iProcureNet

Innovation by developing a European Procurer Networking for security research services

Key findings – October 2021

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1 The iProcureNet project

iProcureNet is a five-year project funded by the European Commission under the Horizon2020 programme for research and innovation and coordinated by the French Ministry of Interior. It aims to create an **ecosystem of procurers, prescribers, legal advisors and other key stakeholders of public security procuremen**t, to share procurement trends and needs, and open pathways for innovation in public procurement and joint public procurement across EU member states.

In an innovative three-cycle process, iProcureNet will map the European procurement environment, compare national investment strategies, identify innovation needs, and analyse security markets.

iProcureNet Toolbox
A methodology, guidelines and a knowledge base of joint procurement practices in Europe
iProcureNet Network+Community
Institutions and individuals involved in security procurement
Trainings, Workshops & Conferences
Networking, dissemination, peer learning and capacity building
Established Buyers' Groups
Countries which have found common ground and are ready to procure together

Figure 1: iProcureNet outputs

Find more information on the project and how to get involved as a public security procurement expert on www.iprocurenet.eu.

2 What iProcureNet accomplished in the past six months

iProcureNet delivers a public report on its findings twice a year. In the past six months, i.e. from April 2021 until October 2021, the following activities were carried out:

- Dynamic exchanges with ILEANET project resulting in the involvment of iProcureNet at the FOLDOUT webinar dated 16 September 2021. Jozef Kubinec, WP4 leader, presented the project and answered the questions from participants, specially end-users who attended the webinar.

- A concept for a "permanent Virtual Fair (VF)" was developed, which will be implemented in the iPOP in the future, for use by our Network+Community. The overall architecture of the VF, its purpose and benefits and the users have been identified. Public procurement legislation framework was taken into account throughout its conception. The concept was presented to end-users at various events and fairs during Q3, who gave a positive feedback and showed a growing interest.

- A feasibility analysis was conducted on the identified candidates for joint procurement for the second project cycle. The possible candidates' list from legal, financial and practical viewpoint were analysed. Comparing to the first project cycle, a more detailed review of current and

future calls for several possible financing mechanisms (e.g. Horizon Europe for innovation actions) was included.

- The structure of the Toolbox was defined, and contributions and findings regarding aspects such as legal environment for JCBPP and joint procurement segments were gathered, as well as the methodological process description for the Toolbox. An analysis of the methodology of the online survey among European public procurers was conducted, as well as an analysis of the survey results, in order to introduce in the Toolbox examples of (i) good practices in JCBPP, (ii) difficulties that had to be overcome, (iii) benefits of JCBPP, (iv) benefits of pre-commercial procurements. The aim is to allow European procurers to have a quick knowledge to major pitfalls to avoid and to get familiar with good practices through a simple tool, which is the Toolbox.

- A workshop was organised on "Preliminary Market Consultation", which is a theme that is not perceived in the same way by all partners. Another workshop on "Conducting a JCBPP – a timeline from preparation to delivery" was also organised for project partners (note: it will be published online in the next period). This workshop related to the outputs of the methodological process description for the Toolbox, led by University of Tartu (UT), and its aim was to introduce potential risks, hardships and peculiarities of conducting JCBPP as opposed to an ordinary national procurement.

- The preparation of the iProcureNet Annual Conference (AC) 2022 started. A close collaboration with the Portuguese judiciary Police will allow us to hold the 2022 AC in Lisbon.

KEY FINDINGS

2.1   Initial candidate list for the second cycle (D2.3)

One of the main objectives of the iProcureNet project is to establish a process for the coordinated sharing and analysis of procurement trends. To conceive this process, it is necessary to include the investment plans, and gather information from other network of practitioners, R&D projects, international trade fairs/exhibitions, international research conferences, and any other online sources of information such as journals, specialised reports etc.

On the other hand, this deliverable collects and analyses a specific set of security goods and services, in order to identify common needs, and therefore innovation areas for further exploitation. At the end, to identify potential candidates in view of joint cross-border public procurement (JCBPP). The deliverable takes into account the identified trends from the first cycle of data collection and adopted a balanced approach between COTS goods and services and innovative solutions.

The data collection process for this deliverable was split into the following steps:

- Step 1. Definition of the way to collect investment plans data

- Step 2. Definition of the way to collect data from Internal Security Fund projects

- Step 3. Definition of the way to collect data from H2020 programme – Networks of Practitioners

- Step 4. Definition of the way to collect data from H2020 programme R&D projects

- Step 5. Definition of the way to collect data from International Fairs

- Step 6. Definition of the way to collect data from International scientific and applied research conferences

- Step 7. Analysis of user requirements data

- Step 8. Refine user requirements

Based on eight national investment plans and the workshops organised jointly with other H2020 R&D projects and practitioner networks, the potential joint interest has been identified as follows:

- Drones (UAV) – BG, FR, RO, SK

- Metal detectors – CY, SK

- Ballistics vests – EE, FR, RO

- **Drones/Unmanned Aerial Vehicles**. Drones become more and more widely used technologies for both border security and urban exploitation. Based on the assessment of the data, we can conclude that BG/SK are looking for drones for border security. Additionally, the ROBORDER project is also planning to use a drone for the implementation of the sensors. Information assessed from other R&D projects also prove the drone usage for the implementation of new and innovative sensors and systems. Taking this into account, this category represents a highly potential candidate to be included in the list for JCBPP and the establishment of Buyer Groups.

- **Metal detectors**, CY/SK. This segment was identified as potential JCBPP with respect to increase the effectiveness of detection of illegal weapons and ammunition. This will help police services in detecting, clarifying and investigating the criminal activity of illicit armaments and arms trafficking for Police Services.

- **Ballistic vests**, FR/RO. This is another promising segment for JCBPP. Innovation in the development and production of ballistic vests is ongoing, and this segment will be one of the "must develops" in WP3 and WP4.

For the second cycle of the iProcureNet project, the investment plans from seven procurement agencies, data from one network of practitioners, and data from Research & Development projects were collected and analysed. The analysis shows that there are three potential segments for JCBPP from different areas.

Results until now prove that the proposed approach and the implemented methodology are applicable for this task of the iProcureNet project and demonstrate valuable results for JCBPP of security solutions including innovative, new to market solutions, and research services

2.2   Methodology for iProcureNet Toolbox (D4.2)

D4.2 provides a methodological description of the process of the 3rd phase of the 1st cycle. The deliverable is split into three sections, each dealing with a different procurement challenge.
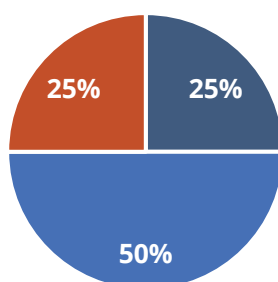
2.2.1 An online survey among European public procurers (methodology and results)

Section 2 of the D4.2 contains a methodology on the online survey targeting European public procurers was conducted. The process of analysing the responses is also described there. This activity corresponds to T4.2, which is the identification of benchmark cases and best practices. T4.2 aims to identify the best procurement practices and examples, and thus formulating a detailed list of benchmark cases as well as their classification.
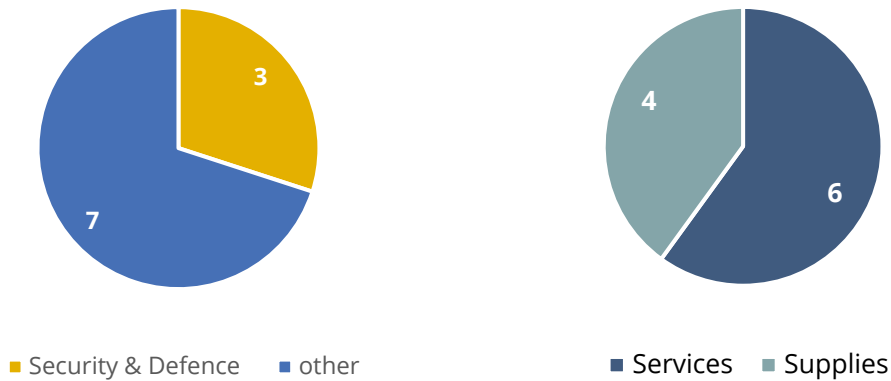
Some key figures:

We obtained an overall of 41 responses from 14 countries (Germany, Ireland, Romania, Turkey, Estonia, France, Switzerland, the US, Portugal, Italy, Finland, Greece, Slovakia, and one unspecified).

Around 75% of the respondents had a **positive attitude towards joint cross-border public procurement,** 25% had experienced it, whereas 50% were interested or even planned to engage in JCBPP. The rest expressed no interest. We can conclude that from the survey results, there is a lack of experience in JCBPP, but overall, respondents have a positive attitude towards JCBPP.

- ■ Experienced JCBPP
- ■ Consider JCBPP
- ■ Not interested

Ten out of 41 respondents had **previous practical experience** with JCBPP. Of these, three had experience in the security and defence sector: two in the procurement of services, more precisely R&D services, and one in the procurement of supplies.

■ Security & Defence ■ other   ■ Services ■ Supplies

T4.2 objective wassuccessfully achieved: the analysis of the answers collected from participants to the survey enabled to identify:

- Examples of good practices in JCBPP,

- Examples of difficulties that had to be overcome,

- Benefits of JCBPP,

- Benefits of pre-commercial procurements (PCP).

Besides, other achievements can be highlighted:

- Carrying out the survey allowed to establish contact with other experts experienced with participating in JCBPP. Direct communication is beneficial for exchanging on experiences and collecting further suggestions.

- The answers collected and the survey process itself enabled to deepen the partners' understanding of the current situation in Europe with respect to JCBPP and the overall European procurement environment.

- The examples of good practices, as well as pitfalls to be avoided, will be shared with other practitioners within the security sector and beyond, through the project online toolbox that is currently being prepared in WP5 along with WP3. The results will be shared with practitioners focusing on sharing the examples of good practices and pitfalls when conducting the JCBPP. They will not only benefit the consortium members, but also other practitioners from the security sector, experts on public procurement, innovation managers, academia representatives, and other professionals interested in the topic of JCBPP.

2.2.2   The market analysis- focus on the methodology implemented and the results

The methodology for carrying out the market analysis is presented in chapter 3 of D4.2. It aims to identify the suppliers able to deliver the best solution through tenders. The methodology foresees the classification of the potential solution providers according to the selected segments.

For iProcureNet, the market analysis consists of the following steps:

a)   Prior market analysis – Market search

b) Identification of possible suppliers of solutions

c) Solution comparison where possible

d) ...and assessment of each market in the given segment

The market analysis was done in the following segments based on the revised list stated in D4.1.

Table 1:Revised list of segments

No	Segment
1	Automatic Cyanoacrylate Fuming Chamber
2	Forensic light source - Crime Lite
3	Personal protective Equipment including Female and male ballistic vest, Tactical ballistic protective vest, Helmets - intervention heavy ballistic protection helmets
4	Drones/UAV
5	Nightshoot camcorders and accessories
6	Comparative spectral analysis system for documents/travel document analysers/ Detection of false identity documents
7	Surveillance Device with Long Range Thermal Camera
8	Anti-drone device / Drone detection equipment

Results of market analysis and assessment of the market - segment 1: Automatic cyanoacrylate fuming chamber

One solution was identified through the market survey. The manufacturer is an SME. The solution is considered as a COTS product.

The manufacturer specified that the market is not mature, and two main entry barriers were identified. One is technical (high development costs vs small market size); the second is regulatory (customer's needs for own product evaluation is not triggering to apply innovative techniques or products.

Only one answer was received within Request for information making it impossible to compare it alternative products. However, the supplier/manufacturer did identity competitors: it is suggested to contact these companies directly and ask them to provide more detailed information about their competing products.

Depending if the segment is specified in the next cycle of the project, the other competitors could be contacted, and the market analysis would be therefore more detailed. In the next cycle the Request for information will be done differently in that sense that the producers of products or solutions within the identified segment will be firstly identified and then contacted directly.

We could assume at this point that JCBPP would be possible in this segment if the EBG decided so. If an EBG chooses to start the process of JCBPP, it is advisable to conduct a preliminary market

consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 2: Forensic light source

One solution provider was identified within the market analysis. The manufacturer is an SME.

So far, the product was not compared it with other equivalent solutions on the market. However, the supplier/manufacturer provided information on its main competitors, which can be contacted to obtain further information.

The manufacturer specified that the market is not mature. Two main entry barriers were identified. The first is technical (high development costs vs small market size), the second is regulatory (customer's needs for own product evaluation are not triggering to apply innovative techniques or products but to avoid risk and evaluation work by the repeated purchase of known technology).

Depending if the segment is specified in the next cycle of the project, the other competitors could be contacted, and the market analysis would be therefore be completed.

JCBPP would also be possible in this segment if the EBG decided to. If an EBG chooses to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 3: Personal protective equipment

Several suppliers and manufacturers from different members states participated to the study, most of which are SMEs.

The market of personal protective equipment is fully mature according to the participants' answers to the survey. Several companies manufacture and sell this equipment in the EU with a stable position and significant market power. One can argue that it would be difficult for new companies to enter the market even though most of the survey participants did not identify barriers to entry. One reason could be that contracting authorities from the security sector tend to procure high quantities but small companies, even innovative, may not be able to deliver. Furthermore, one of the manufacturers participating in the market analysis specified in the survey that the barrier to entry market is "the history and positioning of leading companies".

All presented solutions are COTS products, but further details on their technical properties are needed to carry out a complete comparison.

The segment would be suitable for JCBPP, and participating partners in EBG could benefit from economies of scale and better contractual terms. On the other hand, this could restrain smaller companies not incumbent in the market to present competitive offer.

If an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 4: Drones/UAV

There were several responses from suppliers and manufacturers from different member states.

A positive outcome of the survey on this particular segment, is the identification of products that are not yet considered as COTS products, including one provided by a H2020 project. Even though they are not COTS products, they can be considered as being at a higher level of TRL.

By comparing the suppliers or manufacturers, we can conclude that these are all SMEs with less than 50 employees.

One supplier considered the market of drones as being "ready", while others stated that the market "is not mature enough and every day the market is evolving due to new regulations for the use of drones in various environments, especially in manned areas. The market is hence not fully mature because there is significant growth and a high level of innovation. This can be confirmed considering the large number of H2020 research and development projects involving UAVs.

The presented products have different uses and applications, but to be able to compare the products in more detail, further information about technical properties and costs needs to be obtained from suppliers.

Furthermore, if an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

The segment of drones/UAV looks very promising for JCBPP because there is a high demand for drones/UAV from consortium members. It is expected that this segment will also be identified in the next cycle of the iProcureNet project. The segment should therefore be further analysed in the following steps of the project.

Results of market analysis and assessment of the market - segment 5: Night shoot camcorders and accessories

Two responses have been received from different states outside of the EU: Turkey and the United Kingdom. This proves that the market survey was shared widely.

One product was not considered a COTS product yet. It was identified by the manufacturer at level TRL 9 – Actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies. The second product is considered as a COTS product.

The two products are different in the a sense that one is a wearable camera and the other one is an integrated low light camera and low light lens. Within the segment, these are products with a different application.

Comparing the suppliers or manufacturers, we can conclude that we did not receive enough information to compare them in more detail.

The question on the structure of the market cannot be answered based on the replies received from the suppliers. However, from the professional experience of buying products and solutions, there are more manufacturers and suppliers in the EU market. Tenders in this segment are mostly conducted for border guards, environmental policy or anti-drug police units. A deeper market analysis of this segment can be done in the next cycle if the segment is again identified as promising for JCBPP.

Furthermore, if an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 6: Comparative spectral analysis system for documents/travel document analyzers / Detection of false identity

Only one product was identified through the survey. The manufacturer of this COTS product is an SME.

A single feedback did not allow to compare the product with other solutions on the market. The manufacturer is also the supplier of the products and can be considered a small company. From the professional experience with procuring similar solutions, we can conclude that more manufacturers and suppliers have a similar solution. Therefore, if this segment is again identified in the next cycle, it is advisable to perform a more detailed segment analysis.

If an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 7: Surveillance Device with Long Range Thermal Camera

We received several responses from suppliers and manufacturers from different member states.

A positive outcome of the survey in this segment is the collection of information products that were identified as being at level TRL 9, i.e. not considered as a COTS product.

From comparing the suppliers or manufacturers, we can conclude that two are not SMEs, and the third is an SME.

The presented products have different use and applications. Two solutions are day/night targeting rifle scopes & Night optical/observation device. Other solution is meant to be used for long-range security of critical perimeter - with vehicle detection of more than 20 km. And the third product is a mobile robot capable of carrying loads of up to 65 Kg. It means that the third product is a platform for a long-range thermal camera.

Due to the different use of the products and solutions mentioned above, a detailed comparison would not be accurate. In the following cycles, iProcureNet has to describe the identified segments in more details and clarify the expectations from the contracting authorities and EBGs so that the proposed products match.

One supplier identified one barrier to entry the market in this segment concerning regulations for export restrictions. It might be connected with the possible use of the products in the defence and military sector. The third supplier mentioned the complexity to reach out to potential clients, especially public bodies. iProcureNet can present a solution to this problem because the supplier can present their products and innovative solutions to consortium partners by answering the survey and requesting information. If possible, this information can then be shared with other public bodies.

Nevertheless, the segment is suitable for JCBPP. If an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

Results of market analysis and assessment of the market - segment 8: Anti-drone device / Drone detection equipment

There were two responses from suppliers and manufacturers from different members states.

A very positive fact is that we received information about the product that is nota a COTS product yet. The others are COTS products.

Comparing the suppliers or manufacturers, we can conclude that the first is a research institution and the other is an SME, on the border of small and medium companies.

Even though those manufacturers did not specify the market maturity, we can argue that the market is not fully mature. There is a possibility for significant growth, and a high level of innovation is expected. This is reflected by the increasing number of H2020 research projects involving UAVs, which also means that there is and will be a growing need for anti-drone solutions.

The presented solutions have different applications.

Due to the different use of the products mentioned above and solutions, a detailed comparison would not be accurate. This is why, in the following cycles, iProcureNet has to describe the identified segments in more details, and clarify the expectations from the contracting authorities and EBGs so that the proposed products match.

The first manufacturer stated that barriers to entry into the market are GDPR compliance and dual-use considerations. The second identified as a barrier that it is essential to obtain an export licence before exporting equipment outside the French borders. Indeed, drone jammers are considered as war material, category A2 weapons. We can see that both identified as a barrier that this specific technology is considered war material or dual-use considerations.

The segment is suitable for JCBPP. If an EBG decides to start the process of JCBPP, it is advisable to conduct a preliminary market consultation (PMC) during the pre-tender phase of JCBPP; the suppliers can, by participating in the PMC, present their solutions.

The segment of anti-drone and drone detection solutions and products looks very promising for JCBPP. Members of the EBG and consortium members could benefit from a preliminary market consultation in this segment, as it would increase the awareness of public procurement experts and end-users of new developments and technology in this segment. The topic of anti-drone solutions or identification of drones using artificial intelligence is expected to increase in importance in the following years. We can see an increase in the use of different kind of drones and for different purposes. The use of drones for a variety of illegal activities is also increasing. It is expected that this segment will also be identified in the next cycle of the iProcureNet project. The segment should be, therefore, further analysed in the following steps of the project.

Other results:

Consortium members can use the proposed methodology for conducting a market analysis directly in the case they decide to conduct JCBPP. After the methodology is presented in the Online

toolbox, other public procurements experrts in the security sector and outside the security sector can use it.

2.2.3   Detailed methodology of each step when conducting JCBPP

Chapter 4 of the deliverable is dedicated to the detailed methodology of each step when conducting JCBPP. It includes information needed by the procurers before writing the tender, such as the overall procurement steps and tools that were considered in the previous phases and deliverables. The methodology of how to conduct JCBPP will be used in the toolbox. Other interested public procurers can use parts of the method that could be publicly presented as guidance if they decide to conduct JCBPP.

The process steps to be followed when conducting JCBPP exploits the findings stated in WP3, more precisely stated in deliverable D3.3. The results of the WP4 team follow up on these findings. Combined information from WP3 and WP4 can be considered as a general methodology for contracting authorities when conducting JCBPP.
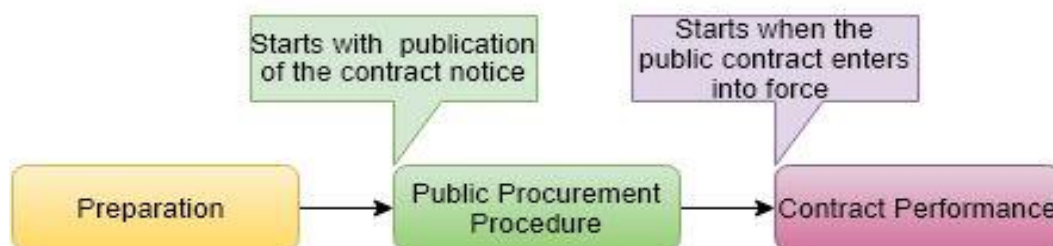
The difference between the methodology presented in D4.1 and the one in D4.2 is that the first one considers established EBGs and must be interpreted in the iProcureNet context. The methodology presented here should be regarded as general, which can be used by any contracting authority outside of iProcureNet or even outside the security sector. Another difference is that methodology presented here builds on the methodology presented in D4.1 and adds more information about specific procurement issues that were not identified and discussed before.

Each section is complemented with suggestions of good practices and difficulties when conducting JCBPP. These are described in more details in Section 2 of this deliverable.

Section 4 describes the steps and stages for conducting a JCBPP in three main parts:

- The preparation or pre-tender phase,

- The procedure – tender phase and

- The contract performance or post-tender phase.

The three essential parts of the procurement procedure and the process of JCBPP are illustrated:

2.2.4   Beneficiaries of WP4 results and activities

The results mentioned in the D4.2 will directly benefit the iProcureNet partners when preparing the JCBPP, but not only. Other stakeholders are targeted:

1) Public procurement departments of consortium partners can use information from market analysis about security products and security solutions for their own tenders. By

providing more information about possible suppliers, the procurement departments can secure higher participation in their tender and promote innovation in their institutions. We believe that this is a significant benefit because even if the JCBPP is not done, contracting authorities from consortium partners will have information about relevant security products. It has the potential to open the relatively closed security market, where contracting authorities are unaware of innovative products from other EU countries and, therefore, even if unintendedly, often promote only local or national suppliers.

2) Suppliers, representatives of the security industry, and H2020 projects got the opportunity to showcase their innovative or COTS products through online surveys collecting information about products and suppliers.

3) Practitioners from the security sector, experts on public procurement, innovation managers, academia representatives, and other professionals interested in the topic of JCBPP will benefit from the collected examples of JCBPP, the suggestion of good practices and pitfalls to avoid when conducting JCBPP.

4) End-users and procurement experts from the security sector and outside of it can benefit from the methodology to conduct a preliminary market consultation. This is an excellent instrument for promoting innovation, engaging with the suppliers, and obtaining answers on how the problems of the contracting authorities can be solved. The preliminary market consultation will be analysed in more detail with a focus on national practices. Afterwards, iProcureNet is prepared to organise workshops for end-users and procurements experts on these topics.

5) Contracting Authorities s from EU members states can benefit from the methodology described in Section 4 because it contains steps on how to proceed when conducting the JCBPP. Even though guidelines on how to organise PCP as one form of JCBPP exist; there is no significant methodology published on conducting JCBPP according to public procurement rules.

2.2.5   The following steps

The following steps of the project based on the result of D4.2 are the following:

- To monitor the following activities of EBGs. The focus will be on identifying the reasons preventing EBGs from t proceeding with JCBPP.

- To give support to EBGs in the process of JCBPP if they do decide to start the process of JCBPP.

- To present a detailed description of the methodology of how to conduct market search and market analysis to the consortium members at the occasion of a dedicated workshop.

- To further disseminate examples of good practices in JCBPP on different forums, more precisely communicate these findings to other networks of practitioners and organised workshops for public procurement officials from other institutions that procure solutions in the security sector.

- To further work on the complex procurement challenges that the contracting authority must be aware of when conducting JCBPP. Particular interest will be taken in procurement in the security sector under directive 2014/24/EU and security directive 2009/81/EC.

3 What to expect from iProcureNet in the next six months

- The next period will be key for the further developing the permanent Virtual Fair, including the definition of its key features, access and privacy needs, ethical aspects, implementation and testing.

- As the need to mobilise Topical groups leaders was identified for further increased exchanges, the possibility for group leaders to organise online meetings with their members will be studied, so as to enliven the groups on iPOP.

- Advanced methodology description will be composed to illustrate the feasibility study for the identified candidates for joint procurement for the second project cycle; this will include legal, financial and practical viewpoints.

- Information collected in the Toolbox will be published on the iProcureNet website and ready to use for the European procurers, who will be invited to provide feedback for improvement of the Toolbox before the next releases. A first release will be available by the 30th November 2021.

- A new workshop cycle will be designed and rolled out, taking in consideration the pitfalls and challenges to overcome (administrative, legal, procedural). A new training cycle will be designed and rolled out, particularly in relation to innovation procurement.

Annex I. Joining the iProcureNet Community

Joining the Community

The Community of experts consists of **experts and stakeholders** in the procurement of security solutions from procurement agencies and departments, from academia, industry, policy and civil society.

As a member of the Community, you represent yourself as an individual.

Joining the Network

The Network of organisations consists of **procurement organisations and departments** active in the acquisition of security solutions in each iProcureNet member state and beyond.

 As a member of the Network, you are the representative of your organisation.

Two options to join:

Your country already has an IPNC

Contact your IPNC (see list **below**)

Your country does not have an IPNC yet

Contact **contact@iprocurenet.eu**, giving background on your motivation and profile.

Table 2: List of iProcureNet IPNCs as of April 2021

France	Mona Guerlais	French Ministry of Interior	france@iprocurenet.eu
Slovakia	Jozef Kubinec	Ministry of Interior of the Slovak Republic	slovakia@iprocurenet.eu
Bulgaria	Nikolai Stoianov	Bulgarian Defence Institute (BDI)	bulgaria@iprocurenet.eu
Estonia	Krista Kiil	Estonian Police and Border Guard Board (PPA)	estonia@iprocurenet.eu
Cyprus	Elena Avraamidou	Cyprus Civil Defence (CCD)	cyprus@iprocurenet.eu
Portugal	Cristina Farinha	Portuguese Criminal Police (PJ)	portugal@iprocurenet.eu
Spain	Jose Lopez	Spanish Ministry of Interior – Policía Nacional (MIR-PN)	spain@iprocurenet.eu
Romania	George Popescu	Romanian Ministry of Internal Affairs – Directorate General Logistics (RMIA)	romania@iprocurenet.eu
Lithuania	Sigute Stankeviciute	General Jonas Zemaitis Lithuanian Military Academy (LKA)	lithuania@iprocurenet.eu