

# **Master of Proposal Writing in Horizon Europe**

**Horizon Europe Academy – Part I.**

**16-17 March 2026  
Barcelona, Spain**

## AGENDA

## DAY 1

08:45 – 09:00

**Arrival and registration**

09:00 – 09:30

**Event opening and introduction to the course**

09:30 – 10:15

**Introduction to Proposal Development under Horizon Europe**

*Jelena Kajganović, Senior Project Manager, Geonardo and Europa Media Non Profit*

- General principles and features of HE proposals – understanding and tailoring your proposal appropriately to the EU R&I context
- Work programmes, calls and topics in 2025-2027 – budgets, deadlines, submission processes, novelties (blind evaluation, lump sum funding, etc.)
- Types of actions (RIA, IA, CSA) and TRLs – positioning your proposal effectively
- First steps of proposal preparation: identifying the right call, call analysis, proposal abstract, background research, consortium building

*(10:15 – 10:30 Coffee break)*

10:30 – 11:30

**From idea to Horizon Europe proposal – A hands-on approach (Part 1)**

*Ömer Ceylan, Managing Director, Geonardo*

- How to turn your novel idea into a winning concept
- Drafting the Part A and Part B of the proposal
- Excellence – Examples, tips and ready-to-use templates for section 1.1. and 1.2 of the Part B of the proposal: Objectives, Ambition, Methodology, Knowledge Management from of the proposal with lessons learned from evaluations

*(11:30 – 11:45 Break)*

11:45 – 13:00

**From idea to Horizon Europe proposal – A hands-on approach (Part 2)**

*Ömer Ceylan*

- Implementation – Examples, tips and templates from section 3.1. and 3.2 of the Part B of the proposal with lessons learned from evaluations
- Tips to design the work plan effectively for lump sum grants
- How to develop a sound work plan, and consortium as a whole considerations
- Resource planning and budgeting in actual and lump sum grants

*(13:00 – 14:00 Lunch break)*

14:00 – 16:30

**Proposal Development Workshop: Call analysis, Objectives, Work plan**

Participants are divided into small groups to practice the first steps of proposal development under Horizon Europe:

- Call analysis
- Consortium building considerations
- Proposal objectives and SMART considerations
- How to distinguish activities from objectives and vice-versa
- Methodology, work packages and deliverables
- PERT diagram and milestones

*(15:00-15:15 Coffee break)*

16:30

**Wrap-up and end of first day**

## AGENDA

## DAY 2

**09:00 – 10:00**

### **Expected Impact in Horizon Europe Proposals**

*Jelena Kajganović*

- Impact in HE proposals – examples of different approaches to addressing the "Expected Impact" of your proposals, lessons learned from evaluations
- Impact in RIAs, IAs and CSAs – how to position your innovation from RTD to market uptake, Dos and Don'ts
- Impact indicators and Impact assessment methodologies
- Barriers to achieving the Expected Impact – Types of barriers

*(10:00 – 10:15 Coffee break)*

**10:15 – 11:30**

### **Measures to Maximise Impact in Horizon Europe proposals**

*Ömer Ceylan*

- How to identify and select the best exploitation, IP and innovation strategy to maximise the potential impact of your HE project
- Exploitation and sustainability – examples of project and partner level approaches and routes
- How to tailor an effective dissemination and communication plan to maximise the potential impact of your HE project
- Tools, measures, strategies and channels to reach your target group and communicate the right message in the right way with the right KPIs
- Policy feedback and the Impact Canvas (2.3)
- New requirements of the EC, legal obligations according to the HE GA

*(11:30 – 11:45 Break)*

**11:45 – 12:30**

### **Evaluation of Proposals under Horizon Europe**

*Jelena Kajganović*

- What happens after you submit your proposal?
- Admissibility and eligibility check – standard rules and exceptions
- Evaluation process: individual assessment, consensus meeting, final ranking – understanding the dynamics to finetune your proposal
- Experiences and lessons learned from Evaluation Summary Reports (ESRs)
- Step-by-step guide to registering as an independent expert to evaluate Horizon Europe proposals

*(12:30 – 13:30 Lunch break)*

**13:30 – 16:00**

### **Proposal Development Workshop: Impact, Exploitation, Dissemination & Communication**

- How the project will contribute to each of the expected outcomes and impact mentioned in the work programme
- Exploitable results and the potential exploitation strategies – how to transform this into a "plan"
- Defining the most appropriate target groups, tools and channels for dissemination and communication

*(14:45 – 15:00 Break)*

**16:00**

### **Wrap-up and end of course**