

Collection of the documents – Open Call for third parties receiving financial support

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Executive summary	<p>This report is focusing on the application of the methodology and instruments to ensure an efficient process of the second of two open calls in the CHERRIES experimentation phase: the Call for Solutions. This call is embedded in the Competitive Selection of the Solution Provider task and follows the identification of the unmet needs in the healthcare sector of the pilot regions. This open tendering procedure was launched in the three territories targeting legal entities able to develop innovative solutions (product, service or social innovation) in a co-creation way with the rest of stakeholders involved in the process (Challenge proposer team, healthcare professionals, patients/end-users, policy makers and other key local actors from business innovation ecosystem).</p> <p>Each territory has primarily selected needs converted into challenges that require different type of solutions: from technical to social innovation ones. For this, the tools although common and shared among the pilots, are adapted both to these challenges to tackle and to the regional conditions and ecosystems previously mapped. This has resulted in three different calls with local specificities and requirements.</p> <p>This deliverable presents the documents used by the territorial partners to carry out the CHERRIES experimentation process from the preparation and launching of the Call for Solutions to the selection of the</p>



final Solution Providers. Three Solution Providers have been successfully selected following the established procedure in line with the RRI principles that guide the whole CHERRIES model and are getting ready to start the co-creation experiment to develop and test their innovative solutions.

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Abbreviations

AIK: Aretaeion Iatrikon Kentron LTO (CY) – CHERRIES Partner



CARM: Region of Murcia – CHERRIES Partner
 CEEIM: Centro Europeo de Empresas e Innovación de Murcia - CHERRIES Partner
 CSO: Civil Society Organizations
 CY: Republic of Cyprus
 CYRIC: Cyprus Research and Innovation Center LTD - CHERRIES Partner
 EMACC: Association of Multiple Sclerosis Cartagena (ES)
 ES: Spain
 OLL: Örebro Lans Landsting (Region Örebro County) - CHERRIES Partner
 RRI: Responsible Research and Innovation
 SE: Sweden
 SMS: Murcia Health Service – CHERRIES Partner
 UPCT: Polytechnic University of Cartagena (ES)
 WP: Work Package

Glossary of CHERRIES terms

APPLICATION	Innovation solution proposal answering the call for solutions or call for needs. Consists of the following items: 1/ The Proposal has to follow the templates provided for this purpose; 2/ Declaration of honour duly signed, stating that this very same project proposal does not receive funds elsewhere.
CALL FOR NEEDS	Publication of an announcement inviting either organizations or individuals and generally stakeholders from the 4P model as defined in the project to submit a “need” as also defined in the project. CHERRIES methodology is a demand driven approach on healthcare innovation and the first and most important step is to properly identify and define a solid need. To define the need, the applicant has to complete the application form as designed by the consortium and adjusted accordingly in the territorial conditions. In CHERRIES, the current call is hosted in 3 different regions with different geographical, socioeconomic and healthcare characteristics.
CALL FOR SOLUTIONS	Publication of an announcement inviting innovative Start-ups, SMEs and other organizations to provide a solution addressing the unmet need that has been defined in the call for needs. To provide a solution, the applicant has to complete the application form as designed by the consortium and adjusted accordingly in the territorial conditions.
CHALLENGE PROPOSER (CP)	The organization/entity or group of organizations that propose the unmet need and frame it in the form of a challenge. The CP also works in close collaboration with the solution provider to co-create a solution. The Challenge Proposer is directly in collaboration with the territorial partners of CHERRIES.
SELECTION COMMITTEE OF SOLUTIONS	Group of stakeholders who are responsible for selecting the challenge among all proposals submitted. The SC (selection committee) is composed by the territorial partners as well as by the experts and committees in the field of the seed and solution under examination
EVALUATION PROCESS	The call for solution evaluation process is structured in three steps: 1-Eligibility Check. A first review performed by the local partners. 2-Proposal evaluation. A SC evaluates all eligible proposals, 3- Solution Provider selection. The selected local beneficiary solution providers and their solutions' proposals are published & notified.
FUNDING/CONTRACTING BODY	Funding/Contracting organization that launches a competitive call to select the best solution provider for each territorial challenge. It also provides the economic support to the Solution Provider to carry out the development of the solution. In CHERRIES project, the Funding/Contracting body is the regional partner that has received the funding (through the project) and will provide it to the solution provider following the sub-agreement regulation.
SOLUTION PROVIDER	Organization that, once selected, becomes the solution provider and starts co-creation with territorial team, supporter and challenge owner.
SUBGRANT AGREEMENT	Selected Solution Providers are requested to sign a covenant document which main objective is to validate the administrative, financial and technical operational capacity and



	to establish some minimum ground rules for receiving support from the CHERRIES project.
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Table 1. Terminologies and Definitions used in CHERRIES



1. Introduction to the Call for Solutions

The CHERRIES experiments are building on a Responsible Research and Innovation (RRI) approach, that is guiding the needs' identification, solutions' definition as well as the co-creation of solutions and their adoption. Throughout the whole process, the CHERRIES methodology aims to support healthcare actors to innovate according to RRI-based principles such as diversity and inclusion, openness and transparency, anticipation and reflection, responsiveness, and adaptability.

This deliverable presents the contents of the activities performed within the **Competitive Selection of the Solution Provider** task, embedded in the **Territorial demand-oriented policy experimentation**. This represents the second project phase in which partners conduct the policy experiments in each territory, fund a pilot action that meets a challenge (previously identified during the Need collection process, see Deliverable 4.1 Report on the identified needs¹) of the local healthcare sector with a solution (product, service or social innovation) that is co-created between the Solution Provider and sectorial stakeholders.

This task focuses on the second open call included in the CHERRIES model, the **Call for Solutions** in the three pilot ecosystems located in South-East Europe (Republic of Cyprus (CY)), South-West of Europe (Region of Murcia (ES)), and Northern Europe (Örebro (SE)). A mapping of territorial Research and innovation Healthcare ecosystems had been previously elaborated during the first phase of the project by Leiden University and can be consulted for further information on the CHERRIES pilot regions characteristics².

The Call for Solutions is then part of the co-creation model of the territorial experimentation under CHERRIES (see figure below) and follows the **Need Collection process** in which an open Call for Needs was launched to identify and select one demand per pilot region³. The solutions will then be jointly designed, developed, and experimented during a period of 10 months by each co-creation team that will collaborate to produce a sound innovative solution that will be tested with patients/users and healthcare professionals. The whole piloting methodology is detailed in the CHERRIES deliverable **Adapted territorial methodology for the experimentation per territory**⁴, presented by CYRIC.

¹ CHERRIES, Deliverable 4.1: Report on the identified needs, Örebro Lans Landsting, July 2021

² CHERRIES, Deliverable 2.2: Territorial Mapping Cyprus, Murcia and Örebro, Leiden University, January 2021. <https://www.cherries2020.eu/resources/deliverables/>

³ CHERRIES, Deliverable 4.1: Report on the identified needs, Örebro Lans Landsting, July 2021.

⁴ CHERRIES, Deliverable 3.2: Adapted territorial methodology for the experimentation per territory, March 2021. https://www.cherries2020.eu/wp-content/uploads/2021/07/CHERRIES_D3.2_final.pdf

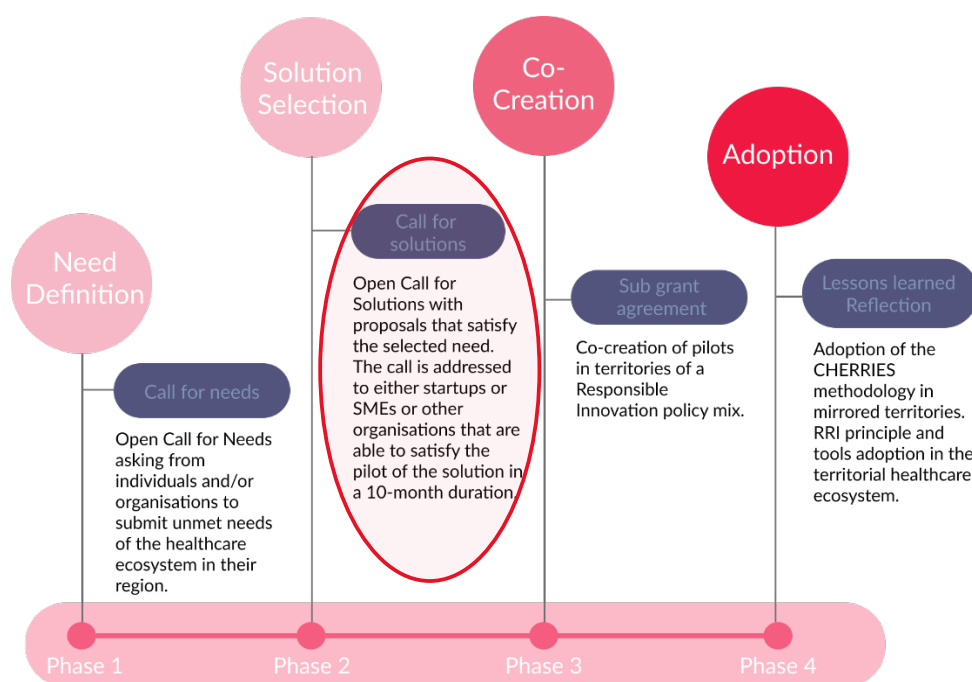


Fig.1- Overview of the phases in the CHERRIES territorial experimentation.

This report offers an overview of the Call for Solutions corresponding to the timeline of its development 1) preparation of the Call, 2) dissemination of the Call and applicants' services and 3) assessment of the proposals, and describes the main activities carried out in that framework. Furthermore, the supporting forms and templates employed by the territorial teams are made available together with the presentation of the main outcomes in each region. Finally, this deliverable proposes some insights on cross-cutting recommendations and conclusions emerged along this process and identified by the territorial teams.

When it comes to the CHERRIES methodology, it is to mention that all the activities conducted in the project, adhered to the RRI approach, as central thread. As set out by the European Commission, *"Responsible Research and Innovation (RRI) implies that societal actors (researchers, citizens, policy makers, business, third sector organisations, etc.) work together during the whole research and innovation process in order to better align both the process and its outcomes with the values, needs and expectations of society"*⁵. In that sense, partners are committed to guarantee that RRI principles are fully integrated in the whole collaborative process from the description and requirements of challenges until the final selection of the providers and further creation and testing of the solutions.

1.1 Identified needs in each territory

A full range of activities in CHERRIES are dedicated to the policy experimentation following territorial demand-orientation, since the project aims at ensuring the link between societal challenges and innovation actions. In that regard, the open Call for Needs was the first step to identify unmet needs in the social

⁵ European Commission, Horizon 2020, Definition of Responsible and Research Innovation, <https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation>



healthcare ecosystems using a demand-driven approach and targeting healthcare stakeholders (policy makers, patients/users, providers, and payors). This was meant to ensure, on one hand, the feasibility of the design and testing of the solutions and, on the other hand, the sustainability and impact of the solutions by addressing those unmet needs adequately from early stage.

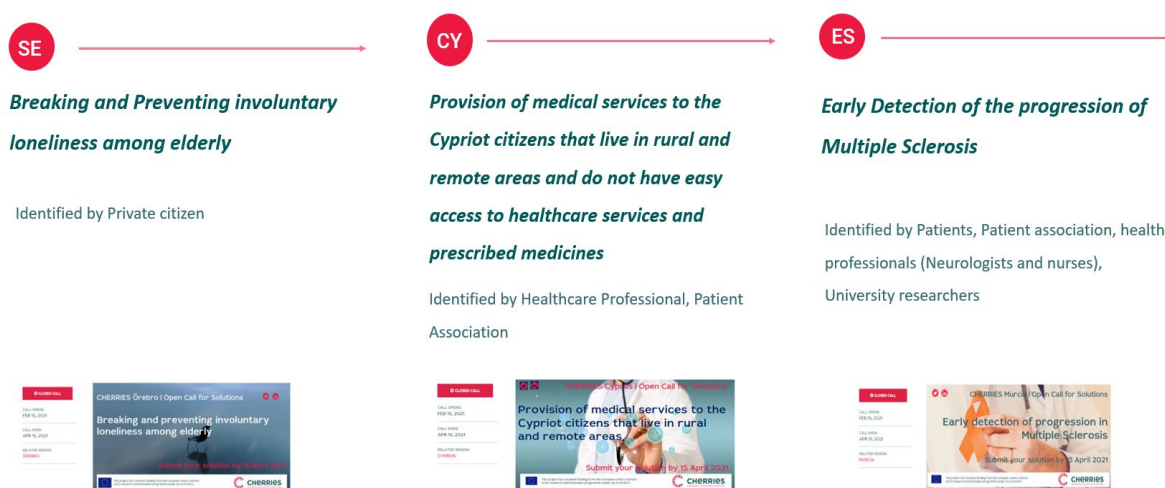
As defined in the **Report on Identified Needs**, the needs under the CHERRIES methodology are defined as such: *“The needs should arise from the healthcare system and go beyond the level of an individual patient, be concrete without but not overly-specific, fit the scope defined by the project framework, and be met with an innovative solution”*⁶.

Therefore, each pilot territory, following an extent evaluation procedure, has picked one unmet Challenge. These three needs, due to their own set of characteristics, require distinctive kind of responsive solutions: from technological to social innovation ones. For this reason, the material and support documents although common and shared between the pilot territories, were adjustable to the regional features.

In **Örebro**, the Selection Committee has opted for a need focused on **breaking and preventing the involuntary loneliness among elderly** by identifying the persons who are involuntary lonely and offer them a social context. Besides, the objective is to solve long-term loneliness risks leading to self-isolation from social contacts and society in general.

In **Cyprus**, the demand tackles the **accessibility and quality of medical services for the people living in villages and remote areas** or anybody facing difficulties in assisting to medical centers and healthcare professionals (long distance or cross checkpoint borders).

In **Murcia**, the **Early detection of progression in Multiple Sclerosis** (PROGRESS) has been identified as the best proposal. The objective is to develop an innovative technological solution using the Internet of Things (IoT) and the application of sensors to patients within a clinical trial to monitor this progression and inform the healthcare professional of the progression of the disease.



⁶ CHERRIES, Deliverable 4.1: Report on the identified needs, Örebro Lans Landsting, July 2021.



1.2 Three needs, three challenges to be solved

Once the needs have been chosen, the CHERRIES territorial partners, together with the awarded local Challenge Proposer teams, or other relevant stakeholders in the case of Örebro, have established the guidelines and requirements to be adopted by the solutions, by converting the needs into challenges (Annexes 1 and 2 (ES)).

As mentioned previously, those identified needs are anchored into the local/regional/sectorial priorities and were assessed by expert committees according to a series of criteria addressing the feasibility, impact, and sustainability of the further developed solutions. Thus, the three challenges differ one from another on the type of parameters to be considered by the applicants. Indeed, as for Cyprus and Murcia the Challenges are technology-based, in the Swedish case, *“breaking and preventing the involuntary loneliness among elderly”* is focused on social innovation. For this reason, in the case of Murcia, the local team had drawn up a list of technical requirements (compulsory and optional) to guide the applicants in the identification of the core prerequisites and as an eligibility criterion.

Moreover, as a common thread, since CHERRIES is following a user-led approach to innovation processes, all the Challenges incorporate the co-creation dimension as a core component so as the RRI-based principles.

2. Call for Solutions process

2.1 Overall presentation

The open Call for Solutions is a crucial step in the CHERRIES methodology because it is, first, about translating a need into a challenge that can be easily understood and to which we can provide innovative products/devices or services that could be applied in healthcare practice beyond the project experimentation. Secondly, the process integrates a procedure to ensure the selection of the most promising applications in terms of innovation but also in terms of co-creation capacity and adaptability to the ecosystem during the design and testing stages. For this reason, the definition of the criteria and scoring of evaluation and the components of the selection process must be clearly pre-established to ensure transparency and fair assessment of the proposals.

CHERRIES approach accounts for challenge specificities in terms of requirements and scope; therefore, the material was made adaptable to territorial conditions. This supports the sustainability of the experiment and the replicability within other contexts with different healthcare ecosystems features, and beyond the healthcare systems themselves to be applied in other sectors. It is to underline that the transfer of the model will also be tested further in collaboration with selected candidate “mirror territories” piloting actions that will be deployed during the final stage of the project.

Even if the material/templates are adjustable to the local environment, in order to ensure CHERRIES coherence and replicability, each pilot region follows the same process steps:

- **Preparation:** “Translation” of the identified needs into challenges. The Challenge Proposers have worked together with CHERRIES partners on turning needs into challenges with



determined requirements. They also defined the additional administrative and financial contents of the call, the indicators to assess the proposals, and finally developed the support documents to be published. In the case of Sweden, the work was mainly done by the CHERRIES local team and additional local partners (who also proposed the same challenge in workshops).

- **Publication:** Launch of the Call for Solutions on EU Funding and tenders portal and project website. The call was also widely disseminated by partners on social media, networks and through workshops/information sessions to raise awareness and attract potential Solution Providers. A specific applicant support was available in each territory to respond to queries on the requirements of the call (Q&A).
- **Evaluation and selection.** Set up of territorial multidisciplinary Selection Committees to guarantee equity and transparency of the process.
- **Sub-Grant signing.** Preparation and signature of the legal binding agreement between the territorial Funding/Contracting bodies and the awarded Solution Providers. This document states the terms and conditions of the development of the innovative solutions in a co-creation framework between the parties.
- **Payment.** Advanced sub-grant payment. In case of request from the Solution Provider, an advanced sub-grant payment has been done by the territorial Funding/Contracting bodies.

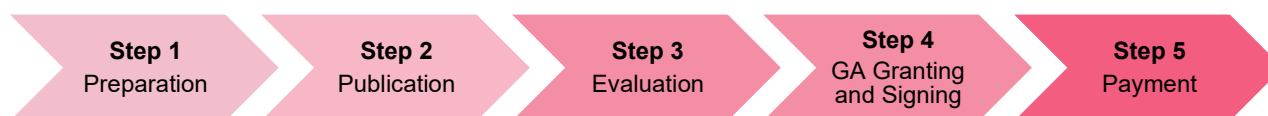


Fig. 2: Call for Solutions steps. Source: D 3.2 Adapted Territorial Methodology for the experimentation per territory

2.2 Preparation of the Call

When referring in this document to the “Call for Solutions”, it stands for **three different Calls for Solutions** as each pilot territory was responsible to implement its own call from the preparation to the payment although abiding the CHERRIES methodology guidelines and timeline.

Timeline

The three separate calls were launched on the same date, the **15th of February 2021** and remained open to third parties receiving financial support for a two-months period (as defined in the H2020 Grant Agreement Article 15 - Financial support to Third Parties and subsequent guidelines).

Target Public and documentation

Additionally, even if the calls are focused on a local challenge perspective and requires a good knowledge of national language from the Solution Providers to interact with the co-creation team and other involved stakeholders, each call was open to legal entities located in EU and EU-associated countries.

During the preparation stage, a portfolio of documents has been elaborated by the pilot teams to define the scope and components of the applications. The templates and forms used for the tendering procedure



(see templates in annex section), have been developed based on inputs and exploitation of previous project results from two main sources:

- European H2020 project InDemand⁷
- “The selection of third parties which receive financial support from beneficiaries in indirect actions co-funded under Horizon 2020”, European Commission⁸

In that regard, the calls complied with the principles governing the EU calls: excellence, transparency, fairness and impartiality, confidentiality and efficiency and speed, as stated in the “*Good practices and templates for organizing open calls under the H2020 Financial Support to Third Parties scheme*”⁹. The call process also addressed and considered the gender dimension and questions of inclusion, openness, and transparency at each step.

Moreover, beyond the launching of the Call for Solutions itself, and to ensure smooth, coherent and efficient selection procedures, a toolkit was shared among the territorial teams. This toolkit was composed of various documents such as: assessment forms to check proposals' eligibility, confidentiality forms, assessment forms of the criteria, guidelines for the selection committee, results territorial reports, or selection public report.

Funding

Each open tendering procedure offers a financial support amount of up to 50.000 euros to cover the eligible costs of each supplier during the 10 months of the co-creation of the solutions. All applicants had to provide a budget proposal and detail the category of expenses necessary to carry out the activities described in each work plan.

Selection criteria

During the preparation phase, the evaluation criteria and the scoring weigh have been established to further assess the applications; these criteria differed slightly between the regions, as they targeted distinct types of solutions and actors.

As RRI approach is a key component at every stage, pilot teams have particularly paid attention to include societal actors into the definition of selection criteria and in the evaluation of the proposed solutions, focusing on public engagement.

The following tables display the criteria, explanations, and scores attribution applicable in the Call for Solutions.

Criteria	Explanation	Scores
Solution excellence: Fit with the particular challenge		

⁷ <https://www.indemandhealth.eu/>

⁸ *Guidance note on financial support to third parties under H2020*, European Commission, Directorate-General for Communications Networks, Content and Technology

⁹ *Guidance note on financial support to third parties under H2020*, European Commission, Directorate-General for Communications Networks, Content and Technology



1. Soundness and consistency of concept	Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art, enhancing the innovation capacity and the integration of new knowledge & the implementation of such innovations to the market	1 to 10
2. Solution fit to challenge in an innovative approach and Compliance	Alignment challenge of the solution with the proposed challenge	1 to 10
3. Excellence	Viability and cost-effectiveness of the technological solution	1 to 10
Potential Impact		
4. Solution expected Impact	Clarity and pertinence of objectives and indicators	1 to 10
Work Plan viability		
5. Credibility of the proposed Work Plan	It fits with the CHERRIES calendar	1 to 10
6. Co-creation intensity	Importance given to the co-creation work (objectives and means employed)	1 to 10
Team experience		
7. Experience and skillset of the team	Appropriateness of the team	1 to 10
Business sustainability		
8. Market description and commercialization strategy	Expected market and go-to market strategy	1 to 10
9. Commercialisation potential: Likelihood of future market exploitation	Effectiveness of eventual implementation plan of the project's results (including explanation of IPR management, if applicable)	1 to 10
10. Business commitment	Interest of the company in the solution	1 to 10
Responsible Research and Innovation		
11. Gender Issues	Does the organization have a gender equality plan?	1 to 10
12. Public Engagement	Does the solution contribute to Public engagement?	1 to 10
13. Open Science /Access	Does the solution contribute to Open Science?	1 to 10
14. Science Education	Does the solution contribute to Science Education?	1 to 10

Table 2. Evaluation criteria Call for Solutions Cyprus and Murcia

In the case of **Örebro**, due to the challenge orientation on social innovation (process innovation), the criteria were slightly different, especially for what concerns business sustainability as SMEs were not the main targeted group of applicants.

Criteria	Explanation	Scores
Solution: Fit with the particular challenge, potential impact and achievability		



1. Soundness, consistency and excellence of the concept	Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art, enhancing the innovation capacity and the integration of new knowledge & the implementation of such innovations to the market	1 to 10
2. Solution fit to challenge	Alignment of the solution with the proposed challenge and expected impact	1 to 10
3. Objectives and success indicators	Clearness and achievability of the objectives and relevance of the indicators	1 to 10
Work Plan viability		
4. Credibility of the proposed Work Plan	The work plan is realistic and fits with the CHERRIES calendar	1 to 10
5. Co-creation process	Relevance of the co-creation work and importance given to the co-creation work (objectives and means employed)	1 to 10
6. Experience and skillset of the team	Appropriateness of the team	1 to 10
Sustainability		
7. Market description, scaling and dissemination	Expected market, potential and strategy for scaling and dissemination of the solution	1 to 10
8. Sustainability and engagement	Potential of sustainability of the solution and engagement and interest in the development of the solution	1 to 10
Responsible Research and Innovation		
9. Gender Issues	Does the organization have a gender equality plan?	1 to 10
10. Public Engagement	Does the solution contribute to public engagement?	1 to 10
11. Open Science /Access	Does the solution contribute to Open Science?	1 to 10
12. Science Education	Does the solution contribute to Science Education?	1 to 10
13. Governance	Does the solution contribute to Governance?	1 to 10

Table 3. Evaluation criteria Call for Solutions Örebro

2.3 Publication and Dissemination of the call and services to applicants

2.3.1 Dissemination strategy

The call was published on project CHERRIES's website (<https://www.cherries2020.eu/>) and on the Horizon 2020 Participants Portal (<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/competitive-calls>). Full call details were published at: (<https://www.cherries2020.eu/calls/cherries-murcia-open-call-for-solutions/>) and a **FAQ document** was also made available responding the main questions addressed by the applicants during the first period of opening of the call.

The launching of the call was backed up by a planned and effective dissemination strategy performed by all the territorial partners at local level, but also at European level by the consortium to generate the greatest possible impact and receive a satisfactory number of proposals. This strategy that included the



design of a proper visual identity of the call, ran through project and partners websites' announcements, social media posts, or networking activities. Network activities from partners were essential and had a wide-ranging impact since territorial teams include a plurality of organizations' profiles: from regional healthcare payors, hospital, health cluster, regional government, CSOs and social innovation actors or technology-based business incubators (CYRIC and CEEIM), whose business networks were likely to participate in this innovative open call.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under GA no 872873.



Additionally, a common **info webinar** was held on the **4th of March, 2021** to present the CHERRIES context, the three challenges and their specificities, the call requirements, the application and selection procedure, and to provide some highlights on the RRI dimension that applicants need to embed in their proposals – especially in terms of inclusive and participatory approaches.





Due to the diversity of the Challenges, the typology of potential applicants had to be considered in the dissemination activities. For this, each pilot team had organized additional activities to support the dissemination effort.

In **Örebro**, five info webinars were arranged during the opening period of the call (February 1st (2), 2nd, 15th, and 17th) gathering around 40 participants from over 15 different organizations, mainly CSOs and public actors.

In **Cyprus**, the dissemination of the call was mostly made on social media and other online portals:

- Social Media campaigns through Facebook and LinkedIn that are mainly active and broadly used in Cyprus with follow up private messages to potential applicants and general awareness of the project itself
- Other publishing platforms such as local media portals with esteem local media presence both in English and in local language



In **Murcia**, apart from the social media campaign and due to the specific technical requirements of the challenge, one webinar was arranged on the **19th of March, 2021** to present the scope of the challenge, the modalities of the co-creation and respond to queries about the call. This event counted with a total of 34 participants, essentially, from technology-based innovative companies.

2.3.2 Support services to applicants

Support services to applicants were set up in each region and a **contact person** was appointed within the local Contracting/Funding body teams, in charge of gathering the queries from the applicants and responding to their requests after consultation of the rest of the Challenge Proposer teams in case of specific medical or technical questions. This service was provided both online and by phone.

In **Cyprus**, the regional team followed a personal approach with bilateral individual meetings to inform and raise the awareness of the call as well as to engage potential applicants with the following actions:

- Bilateral calls with stakeholders to inform them about CHERRIES, the Call for Solutions as well as their potential and future involvement (always following up with emails and attachments of relevant material)
- Bilateral teleconferences with stakeholders and potential applicants to follow up conversations on current and future implications of their involvement



Overall, the Cyprus team hosted more than 50 hours of bilateral teleconferences and phone calls with organizations/ individuals/professional and associations.

In **Örebro**, the support approach was slightly different. Many of the potential stakeholders for the Call for Solutions were CSOs and public service actors such as municipalities and health centers. These actors are not always used to project planning with all that entails, especially when it comes to write a full proposal. The objective was to overcome this obstacle in order to receive as much as valuable ideas and solutions possible. Örebro, therefore offered **support for planning the project** and for fulfilling the application form for actors who feel that they have a great idea but feel insecure about the application process. The support was offered by persons in partners' organizations (OLL and Activa) with experience of writing applications and/or leading projects. These support persons were not connected to any other current work in CHERRIES, to avoid any conflict of interest, and did not participate in any part on the evaluation. Three applicants' organizations took up on this offer (one of the top three, not the granted proposer). This was an interesting approach that will be explored further beyond CHERRIES project.

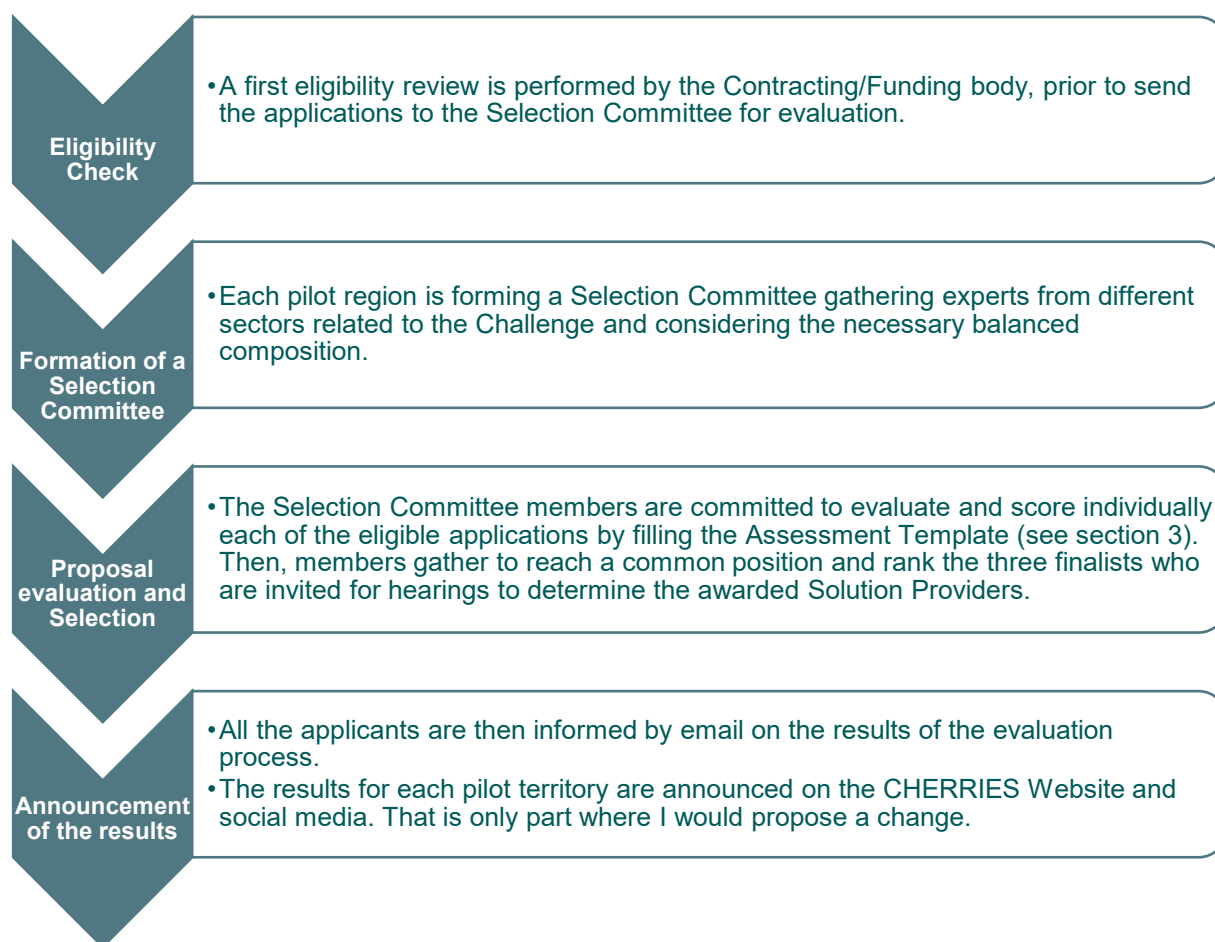
Additionally, Örebro also sent a survey (**Annex 18**) to the webinar participants after the Call closed and the results showed that the application process was experienced as complicated by a few organizations and that the offer of support, though not always used, was appreciated.

As for **Murcia**, the support has been provided through continuous exchanges with applicants, mostly by emails, to inform the applicants and respond to their queries.



2.4 Selection and Evaluation of the applications





Each of this step will be presented in detail in the following sections.

2.4.1 Eligibility check

As mentioned above, the first step to be taken in the assessment of the proposals is an administrative review performed by the CHERRIES Contracting/Funding body team, who revises the eligibility criteria. It is responsibility of the CHERRIES Contracting/Funding body to evaluate the completeness of documentation and admissibility of each application submitted to the system.

In conformity with the eligibility criteria, in justified cases, the applicants were requested to provide additional explanations clarifying some inconsistencies of their proposal. Nevertheless, these clarifications could not engender any changes in the applications themselves.

Later to such verification, in the case of the Murcia challenge, as technical eligibility requirements were included in the application, a technical eligibility check was also carried out.

2.4.2 Formation and Composition of the Selection Committees



The composition of these committees reflects a plurality of stakeholders' profiles to ensure the fair assessment of each proposal. In that regard, the Committees were composed of regional professionals and experts in the Challenge topic and members of the organizations that will take part to the co-creation process, especially representatives from the healthcare sector and patients/users; but also, members from the Challenge Proposer teams and CHERRIES Project Territorial Partners. The external Committee representatives were invited by each local CHERRIES team following the RRI Policy principles by involving the society in science and innovation and promote public engagement, open access, gender equality (especially considering the balance number of representatives but also the position and type of expertise), science education, ethics, and governance. For this reason, the committee members include actors from the research and academic community, policy makers, business sector, and civil society.

The RRI dimension was not only a key factor in the establishment of the Selection Committees but also considered in the interactions' dynamics and in the decision-making process of the assessment procedure.

This structure also foresees the efficiency of the assessment of the sustainability of the selected solution and guarantee the stakeholders' support towards the further co-creation process.

In **Örebro**, the Selection Committee was composed of 9 members mostly from the Regional Örebro county departments.

Role	Organization	Type of Organization
Healthcare management (female)	Region Örebro County, Healthcare department	Regional Government
Regional development management (male)	Region Örebro County, Regional development department	Regional Government
Social innovation expert (female)	Activa Foundation	Healthcare Association
CSO representative (female)	Pensionärernas riksorganisation (PRO)	National Organization of pensioners
Innovation expert (female)	Region Örebro County, Healthcare department	Regional government
Innovation expert (male)	Region Örebro County, Healthcare department	Regional Government
Financial advisor (female)	Activa Foundation	Healthcare Association
Financial advisor (female)	Region Örebro County	Regional Government
CHERRIES team, Selection committee facilitator (female) (no vote)	Region Örebro County, Regional development department	Regional Government

Table 4. Composition of the Call for Solutions selection committee in Örebro

In **Cyprus**, the selection committee counted with a total of 10 members.

Role	Organization	Type of Organization
Top Management (male)	CYRIC	Research and Development
Top management, Chief Information Officer (male)	AIK	Healthcare Provider



IT & Software Solutions Manager (PhD) (male)	CYRIC	Research and Development
Business Development & Commercial Manager (male)	CYRIC	Research and Development
Dr (Cardiologist) – clinical expert – (male)	AIK	Healthcare Provider
Dr (Respiratory and Internal Medicine) – (female)	AIK	Healthcare Provider
Dr (Endocrinologist) – clinical expert – (female)	AIK	Healthcare Provider
CEO Innovation Expert – external – (female)	MAP Innovation (Independent consultant)	Innovation Consultancy
Dr (patient association) – male	Maronite Community	Patient Association
CEO Software Solutions Expert – external (male)	Novatex Solutions	Software Solutions IT

Table 5. Composition of the Call for Solutions selection committee in Cyprus

In **Murcia**, the selection committee was integrated by 12 members.

Role	Organisation	Type of Organization
Clinical expert (Female)	Murcia Health Service	Regional Healthcare Organization
Clinical Expert and Patients Representative (Female)	Murcia Health Service	Regional Healthcare Organization
ICT Expert (Female)	Polytechnic University of Cartagena	University
Biomedical engineer (Male)	Polytechnic University of Cartagena	University
Market Expert (Male)	TICBIOMED	Health Research Association
Patient Association Representative (Female)	Association of Multiple Sclerosis Cartagena	Patients Association
Innovation expert (Male)	Murcia Health Service	Regional Healthcare Organization
Public policy expert (Female)	CARM	Regional Government
IT expert (Male)	Murcia Health Service	Regional Healthcare Organization
Business Market expert (Male)	Regional Development Agency INFO	Regional Government
Neurologist Challenger (Male)	Murcia Health Service	Regional Healthcare Organization



EU Project Manager, Facilitator of the Selection Committee (Female)	CEEIM	European Business Centre
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Table 6. Composition of the Call for Solutions selection committee in Murcia

In total, **31 professionals** have taken actively part of the three selection processes of the CHERRIES Call for Solutions and have contributed, by their expertise, to collaboratively identify the best proposals to develop the most appropriated and consistent solution in each territory.

2.4.3 Proposals Evaluation and Selection

Proposal Selection steps

The proposals' evaluation of the applications followed a series of steps pre-established in the CHERRIES methodology.

Step 1. In the first phase, those eligible applications are assessed individually by the Selection Committee members. Once this individual assessment is completed, each committee gathers to exchange about their own scoring and share observations and views on the proposals. Finally, the Selection committee must agree and take a final decision on the three finalists. It is to outline the importance of this collaborative assessment sessions to attend and acknowledge the diversity of perspectives and reach a joint and share agreement.

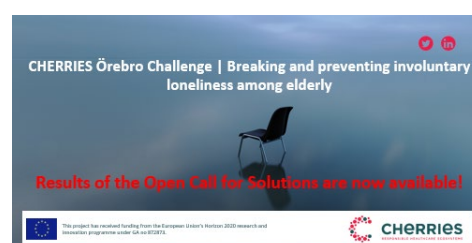
Step 2. In a second phase, the top three highest ranked Solution Providers are invited to an online session to pitch their proposed solutions to each Selection Committee and answer to the questions and requests raised by its members.

Step 3. Then, the Selection Committee takes the final decision and nominates the awarded Solution Provider organization.

Step 4. Finally, the applicants are formally informed of the outcomes of the process and once the period of claim is over, the results are published publicly.

2.4.4 Announcement of the results

Once the decision has been ratified and the applicants informed, a formal public report was released online on the CHERRIES website and social media (see section 3).





2.5 Sub-Grant Agreement and Payments

The contracting/Funding body is responsible, in each territory, for the administrative follow up of the sub-grant awarded to each Solution Provider. In that regard, a specific binding document is signed between the two entities that regulates the terms and conditions of the collaboration under CHERRIES and the outcomes and milestones that should be delivered by the Solution Providers under the co-creation methodology.

In terms of financial contribution, each Solution Provider had the opportunity to request to the Contracting/Funding body an advanced payment of the 40% of the eligible grant amount after signing the Sub-Grant agreement.

The following payments are foreseen at mid-term after the approval of the first report and at the end of the process, once the final report is approved.

3 Supporting documents of the open Call for Solutions: from preparation to sub-grant agreement

3.1 Support documents for the preparation and publication of the Call for Solutions

In order to secure an efficient implementation of the calls, a series of documents/forms has been elaborated in the course of the CHERRIES project.. These documents exploit results obtained in the course of the H2020 project InDemand and are further adjusted to the institutional routines of the managing CHERRIES partners' organisations as well as on the EU requirements for Financial Support to Third Parties.

The complete application portfolio was published on the CHERRIES Website under each region section and was made of two main documents: a) description of the Call for Solutions, and b) CHERRIES Call for Solutions application form. In the case of Murcia, the description of the Challenge was the subject of an additional file in which the compulsory and optional technical requirements were listed.



3.1.1 Call for Solutions application pack

1) Call for Solutions description: Örebro, Cyprus and Murcia

The description of the **Call for Solutions** document includes the following sections (**Annex 1a, 1b, 1c**):

- CHERRIES description
- CHERRIES approach for co-creation
- Need to tackle
- Application requirements
- Application process
- Evaluation steps and criteria
- Administrative duties for awarded solutions
- Funding scheme
- Language
- Monitoring and reporting
- Intellectual Property Rights
- Useful documents
- Questions
- Ethics

2) Description of the challenge: Murcia

In Murcia, a complementary **description of the challenge (Annex 2)** was prepared based on the results of the Call for Needs, providing technical requirements to be addressed by the applicants to be eligible for financial support, and includes the following sections:

- Overall description
- Objectives
- Pilot scope and requirements
- Expected impact and KPIs
- Business opportunity

3) Application form

The application form is composed of the following sections (**Annex 3**)

- Section 1: General information
- Section 2: Description of the solution
- Section 3: Description of the expected impact
- Section 4: Workplan
- Section 5: Budget Template
- Section 6: Team experience
- Section 7: Business sustainability
- Section 8: Ethics
- Section 9: Responsible Research and Innovation

4) Declaration of honour for participation in the CHERRIES Call for Solution Providers –



(Annex 4)

To be admissible, each applicant had to submit together with the application form, a declaration of honour signed by the legal representative.

3.2 Support documents for selection and evaluation process

During the two-months of opening of the Call, the assessment documents for the eligibility check and the selection of the proposals were finalized. Furthermore, the Selection Committee members were identified, invited, selected, and informed about the process with the intention of starting with the evaluation as soon as the eligibility check has been conducted, following the recommendations of the H2020 programme in terms of efficiency and speed in providing answer to the applicants.

3.2.1 Eligibility check and notification



In addition to the core application files, a series of additional templates and forms have been prepared to document the process and to ensure the smooth coordination of the procedure.

Once the tendering procedure is closed, the first step was to acknowledge and inform about the admissibility of the proposals received in due time. (**Acknowledgement receipt - Annex 5**)

Then, CHERRIES Contracting/Funding bodies proceeded with the eligibility check and examined the compulsory requirements: application fully completed, language of application, administrative eligibility of the applicants, and signature of the documents (**Administrative eligibility checklist – Annex 6**)

In Murcia, an additional technical eligibility form was filled in by the technical expert from the Challenge Proposer team. (**Technical eligibility checklist – Annex 7**)



A formal letter was sent to inform each applicant about the eligibility of the applications. (**Eligibility pass - Annex 8, Rejection notification – Annex 9**).

3.2.2 Selection committee

The following stage consisted in the selection procedure and the publication of the three awarded Solution Providers who will engage in the co-creation phase after the signature of the binding CHERRIES sub-agreements. As explained above, each territorial team has identified and invited members to the Committee following the criteria of RRI principles: gender dimension (number, role and position), diversity of organizations involved to ensure societal engagement, expertise in the need to tackle, and scientific and policy components.

Primarily, once the Committee was established, each confirmed member received the list of applications and was asked to sign a **Confidentiality & conflict of interest declaration for participation in CHERRIES Call for Solutions (Annex 10)**.

Then, Committee members received the eligible full proposals together with the **Guidelines for selection committee members (Annex 11)**. These guidelines described the CHERRIES selection procedure and aimed to secure the performance and involvement of the members by providing explanations on the criteria and scoring of assessment, on the course of the process step by step, on the composition of the



jury and on the planned calendar to raise awareness on the foreseen workload. Additionally, each participant received an **Individual evaluation form (Annex 12)** to be completed for each proposal (with scores and comments).

In a second time, after the individual assessment, collaborative sessions were organized in each piloting region. A first session aimed at sharing the individual evaluations/impressions and scoring among the whole jury and agree on the list of three finalists. Afterwards, a consecutive session was held inviting the three finalists to pitch their solutions and respond to specific queries raised by the Committee. For these collaborative sessions, each territory was free to apply its own template for the calculation of the final scores.

A preliminary report was released internally to announce the three finalists. **(Territorial Selection Call for Solutions. First meeting – Annex 13)**

Finally, an online questionnaire addressed to the Selection Committee members was circulated to collect their feedback on the evaluation method in terms of level of information, effectivity of the process, workload, RRI approach application and to receive further inputs and recommendations from their side. **(Questionnaire for the selection committee members - Annex 14)**

3.2.3 Announcement of results

Once the decision of the jury is ratified, a territorial selection report was established and signed by the jury components **(Territorial Selection Report - Annex 15)** and a notification of results was sent to each applicant **(Notification of results - Annex 16a & 16b)**.

Finally, the results were announced on CHERRIES website through the publication of the public report for each one of the three open calls **(Public evaluation report - Annex 17)**.

3.3 Support documents for the sub-granting procedure

Selected Solution Providers were invited to sign a covenant document called Sub-Grant Agreement which main purpose is to validate the administrative, financial and technical operability and to establish the ground rules for receiving support from the CHERRIES project.

In this sense, a template, based on the one elaborated under the H2020 project InDemand, has been made available to the three regions and adapted by each one of them to fit to the reality of the challenge and according to the negotiation with the Solution Provider in terms of deliverables, milestones or any changes brought to the work plan. **(Sub-grant Agreement Template - Annex 19)**

Furthermore, in the case of Murcia, a complementary co-creation work plan will be annexed to the sub-agreement to frame and detail the role and responsibilities of each party, the schedule of implementation, the communication activities, or the Intellectual Property concerns.



4 Outcomes and Results of the Calls for Solutions in the pilot territories

The whole process of the Call for Solutions has been successfully conducted in each territory with the selection of three innovative solutions in a fair and transparent procedure.

This section underlines the main outcomes of the Call for Solutions providing data on the number of proposals and the type of applicants, and a brief description of the awarded solutions.

4.1 Response to the call

A total of **26 eligible applications** have been received in the three regions, which is very positive considering the pandemic context. The level of responses is differing from one territory to another, with the highest response rate in Cyprus. This can be attributed to the nature and specificities of each Challenge and the level of impact on the society but also to the further possibilities of deployment of the solutions.

Hereafter, a description of the level of response in each pilot region with the number of proposals received and some characteristics about the based location of the applicants.

Örebro Call for Solutions

	Number of proposals	Type of entity	Countries
Proposals received	8	SMEs (2) Municipalities (3) CSOs (2) University (1)	Sweden (7), Netherlands (1)
Eligible proposals	8	SMEs (2) Municipalities (3) CSOs (2) University (1)	Sweden (7), Netherlands (1)
Proposals above threshold	8	SMEs (2) Municipalities (3) CSOs (2) University (1)	Sweden (7), Netherlands (1)
Selected proposals for final Oral Presentations	3	SMEs (1) Municipalities (2)	Sweden (2), Netherlands (1)

Table 7. Response to the Call for Solutions in Örebro

Cyprus Call for Solutions

	Number of proposals	Type of entity	Countries
Proposals received	12	SMEs (12)	Cyprus (9), Greece (1), Netherlands (1), Spain (1)



Eligible proposals	12	SMEs (12)	Cyprus (9), Greece (1), Netherlands (1), Spain (1)
Proposals above threshold	12	SMEs (12)	Cyprus (9), Greece (1), Netherlands (1), Spain (1)
Selected proposals for final Oral Presentations	3	SMEs (3)	Greece, Spain, Cyprus

Table 8. Response to the Call for Solutions in Cyprus

Murcia Call for Solutions

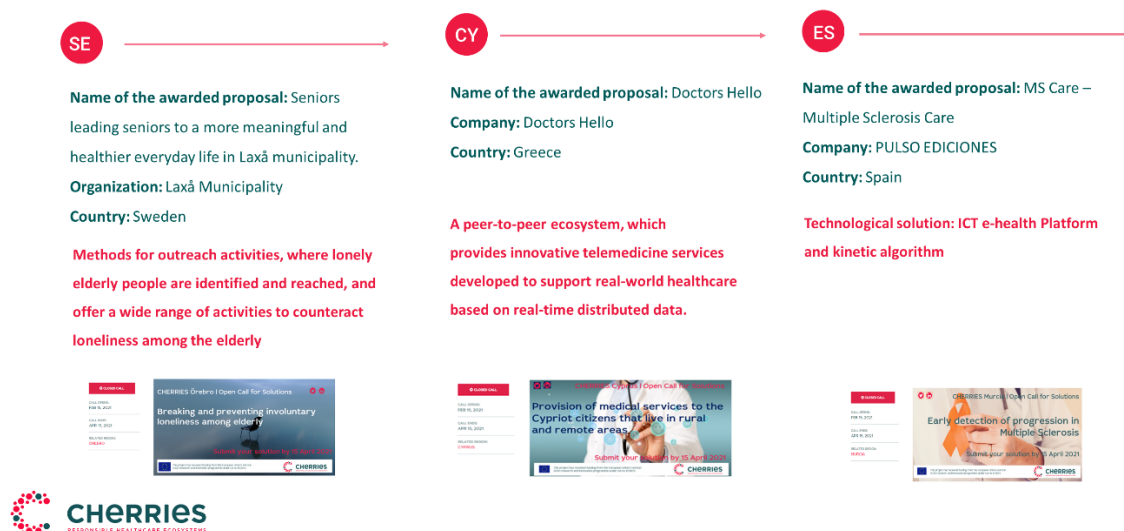
	Number of proposals	Type of entity	Countries
Proposals received	7	SMEs (7)	Spain (6), Portugal (1)
Eligible proposals	6	SMEs (6)	Spain (5), Portugal (1)
Proposals above threshold	6	SMEs (6)	Spain (5), Portugal (1)
Selected proposals for final Oral Presentations	3	SMEs (3)	Spain (2), Portugal (1)

Table 9. Response to the Call for Solutions in Murcia

We can highlight that even if the further co-creation part of the design, development and adoption of the solutions requires, for the awarded applicants, a satisfactory knowledge of the national language to interact with the local healthcare practitioners and the patients/users (eligibility criteria), this does not seem to have posed any significant limitation. Indeed, for each call, applicants' entities were proceeding from at least two different countries (and 6 EU countries in total).

4.2 Selected Solutions

This section provides a brief introduction of the awarded solutions, in a nutshell, in each pilot territory. As explained previously, CHERRIES methodology accounts that there are some differences between the regions and challenges that require place-based solutions. The priorities can be on the enhancement of the societal engagement in providing highest-quality care for citizens, or more oriented on providing solutions that create economic opportunities too. Thus, in order to increase the solutions' quality and to secure that the market requirements for products are met, business support from the CHERRIES partners will also be provided during the co-creation phase.



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4.2.1 Örebro: Seniors leading seniors

Seniors leading seniors to a more meaningful everyday life in the municipality



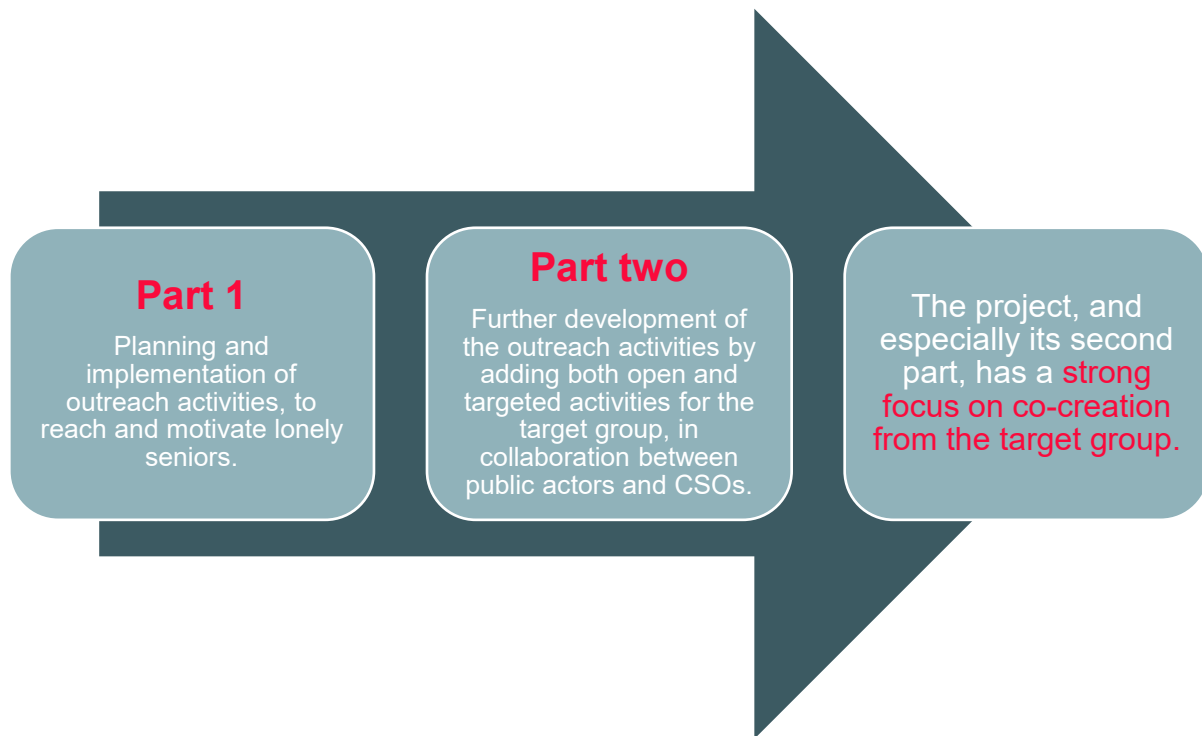
Awarded Organization
Municipality of Laxå (SE)



Co-creation Team
The pilot is based on a collaboration between the municipality, health center and civil society actors, and includes two parts.



Duration
10 Months



In the case of Örebro, since the awarded organization has applied for a lower budget than the one made available for this call to develop the solution, the launching of an additional Call for Solutions is under discussion at the time of the publication of this report.

4.2.2 Cyprus: Doctors Hello

Doctors Hello



Awarded Organization
SME DoctorsHello (GR)



Co-creation Team

DoctorsHello in collaboration
with AIK Hospital and EU BIC CyRIC



Duration
10 Months

We identified **access to healthcare** for those living in **remote areas** as the challenge we wanted to find an answer to. Doctors Hello aims to provide **accessibility and quality medical services to the population of Cypriot villages without easy access to medical services**, enabling them to access healthcare advice without travelling long distances or crossing checkpoint borders.

Distributed **telemedicine nodes populated**, by collaborative healthcare professionals, integrate Telemetry with L.I.S. and R.I.S subsystems, providing a complete Electronic Medical Folder to the citizens living in rural and remote areas of the island.

Through the pilot application in Cyprus, DoctorsHello in collaboration with AIK and CyRIC will set up **a peer-to-peer ecosystem and will provide innovative telemedicine services** developed to support real-world healthcare based on **real-time distributed data**.

4.2.3 Murcia: MSCare - Multiple Sclerosis Care (MS PROGRESS)

MS Care - Multiple Sclerosis Care (MSProgress)



Awarded Organization
PULSO Ediciones (ES)

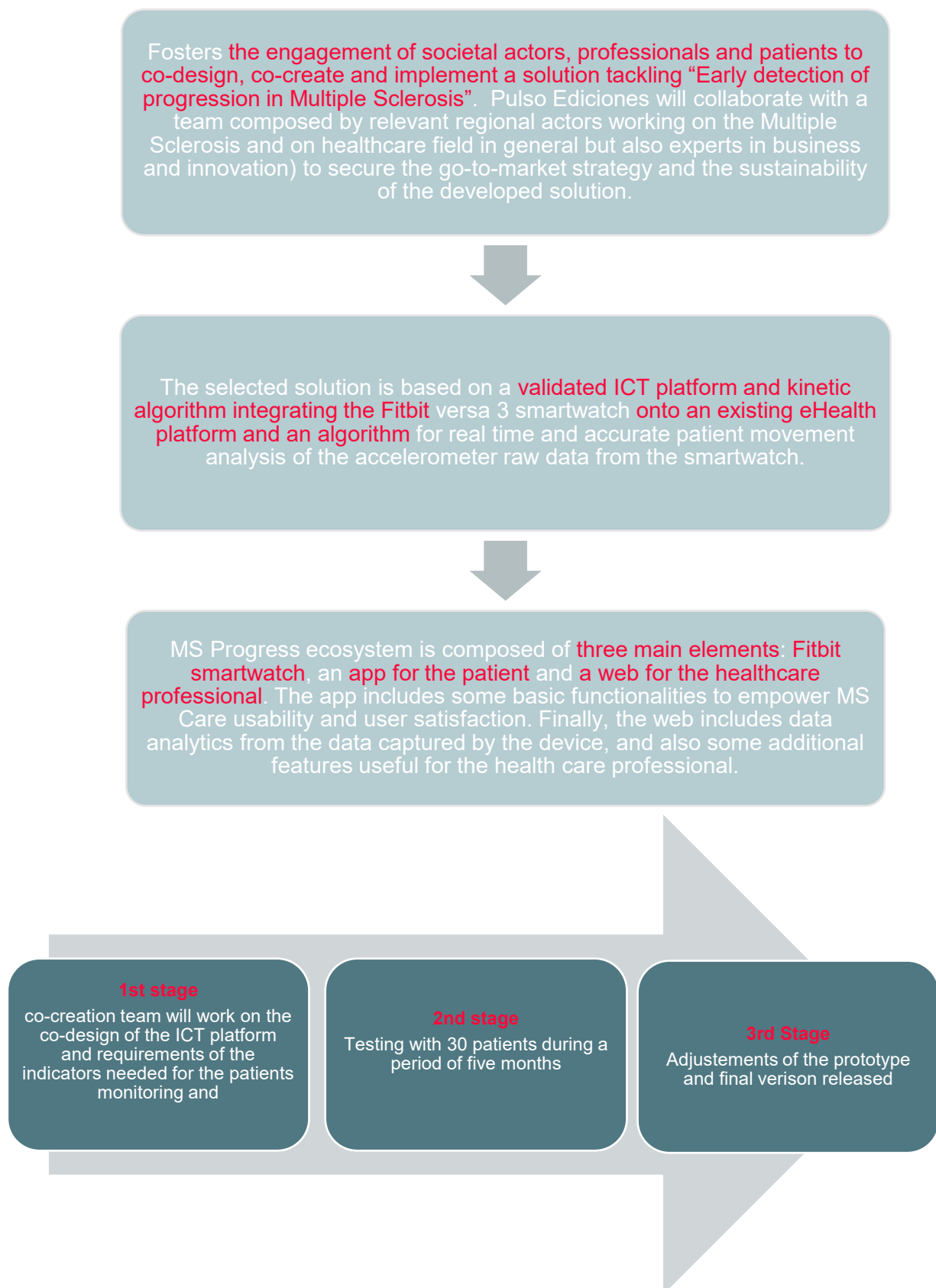


Co-creation Team

The co-creation team will include the organizations involved in the definition of the Need, namely: EMACC the Association for Multiple Sclerosis of Cartagena, the Biomedical Engineering group from the Polytechnic University of Cartagena and the Neurology Service of Cartagena Hospital and the partners' organization :SMS, Regional Government, EU BIC CEEIM and Ticbiomed.



Duration
10 Months





5 Cross-cutting observations and recommendations

In terms of observations and recommendations, at this stage, the territorial partners have identified various questions to be taken into consideration to ensure the efficiency of this type of calls and the smooth running of similar co-creation experimentation in the healthcare ecosystems.

5.1 Stakeholders' identification

As mentioned previously, each ecosystem has its own specificities, and in that regard a prior territorial mapping exercise of the types and roles of innovation actors interfering into the healthcare sector is a crucial step. Indeed, the initial identification of the stakeholders who could be interested in, first, participating in the identification of the needs and/or in taking part of the Call for Solutions, is a relevant step to secure the focus on demand-driven approach. It is important to make sure that the whole process is well known and receives the support of the territorial ecosystem professionals, patients/users, policy makers, experts and other relevant actors.

5.2 Stakeholders' involvement

As CHERRIES experimentation is going on in a particular pandemic context, it is to underline the continuous and deep involvement of the diversity of stakeholders engaged in the experimentation in the three territories, both during the preparation of the call until the selection of the Solution Providers. It is especially the case for the healthcare professionals and patients' associations who deal with the COVID issues.

The involvement of stakeholders in such co-creation processes should not be underestimated and should be clearly explained at the beginning to make sure the parties are aware of the requested commitment and corresponding workload (meetings and paperwork). Indeed, the results of the survey addressed to the committees' members show that although the wide majority of the respondents estimate that the process fully met their expectations when entering the committees, they also pointed out, as a recommendation, to tend to simplify the process, and reduce the paperwork.

In addition, in this pandemic context, it is important to highlight the satisfying number of proposals received both in response to the open **Call for Needs (22 in total)** and to the open **Call for Solutions (26 eligible in total)**. In the case of the Call for Solutions, the adequate value of proposals - as they all surpass the minimum threshold for each criterion - demonstrate the interest from CSOs actors and the business market, especially the health deep-tech SMEs, for this type of co-created initiatives that include societal engagement (working hand-by-hand with healthcare professionals and patients/users) towards the formulation of innovative and competitive solutions to be applied in this sector.

5.3 Dissemination strategy

It is essential to set up a sound dissemination strategy to spread the calls at European Level reaching the most diverse audience. It is also recommended to use partners' networks to back up the dissemination of the calls by targeting specific potential providers.

Explicative webinars can also be helpful to provide direct answers to the applicants.

The individualized support services are also a great asset to guide the applicants.



5.4 Overall considerations and recommendations about the Call for Solutions process

Methodology and Process
A coordinator/facilitator entity in charge of facilitating the launching, follow up and monitoring of the process is needed
The co-creation and its implication and benefits to the involved stakeholders and their organizations have to be presented and explained at early stage of the initiative
The process has to be as simple as possible. The support offered to applicants should be extended to make possible for non-experienced actors to participate in such calls and implement valuable ideas, especially thinking about social innovation actors.
Continuous information and support services are needed to guide the applicants
Paperwork should be limited: it is beneficial to facilitate online user-friendly documents and tools (paying attention to the users who might have limited access to those resources) and online secured signature modalities in the case of the Selection Committee decisions
The overall process should be monitored and reported: progresses, challenges and opportunities, lessons learned and governance
Evaluation
Potential members of the Selection Committee should be identified upstream, and the composition of the Committees should be confirmed as soon as possible
The jury members shall have an equal say, according to their experience and/or expertise and the co-creation dialogue environment and mutual learning shall be fostered
Selection shall assess the way the applicants envisage to carry out the co-creation of the solution
Workload
A previous analysis of the workload should be carried out and all parties shall be informed about their expected commitment
Appropriate means (staff) should be allocated to monitor the activities, especially for the entity acting as facilitator of the whole process.
Regular exchange meetings should be arranged in time slots adapted to the healthcare practitioners schedule, and considering the needs/characteristics of the patients/users
Funding
Coordination: Continuous territorial coordination and monitoring require corresponding staff allocation
Stakeholders: The process implies a strong involvement of the stakeholders as members of the co-creation teams or members of the Selection Committees without specific funding allocation.
Language of the co-creation: A satisfactory knowledge of national language is requested to interact with the healthcare practitioners and patients/users, which may restrict the openness of the call or might imply for the applicant budget constraint to reserve a certain amount of funding for translation purpose.
Dissemination
The identification of the potential applicants according to the type of challenges to be tackled is essential to target the dissemination strategy.
Explicative webinars can be helpful to provide direct answers to the applicants.
RRI



The RRI principles approach and their implication/impact should be explained at the beginning of the initiative, and what can be the benefits of their implementation for the involved stakeholders and their organizations
Gender: The composition of the distinctive teams and Selection Committees in terms of gender (number, role, position) is relevant but should be considered in the development of the solution itself, to acknowledge and address the potential gender specificities, working towards integrated processes
Open science and Intellectual Property (IP): The solutions should be developed in an open science perspective and the IP questions of the ownership of the solutions once tested and validated should be addressed from the beginning
Multi-actor approach: All the relevant parties to tackle a specific challenge should be first identified and involved at all stages and in the same way, facilitating spaces for open dialogue and exchanges (especially for the Selection Committee sessions)
Ethics: The ethics questions envisaged by the proposals at early stage, especially, if applicable, how the sensitive information of patients/users will be treated
Science education: Additionally, to the core co-creation teams, a wide range of stakeholders (such as researchers, CSOs...) should be informed and invited to follow the process

Table 10. Overall considerations and recommendations on the Call for Solutions



6 Conclusion

This report provides an overview of the open **Call for Solutions** initiative carried out in the three pilot territories under the CHERRIES project and of the main instruments to conduct, monitor and report the whole process following the procedural methodological steps. The fact that the initiative is carried out under a demand-driven and co-creative umbrella implies a series of prerequisites to be considered to ensure its feasibility, consistency, and success.

This deliverable makes available the practical tools that have been used during the experiment in order to ease the process for those territories that would be interested in implementing the methodology. Indeed, CHERRIES consortium is committed to foresee the sustainability of the method and one of the main objectives is to transfer this experimentation to other voluntary “mirror territories” with similar foci (**Exploitation and scaling of impact process**), bringing stakeholders some personalized support to ensure the correct follow-up of the model. In that regard, the experience obtained by the partners during the conduction of the calls and further during the 10 months of co-creation of the solutions, will be essential in coaching the selected mirror regions.

To conclude, the methodology followed to carry out the Call for Solutions based on the previous results of the Call for Needs, led by a societal bottom-up and co-creation involvement approach, gives reliability to the whole model. This also improves the chances to obtain effective results at the end of the experimentation and to release sound tested innovative solutions that could be further deployed in the healthcare practices.



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8 Annexes

Annex 1 – Call for Solutions

Annex 1a – Call for Solutions – Region of Örebro (SE)

Annex 1b – Call for Solutions – Republic of Cyprus (CY)

Annex 1c – Call for Solutions – Murcia (ES)

Annex 2 – Description of the challenge (ES)

Annex 3 – CHERRIES Call for Solutions application form

Annex 4 – Declaration of Honour

Annex 5 - Acknowledgement receipt

Annex 6 – Administrative eligibility checklist

Annex 7 – Technical eligibility checklist

Annex 8 – Eligibility pass

Annex 9 – Rejection Notice

Annex 10 – Confidentiality & conflict of interest declaration for participation in CHERRIES Call for Solutions

Annex 11 - Guidelines for selection committee members

Annex 12 - Individual evaluation form for committee selection member

Annex 13 - Call for Solutions Territorial Selection. First meeting

Annex 14 - Questionnaire for the selection committee members



Annex 15 - Territorial Report. Final

Annex 16 - Notification of results

Annex 16a – Notification of rejection

Annex 16b – Notification of award

Annex 17 - Public evaluation report

Annex 18 - Call for Solutions applicants survey (SE)

Annex 19 - Sub-grant Agreement Template



CHERRIES Partners



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