions included practical demonstrations and hands-on tests, where EMS experts evaluated the effectiveness and manageability of the solutions.

**Progress Monitoring:** Throughout Phase II, the Contractors' progress was monitored through monthly online meetings. These meetings provided a platform for Contractors to present updates, discuss challenges, and receive feedback from the Technical and Evaluation Committees.

**Informative Workshop:** An online informative workshop was held to guide EMS experts participating in the prototype activities. The workshop provided detailed instructions on how to engage with the prototypes and emphasised the importance of feedback through questionnaires designed for each prototype iteration.

## Assessment

**Deliverables Received and Assessed:** Contractors were required to submit a series of deliverables, including detailed technical reports, testing protocols, and updated commercialisation plans. These deliverables were reviewed by the Technical and Evaluation Committees to ensure they met the required standards.

**Prototype Testing Feedback:** Feedback from the prototype testing sessions was a critical component of the assessment process. This feedback helped determine the feasibility, usability, and potential impact of the solutions, which were essential criteria for progressing to the next phase.

**Evaluation:** Based on the assessment, the Technical and Evaluation Committees determined which Contractors had successfully completed Phase II. These Contractors were formally notified of their satisfactory completion, facilitating the payment process for this phase. The outcomes were documented, and only two successful Contractors were invited to proceed to Phase III.

# PHASE II - PROTOTYPE DEVELOPMENT
# LESSONS LEARNED

### 1. Effective Integration of User Feedback is Critical

Phase II demonstrated the importance of creating a structured yet flexible framework for incorporating end-user feedback into prototype development. Contractors had to navigate complex technical challenges, such as achieving interoperability with existing EMS systems, while integrating user suggestions. Frequent iterations and close collaboration between contractors and end-users proved vital in refining prototypes to meet practical operational needs.

### 2. The Value of Iterative Prototype Testing

Conducting two iterations of prototype testing—first in controlled environments and later in live demonstrations—highlighted the importance of iterative development. The early testing phase helped identify and resolve basic functional issues, while the hands-on, in-person evaluations offered deeper insights into usability, workflow integration, and reliability. This iterative approach enabled a smoother progression towards more mature and operationally viable solutions.

### 3. Language and Cultural Barriers Need Strategic Mitigation

It is often the case that while the key experts from end-user organisations involved in the project are fluent in English, not all participants attending in-person prototype demonstrations can fully understand the technical presentations due to language barriers. This underscored the need for professional and simultaneous translation services in local languages to ensure inclusive participation and comprehensive feedback. Future PCP projects should allocate sufficient budget and planning resources to address these barriers effectively.

### 4. Strong Coordination Enhances Outcomes

Progress and focus meetings played a crucial role in keeping development on track, providing a platform for contractors to receive timely feedback and align with project goals. However, the demanding timelines occasionally stretched resources, highlighting the need for even tighter coordination and more frequent communication to address bottlenecks promptly.

### 5. Motivation Through Real-Life Impact

A particularly memorable moment during Phase II was when end-users expressed how the prototypes could drastically improve response times in critical emergencies, such as the Türkiye-Syria earthquakes. This realisation reinforced the real-world impact of the project, energising stakeholders and contractors to deliver practical, life-saving innovations.

### 6. Balancing Technical Complexity with Practical Needs

While Phase II achieved notable progress, contractors were challenged to balance advanced technical features with the practical realities of EMS operations. This highlights the need for early alignment on project expectations, with a focus on simplicity, usability, and scalability in solution design.

# PHASE II - PROTOTYPE DEVELOPMENT
## GALLERY

Austria

Spain

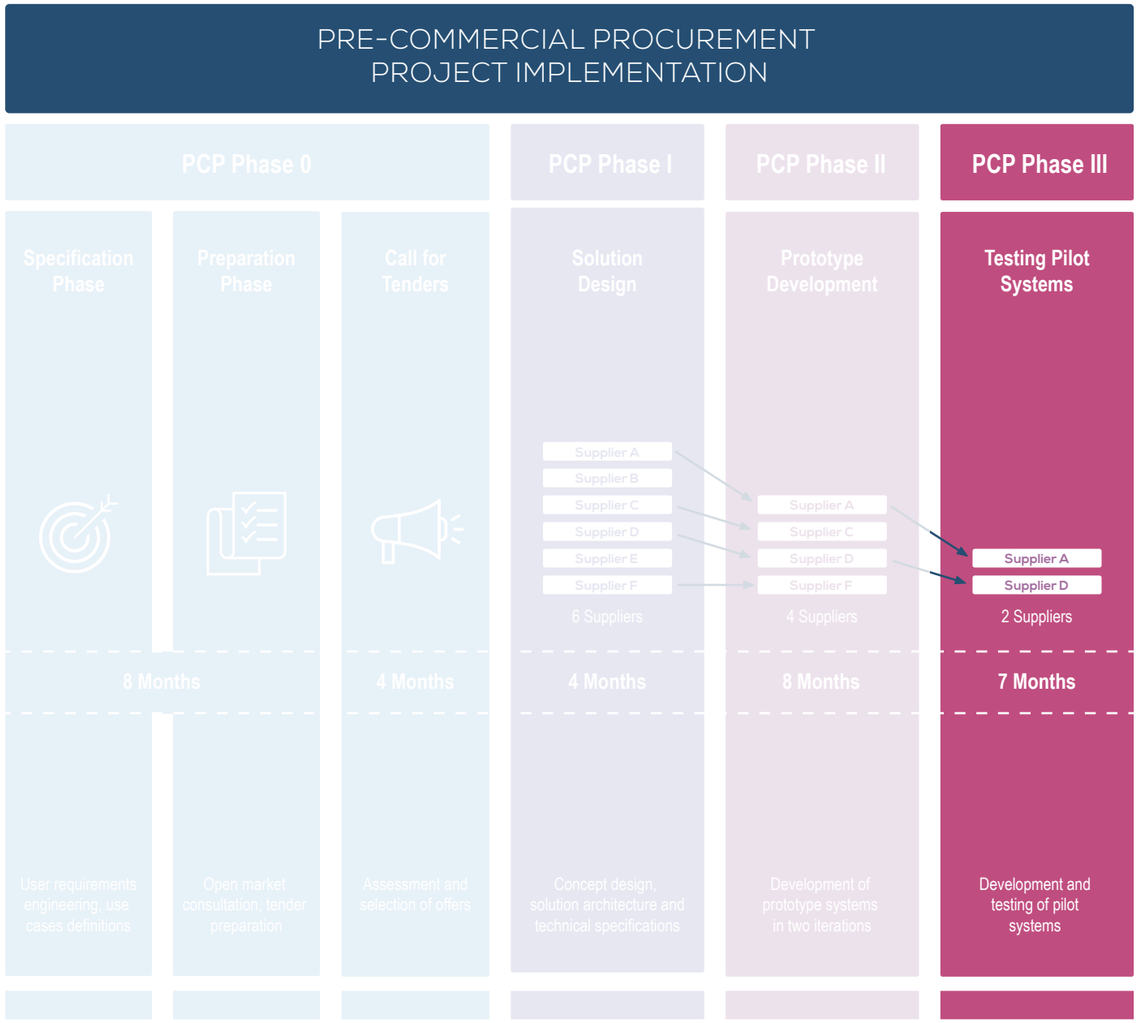
Türkyie

Greece

Italy

# PHASE III

## TESTING PILOT SYSTEMST



# PHASE III
# TESTING PILOT SYSTEMS

Phase III of the iProcureSecurity PCP project focused on the final development, testing, and evaluation of innovative triage management systems. The primary objective was to implement these solutions in real-world settings across five different countries, ensuring they met the operational needs of Emergency Medical Services (EMS) and could be effectively integrated into existing systems.

## Preparation

**Pilot Preparation Events across all procuring countries:**

- **Equipment Set Up and Solution Introduction:** Both Contractors set up their equipment at the procurers' facilities and conducted initial training sessions with end-users, ensuring that all necessary tools were in place.
- **Second On-Site Check Up and Training:** These events focused on addressing any issues identified during the initial setup. Contractors provided additional training and made necessary updates to the equipment.
- **Third On-Site Check Up and Training:** This activity represented a final check before the full-scale pilot operations. EMS experts performed table-top exercises using the systems independently, with Contractors providing support only when necessary. This final check-up was done the day before or on the same day as the pilot operation.

**Progress Monitoring Meetings:** Monthly online meetings were held throughout Phase III to ensure the alignment of Contractors and procurers. These meetings were crucial in tracking the readiness of the pilot systems, addressing any challenges, and reviewing feedback from initial tests to guide system refinements before the full-scale operations.

**Documentation and Consent Forms:**

- **Evaluation Methodology Preparation:** The evaluation methodology for the pilot operations was prepared, including detailed instructions on how the pilot scenarios would be assessed for effectiveness, usability, and impact.
- **Consent Forms and NDAs:** Before the start of the pilot operations, all participating experts and volunteers signed consent forms and Non-Disclosure Agreements (NDAs), ensuring the confidentiality of the solutions being tested and for obtaining informed consent from all participants.
- **Training Materials:** Contractors prepared specific materials for end-user training sessions. These included step-by-step guides, trou

## Execution

**Pilot Operations:**

**Full-Scale Pilot Operation:** The core of Phase III involved operating the systems in realistic, country-specific scenarios. Each country hosted a specific pilot scenario designed to test the system's functionality, adaptability, and effectiveness in managing mass casualty incidents. The scenarios were as follows:

- **Türkiye:** Explosion at a grain warehouse
- **Austria:** Overturned minibus with smugglers
- **Greece:** Urban bus collision and fire
- **Italy:** Construction site explosion
- **Spain:** Bus accident due to sudden illness

**Continuous Helpdesk Support:** Throughout the entire phase, Contractors maintained a dedicated helpdesk to address any technical issues encountered by the end-users.

## Assessment

Unlike the previous phases, where Contractors competed for selection in the next phase, Phase III focused solely on the real-world implementation and evaluation of the selected solutions to assess their practical applicability and potential for integration into EMS systems. The evaluations were designed to understand the impact of the solutions rather than to determine a winner among the Contractors. The data collected during these evaluations provided valuable insights into how well the solutions could be integrated into existing EMS systems and their potential to enhance emergency response capabilities across different regions.

# PHASE III - TESTING PILOT SYSTEMS
# LESSONS LEARNED

### 1. The Critical Role of Training Sessions

Training sessions emerged as a cornerstone of Phase III, playing an instrumental role in the success of pilot operations. By ensuring that EMS professionals were fully equipped with the knowledge to use the systems effectively, these sessions minimised operational errors and maximised the quality of feedback received. Additionally, training sessions helped align all stakeholders on the objectives and expectations of the pilots, fostering confidence and engagement among end-users.

### 2. The Importance of Close Collaboration Between Contractors and Procurers

In this phase, the dynamic collaboration between Contractors and procurers proved invaluable. The close, bilateral interaction allowed for real-time troubleshooting, quick resolution of technical or logistical challenges, and an iterative improvement of the solutions during the pilot phase. This close-knit communication helped ensure that the pilot systems remained aligned with end-user requirements and adapted efficiently to any issues that arose.

### 3. Navigating Differences Between Pilot Operations

One of the main challenges of Phase III was managing the variability in pilot operations across countries. Differences in EMS infrastructure, resource availability, and operational priorities influenced how the pilots were executed. While this diversity provided a robust test of the systems' adaptability, it underscored the importance of striking a balance between tailored local implementations and a standardised methodology for cross-country comparability.

### 4. Balancing Autonomy with Coordination

Granting procurers the autonomy to design and execute pilot operations tailored to their specific national contexts proved beneficial, allowing them to address their unique challenges effectively. However, this flexibility required strong coordination to ensure alignment with the overarching project objectives. While this approach worked well for this project, future PCP initiatives could refine this balance by creating clearer boundaries between flexibility and standardisation, ensuring both relevance and comparability across pilots.

### 5. Complexities of Evaluation Methodology

Developing an effective evaluation methodology for pilot operations required addressing both quantitative and qualitative aspects of system performance. Metrics such as usability, efficiency, and operational impact needed to be balanced against subjective feedback from EMS professionals. The iterative refinement of the methodology through collaboration and feedback ensured its effectiveness. Future PCP projects can benefit from building adaptable, modular evaluation frameworks that account for national differences while maintaining consistency.

### 6. End-User Feedback as a Game-Changer

Feedback from EMS end-users provided the most critical insights into the systems' performance and usability. These professionals' observations on how the systems integrated into their workflows, improved response times, and addressed operational challenges directly influenced final refinements. Specific suggestions on user interfaces, reliability, and compatibility with existing EMS infrastructure were instrumental in shaping the final solutions. This highlights the importance of involving end-users throughout the PCP process, particularly in the pilot phase, to ensure real-world applicability.

# PHASE III - TESTING PILOT SYSTEMS
## GALLERY

### 1st Onsite Testing

Greece


Italy

Austria


Türkyie

### 2nd Onsite Testing

Italy

Spain


Greece

Türkyie

## PHASE III - TESTING PILOT SYSTEMS
# GALLERY - PILOT OPERATION


Italy

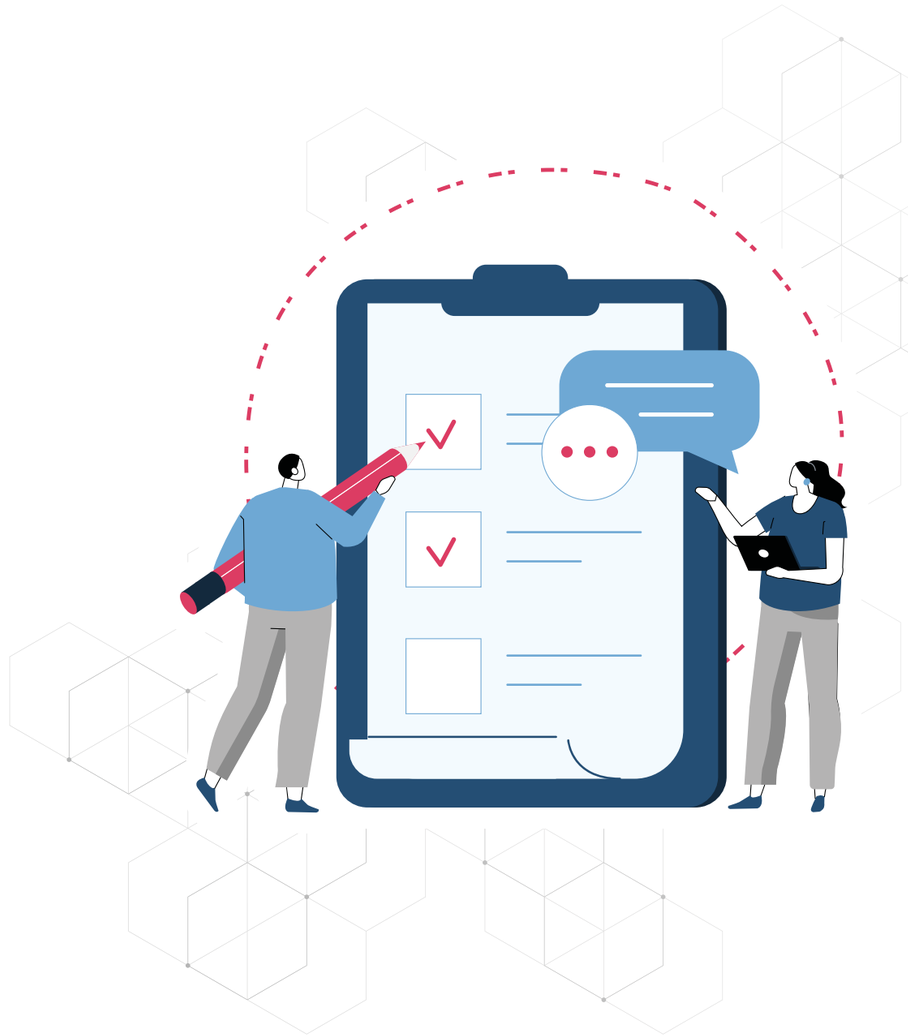
Austria

Greece


Türkyie


Spain

# EVALUATION AND IMPACT ASSESSMENT



# EVALUATION AND IMPACT ASSESSMENT

The primary objective of the evaluation was to systematically assess the effectiveness, efficiency, usability, and overall impact of the pilot systems developed in Phase III of the iProcureSecurity PCP project. This evaluation aimed to determine how well these solutions met the operational needs of Emergency Medical Services (EMS) and their potential for real-world application across different European contexts.

## Evaluation Framework

The iProcureSecurity PCP project utilised a comprehensive Evaluation Framework to ensure a structured and consistent assessment of the pilot systems. This framework focused on key performance indicators (KPIs) aligned with the project's requirements and was divided into several critical areas:

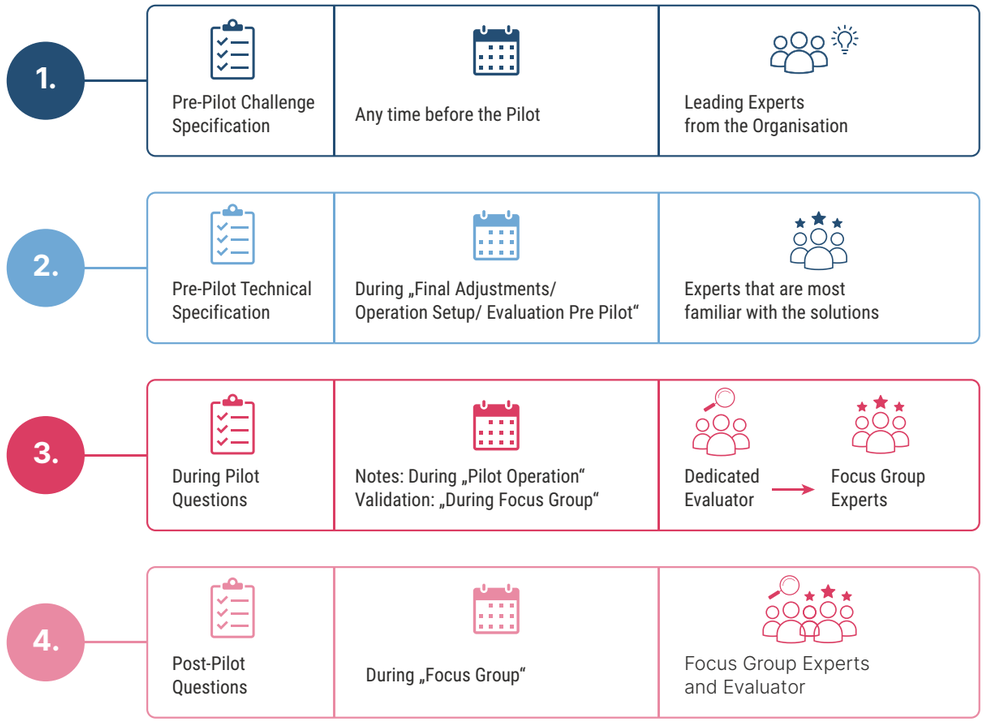
- **Usability:** Assessed how user-friendly and easy to operate the solutions were, particularly in high-pressure emergency scenarios.
- **Effectiveness:** Measured the solutions' ability to help users achieve their goals, such as managing mass casualty incidents more efficiently.
- **Efficiency:** Evaluated the resources required to use the solutions, including time and effort.
- **Satisfaction:** Gauged user satisfaction with the solutions and their overall experience during the pilot operations.
- **Validation:** Ensured that the solutions met user needs and expectations in real-world scenarios.
- **Verification:** Confirmed that the solutions adhered to technical requirements, such as specific standards or functionalities.

This framework provided a clear structure for evaluating the solutions, moving beyond mere technical compliance to a holistic assessment that included user experience and operational impact.

## Data Collection Methodology

The evaluation process was methodically planned and executed to ensure comprehensive data collection and analysis:

- **Evaluation Questionnaire:** A tailored Evaluation Questionnaire was developed, formatted as an Excel spreadsheet for ease of use and adaptability. This questionnaire was distributed to all participating procurer organizations before their pilot operations.
  - o **Pre-Pilot Challenge Specification Questions:** Focused on assessing the current capabilities of the organisations independently of the new solutions.
  - o **Pre-Pilot Technical Specification Questions:** Evaluated specific features of the solutions compared to existing technologies.
  - o **During Pilot Questions:** Assessed the functionality of the solutions during real-world testing, including their integration into existing EMS systems.
  - o **Post-Pilot Questions:** Covered final reporting, the potential for future training and usability.
- **Workshop:** A dedicated workshop was conducted with the procuring group to thoroughly review each section of the evaluation questionnaires, to ensure a clear understanding of the questions, promote consistency in responses, and enhance the comparability of the results across different pilot sites.
- **Focus Groups:** Focus groups were convened immediately after pilot operations to review and validate the evaluation data.




## iProcureSecurity PCP - Key Findings and Results

The evaluation of the pilot systems revealed several key findings across the five procuring countries: Türkiye, Austria, Greece, Italy, and Spain. These findings demonstrate the overall performance, usability, and impact of the systems:

- **Improved Effectiveness:** Overall, the solutions enhanced the ability to manage Mass Casualty Incidents (MCIs) by providing faster and clearer decision-making support. The systems successfully facilitated a better overview of casualties, resource allocation, and communication in real time.
- **Usability and User Experience**: On average, end-users reported that the systems were intuitive and easy to operate after training sessions. Features such as triage tag solutions and interfaces reduced operational complexity during pilot scenarios.
- **Technical Reliability and Adaptability**: The solutions performed reliably under varying test conditions, including challenging environments such as low light and adverse weather. They were adaptable to regional EMS workflows and aligned with key operational needs, such as distinguishing between child and adult casualty categories.
- **Efficiency Gains:** Both systems demonstrated substantial time savings during critical triage processes. On average, processing times for triage tasks improved by up to 95%, resulting in faster casualty identification, tracking, and transportation coordination.
- **End-User Satisfaction:** Feedback across all pilot countries indicated a high level of satisfaction among EMS experts. Users particularly appreciated the systems' ability to streamline workflows, their potential to enhance response times during real emergencies and the reporting of the entire process.

# EVALUATION AND IMPACT ASSESSMENT
# EXAMPLES

1.

| PRE-PILOT | | | |
|---|---|---|---|
| Challenges Specifications | | | |
| Overall Main Features needed | Clarification | **EVALUATION** | Remarks |
| Overview of casualties | Does your organisation have a system for...? | | |
| Communication System | Does your organisation have a system for...? | | |
| Decision Support Tool | Does your organisation have a system for...? | | |
| Casualty Identification | Does your organisation have a system for...? | | |
| Evaluation | Does your organisation have a system for...? | | |
| Training | Does your organisation have a system for...? | | |

2.

| PRE-PILOT | | | |
|---|---|---|---|
| Technical Specifications | | | |
| Technical Specifications | Clarification | **EVALUATION** | Remarks |
| Triage Tags | FEATURES 1-4 | | |
| Triage Algorithm | FEATURES 5 | | |
| Role Management | The solution...? | | |
| Treatment | 6 questions: The solution...? | | |
| Casualty Profile | 13 questions: Does the solution provide...? | | |
| Non-Functional Requirements | | | |
| Language | Can the solution be translated to ...? | | |
| Interoperability | 2 questions: Does the solution use...? | | |
| Connectivity | Does the solution run with ...? | | |
| Legal and Regulatory Requirements | | | |
| Security | Does the solution comply with ...? | | |
| Privacy | Does the solution ensure GDPR compliance? | | |

3.

| DURING PILOT | | | |
|---|---|---|---|
| Overview on casualties and their status | | | |
| Main Features | Clarification | **EVALUATION** | Remarks |
| Overview of casualties | 4 questions: Does the solution ...? | | |
| Casualty Identification | Does the solution provide ...? | | |
| Staff Guidance | Does the solution allow ...? | | |
| Communication System | Does the solution provide ...? | | |
| Decision Support | | | |
| Decision Support Tool | Casualty States/Onsite Management/ Logistics/Personell/Vehicle | | |
| User Enrolment | Does the solution allow ...? | | |
| Onsite Management / Staff | Does the solution include...? | | |
| Time-Dependent Process | | | |
| 1) | Primary triage | | |
| 2) | Secondary triage | | |
| 3) | Patient transpot | | |
| 4) | Hand over in hospital | | |

4.

| POST PILOT | | | |
|---|---|---|---|
| Evaluation and Training | | | |
| Topic | Clarification | **EVALUATION** | Remarks |
| Evaluation | Does the solution provide...? | | |
| Training | Does the solution provide...? | | |
| Solution Usability Scale | | | |
| User Experience | 10 questions: I think; I feel...? | | |
| Performance | How would you rate ...? | | |
| Robustness | How would you rate ...? | | |

# EVALUATION AND IMPACT ASSESSMENT
## LESSONS LEARNED

### 1. Building a Custom Evaluation Framework from the Ground Up

Digital triage management is a niche area, and no established evaluation framework existed to assess such systems comprehensively. A critical first step was leveraging the detailed requirements and prioritisations established in Phase 0. These provided a clear structure for identifying key evaluation areas, blending end-user priorities with the technical needs of the systems. This dual perspective ensured that the evaluation covered both practical and technical aspects comprehensively.

### 2. Balancing Technical and Practical Assessments

Designing an evaluation framework that balances usability with technical functionality was an interesting challenge. While aspects like usability are very important, systems also needed to be evaluated on their technical performance, reliability, and integration capabilities. Framing technical evaluation questions in a way that non-technical end-users could answer without requiring advanced expertise was crucial and required a careful design of accessible yet comprehensive questions.

### 3. Adopting a Bottom-Up Approach

Starting with the end goal in mind—identifying the key insights the evaluation should provide—proved to be the most effective approach. Questions were then designed to directly address these goals, ensuring that the data collected provided clear answers. This eliminated the need for complex interpretations and ensured alignment between the questions asked and the insights needed.

### 4. Precision in Question Formulation

As the procurers come from diverse cultural, organisational, and professional backgrounds, even within the same organisation, each bringing a unique perspective, individual interpretations of questions varied. Crafting questions with precise language and leaving minimal room for interpretation was essential to achieve consistent and comparable responses.



### 5. The Value of Collaborative Workshops

A dedicated workshop to present and explain the evaluation questionnaire to procurers was invaluable. By walking through each section, addressing questions in real time, and clarifying potential ambiguities, the workshop ensured a shared understanding among all participants. This proactive approach with a detailed Q&A session at the end minimised errors and misinterpretations, while also fostering a sense of ownership and engagement among the procurers.

### 6. Incorporating Remarks Sections and Feedback Loops

Including a remarks section for each question allowed participants to explain their answers and reasoning in detail. This proved to be a critical tool for identifying inconsistencies or misunderstandings. In cases where remarks indicated potential misinterpretations, follow-ups ensured that responses accurately reflected the participants' true assessments, improving the reliability of the evaluation data.

### 7. Managing and Visualising Data Volume

With 16 questionnaires to analyse across two contractor solutions and eight EMS end-user organisations, the sheer volume of data was significant. Starting the data organisation and visualisation process early ensured a streamlined analysis phase. Developing clear, structured methods for presenting results, such as comparative charts or key highlights, was essential to distilling the findings into actionable insights.

# TOOLS, PLATFORMS, RESOURCES & INSPIRATION

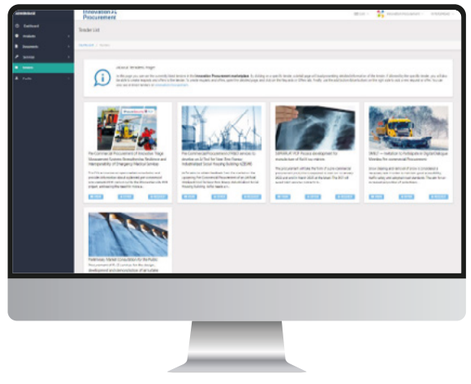
# TOOLS AND PLATFORMS


## 1. Marketplace for Innovation Procurement - innovationprocurement.com

The Marketplace for Innovation Procurement is an interactive platform designed to connect suppliers with public buyers, fostering collaboration and knowledge exchange. Key features include:

- Supplier Directory: Suppliers can register, showcase products and solutions, and highlight their expertise.
- Tender Monitoring: Suppliers can view open, closed, and upcoming tenders, keeping them informed and prepared to participate.
- Networking and Collaboration: The marketplace allows suppliers to connect and form consortia with other companies, enhancing their competitiveness and ability to meet project requirements.

The Marketplace played a critical role in the project by allowing suppliers to engage early in the Open Market Consultation (OMC) phase, thereby aligning their solutions with the project's needs.

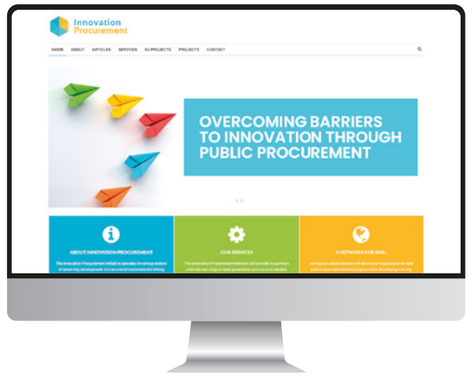


## 2. Tender Manager - tendermanager.com

The Tender Manager platform is a comprehensive tool for managing the submission and evaluation of tenders. Integrated with the Marketplace for Innovation Procurement, it simplifies the complex processes of tender management in innovation procurement projects. Key features include:

- Tender Submission: Provides a structured and guided process for suppliers to submit their offers through all PCP phases.
- Evaluation System: Offers an intuitive, transparent evaluation interface that ensures unbiased selection of offers, allowing evaluators to assess proposals collaboratively and systematically.

Throughout the iProcureSecurity PCP project, the Tender Manager enabled smooth and efficient tender submissions and evaluations, making the selection process clear and fair.




## 3. Innovation Procurement Network innovationprocurement.net/en/

The Innovation Procurement Network serves as a knowledge-sharing resource, connecting SMEs, public buyers, and other stakeholders involved in innovation procurement. The network promotes collaboration and supports the formation of consortia for new projects, enhancing the impact of research and innovation efforts.

- Technology Transfer: Facilitates the spread of new technologies and best practices.
- Innovation Management: Provides resources and connections to support organisational innovation.
- Policy and Research Bridging: Connects funding organisations, policy makers, and research bodies to foster aligned goals.


## Interested in these Platforms? Contact Us!

If you are interested in integrating these platforms into your own PCP project or collaborating with SYNYO as a partner, we invite you to get in touch. These tools are designed to be adaptable to a wide range of innovation procurement contexts, ensuring efficient and impactful project implementation.

Contact: contact@synyo.com

# RESOURCES AND INSPIRATION

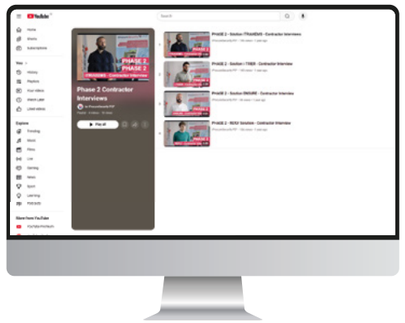
The iProcureSecurity PCP project produced a range of high-value materials and content to showcase the innovation-driven approach of the PCP process and its practical outcomes. These materials aim to inform, educate, and inspire stakeholders interested in innovation procurement.

## Video Content

**The project developed a series of professional video materials capturing key moments and insights.**

### Contractor Interviews

In Phase I the 7 awarded contractors presented their solution design and in Phase II the 4 awarded contractors highlighted the innovative approaches and prototype developments of their solutions, offering unique perspectives from technology providers.




### Public Procurers Perspective

A dedicated video featuring EMS professionals across Spain, Italy, Greece, Türkiye and Austria discussing the benefits of innovation procurement and providing valuable tips for procurers.


### Pilot Operations Highlights

This video captures the final pilot operations of the solutions from the 2 awarded contractors in Phase III - „Development and Testing of Pilot Systems“. The pilots involved patients, EMTs, and health professionals across 5 countries: Greece, Italy, Spain, Austria, and Türkiye.

## Knowledge Material

**The project created practical, in-depth resources tailored for a diverse audience.**

### Pilot Operations Handbook

A detailed handbook covering every aspect of the pilot operations taking place across the 5 procurer countries. It provides a comprehensive overview of the pilots, their scenarios, dates, participating organisations, the developed solutions and their evaluation.


### PCP Process Guide

This guide (the very one you’re reading!) offers an overview of the PCP process, providing insights, methodologies, and lessons learned from the iProcureSecurity PCP project. The goal is to help others who are involved in or considering similar projects to navigate the challenges and make informed decisions.

## Stay in Contact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