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NATIONAL CONTACT POINTS AS INSTRUMENTS FOR STRENGTHENING UKRAINIAN UNIVERSITIES' PARTICIPATION IN HORIZON EUROPE UNDER WARTIME CONDITIONS

Abstract. The current wartime context in Ukraine has created substantial barriers to the effective participation of universities in international research and innovation programmes, particularly Horizon Europe. Under wartime conditions, participation in such programmes becomes not only a mechanism of scientific collaboration, but also a critical instrument for sustaining research capacity and supporting institutional resilience. However, the effectiveness of participation depends on the functioning of a complex research support system that integrates institutional, national and international actors. The objective of this article is to develop a conceptually grounded approach to understanding the role of National Contact Points (NCPs) in strengthening participation of Ukrainian universities in Horizon Europe under crisis conditions.

The study systematizes the functional roles of key actors within the research support system, including the Ukrainian research and higher education system,



NCPs and the Horizon Europe research and innovation ecosystem and analyses their transformation under wartime influence. Based on the synthesis of academic and policy-oriented sources, the paper proposes an NCP-mediated research participation model and a structured analysis of functional transformations of key actors. The findings indicate that wartime conditions intensify existing structural limitations, particularly related to coordination gaps and insufficient user-oriented support. At the same time, they create conditions for the evolution of NCPs from information providers to active intermediaries facilitating consortium building, coordination and continuity of participation.

The study concludes that strengthening participation in Horizon Europe requires the transformation of the research support system into an integrated, user-oriented and resilience-driven framework. The proposed approach contributes to a better understanding of intermediary roles in research support systems under conditions of external shock.

Keywords: Horizon Europe, National Contact Points, research support system, wartime conditions, research participation.

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НАЦІОНАЛЬНІ КОНТАКТНІ ПУНКТИ ЯК ІНСТРУМЕНТИ ПОСИЛЕННЯ УЧАСТІ УКРАЇНСЬКИХ УНІВЕРСИТЕТІВ У ПРОГРАМІ HORIZON EUROPE В УМОВАХ ВІЙНИ

Анотація. Повномасштабна військова агресія росії проти України суттєво ускладнила участь українських університетів у міжнародних дослідницьких та інноваційних програмах, зокрема Horizon Europe. В умовах воєнного стану така участь виступає не лише інструментом наукової співпраці, але



й ключовим механізмом збереження дослідницького потенціалу та забезпечення інституційної стійкості. Водночас ефективність цієї участі залежить від функціонування складної системи підтримки досліджень, яка об'єднує інституційних, національних та міжнародних акторів. Метою статті є розробка концептуального підходу до визначення ролі національних контактних пунктів (НКП) у посиленні участі українських університетів у програмі Horizon Europe в умовах кризи.

У дослідженні систематизовано функціональні ролі ключових акторів системи підтримки досліджень, зокрема української науково-освітньої системи, НКП та екосистеми Horizon Europe, а також проаналізовано їх трансформацію під впливом воєнних умов. На основі узагальнення наукових і аналітичних джерел запропоновано модель участі у дослідницьких програмах, опосередковану НКП, а також здійснено структурований аналіз трансформації функцій ключових акторів. Результати показують, що воєнні умови загострюють існуючі структурні проблеми, зокрема пов'язані з координацією та орієнтацією на користувача. Водночас вони створюють передумови для трансформації ролі НКП у напрямі активного посередництва, координації та забезпечення безперервності участі.

Обґрунтовано, що підвищення ефективності участі у Horizon Europe потребує трансформації системи підтримки досліджень у більш інтегровану, орієнтовану на користувача та стійку модель.

Ключові слова: Horizon Europe, національні контактні пункти, система підтримки досліджень, умови війни, участь у дослідницьких програмах.

Problem statement. The large-scale russian military aggression against Ukraine has significantly transformed the functioning of the national research and higher education system, creating substantial challenges for the participation of Ukrainian universities in international research and innovation programmes. Unlike temporary disruptions, wartime conditions represent a complex and multidimensional shock, combining damage to research infrastructure, displacement of academic staff, resource constraints and high uncertainty. Under such circumstances, participation in Horizon Europe becomes not only a matter of scientific collaboration, but also a critical instrument for sustaining research capacity and supporting post-war recovery. At the same time, Horizon Europe operates as a highly structured and competitive ecosystem that requires effective consortium building, international collaboration and compliance with programme rules. For Ukrainian researchers, successful integration into this system depends not only on internal institutional capacity, but also on the availability of external support mechanisms. National Contact Points (NCPs), embedded within the national research support system, are expected to play a key intermediary role in facilitating



access to funding opportunities and supporting participation processes. However, the current model of NCP functioning remains largely focused on informational and advisory services, with limited emphasis on coordination, user-oriented support and integration with university-based grant structures. These limitations become particularly critical under wartime conditions, when institutional fragmentation and increased complexity of participation reduce the effectiveness of existing support mechanisms. Moreover, existing research primarily addresses grant activity and research funding, while insufficient attention is paid to user experience, coordination between support structures and the evolving role of NCPs in crisis contexts. This gap highlights the need for a comprehensive understanding of the research support system as an intermediary-driven structure capable of ensuring effective participation in Horizon Europe under conditions of external shock.

Analysis of recent research and publications. The issues of grant activity, research funding and participation of higher education institutions in international research programmes have been widely examined in both international and Ukrainian academic literature. In particular, foreign scholars such as M. Bahtilla, X. Huang, G. Fernandes, C. Besner, B. Hobbs, O. Dubois, G. Silvius, C. Nielsen, J. C. Sort and M. J. Bentsen have focused on research project management, institutional support systems and the role of project management practices in enhancing the effectiveness of collaborative research. Their studies emphasize the importance of structured support mechanisms, coordination processes and institutional capacity for successful participation in complex research environments. European analytical and policy-oriented studies, including those of the European Commission and the European Research Universities Alliance, highlight the growing importance of research support infrastructures in facilitating access to funding programmes and strengthening international collaboration. These works underline the role of dedicated support structures, such as NCPs, in improving participation outcomes.

Ukrainian researchers, including I. Shevchenko, L. Lytvyn, O. Vasilyeva, V. Klimenkova, V. Shkromyda, M. Kobelia-Zvir and V. Ilchenko, have primarily focused on grant activity, fundraising mechanisms and the financial sustainability of higher education institutions, especially under wartime conditions. However, existing studies predominantly address financial and organisational aspects of research participation, while insufficient attention is paid to user experience, coordination between support structures and the evolving intermediary role of NCPs in crisis contexts. This gap highlights the need for an integrated analysis of the research support system under conditions of external shock.

The objective of this article is to develop a conceptually grounded and analytically substantiated approach to understanding the role of NCPs in strengthening the participation of Ukrainian universities in Horizon Europe under



wartime conditions. The study aims to systematize the functional roles of key actors within the research support system, including the Ukrainian research and higher education system, NCPs and the Horizon Europe research and innovation ecosystem and to analyse how these roles transform under conditions of external shock. In particular, the article seeks to identify the limitations of the current research support model, with a focus on insufficient coordination between institutional and national support structures, the underdevelopment of user-oriented support mechanisms and the predominantly informational role of NCPs. The objective is not only to conceptualize the research support system as an intermediary-driven structure, but also to highlight its potential evolution towards a more coordinated, user-oriented and resilience-oriented framework capable of ensuring effective participation in Horizon Europe under crisis conditions.

Presentation of the Main Material. The participation of higher education institutions in international research and innovation programmes has increasingly become a key determinant of their scientific competitiveness, financial sustainability and institutional development. In the European context, Horizon Europe represents one of the most significant frameworks for supporting collaborative research, requiring not only high-quality project ideas but also effective integration into a complex system of international partnerships, regulatory requirements and competitive selection procedures [1]. For Ukrainian universities, especially under wartime conditions, participation in such programmes plays a critical role in maintaining research capacity, ensuring access to external funding and supporting institutional resilience. At the same time, successful participation in Horizon Europe is not solely determined by the capabilities of individual researchers or institutions. It depends on the functioning of a broader research support system that includes internal university structures, national-level intermediaries and the European research ecosystem. Existing studies emphasize that structured research management systems, effective coordination mechanisms and institutional support significantly increase the likelihood of successful participation in collaborative projects [2; 3]. However, in the case of Ukraine, this system operates under conditions of external shock, which amplifies existing inefficiencies and creates additional barriers to participation.

In order to conceptualize these dynamics, Figure 1 presents an NCP-mediated research participation model, which illustrates the interaction between three key components: the Ukrainian research and higher education system, National Contact Points (NCPs) and the Horizon Europe research and innovation ecosystem.

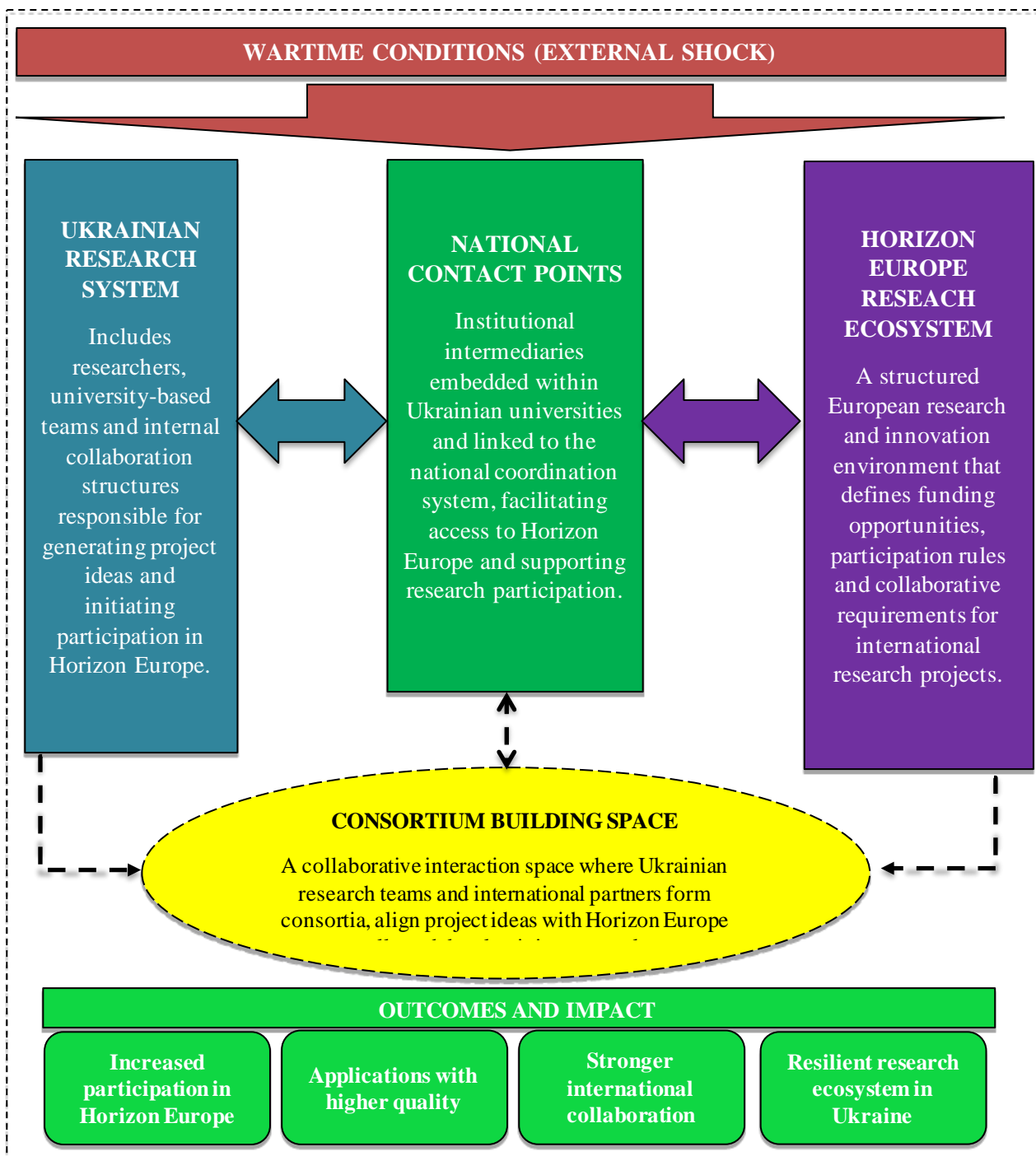


Figure 1. NCP-based research participation model in Horizon Europe under crisis conditions

Source: developed by the authors.

The model emphasizes that participation in Horizon Europe is not a linear process, but rather an intermediary-driven interaction in which NCPs act as a bridge between national research actors and the European funding environment. A central



element of this model is the consortium building space, where project ideas are transformed into collaborative proposals through interaction between Ukrainian and international partners. The Ukrainian research and higher education system constitutes the primary source of research ideas and project initiatives. It includes individual researchers, academic teams and institutional structures responsible for project preparation and submission. Previous studies indicate that Ukrainian universities have increasingly relied on external funding sources, including international grants, as a means of ensuring financial sustainability and supporting research activities [4; 5]. At the same time, wartime conditions have significantly affected their operational capacity, leading to disruptions in research processes, limited access to infrastructure and increased uncertainty in planning and implementation [6]. These challenges necessitate a shift towards more flexible, collaborative and internationally oriented research practices.

The Horizon Europe research and innovation ecosystem represents the external environment within which participation takes place. It is characterized by clearly defined funding instruments, programme rules, thematic priorities and requirements for consortium-based collaboration. Studies of European research policy highlight that participation in such programmes requires not only scientific excellence, but also the ability to navigate institutional frameworks, establish international partnerships and align project proposals with strategic priorities [7]. For Ukrainian institutions, integration into this ecosystem involves overcoming structural asymmetries, including differences in institutional capacity, access to networks and experience in international collaboration. Within this context, National Contact Points occupy a central position as institutional intermediaries. Formally established as part of the national research support infrastructure, NCPs are embedded within selected universities and research institutions, while simultaneously linked to national coordination mechanisms and the broader European research system [8]. Their primary functions traditionally include information dissemination, training, advisory support and assistance in partner search [9]. These functions are essential for reducing informational barriers and facilitating initial access to funding opportunities.

However, as demonstrated in Table 1, the role of NCPs extends beyond these basic functions, particularly under wartime conditions. The transformation of their role reflects the broader shift from a predominantly informational support model towards a more active and coordinated intermediary function. In this regard, NCPs are increasingly expected to facilitate interaction between different components of the research support system, including university-based grant offices, researchers and international partners. This expanded role includes active participation in consortium formation, coordination of support activities and provision of user-oriented services that address the specific needs of researchers.



Table 1.

Functional transformation of key actors in the research support system under wartime conditions [8-14]

Actor	Current Functions	Expanded Role under wartime conditions
Ukrainian Research and Higher Education System	Generation of research ideas and project concepts; formation of internal university-based research teams; preparation and submission of project proposals; participation in national and international research initiatives.	Adaptation of research priorities to crisis-related challenges; increased reliance on international collaboration and external funding; development of flexible and cross-institutional research teams; engagement in recovery-oriented and resilience-focused research initiatives.
National Contact Points (NCPs)	Dissemination of information on Horizon Europe opportunities; provision of training and advisory support; assistance in partner search and networking; guidance on programme rules and application procedures.	Coordination between national, institutional and international support structures; active facilitation of consortium formation and partner matching; provision of user-oriented support and simplification of access to funding opportunities; acting as intermediaries that mitigate disruptions and ensure continuity of participation under crisis conditions.
Horizon Europe Research and Innovation Ecosystem	Provision of funding instruments and calls for proposals; definition of participation rules and eligibility criteria; establishment of thematic priorities and research agendas; facilitation of international collaboration through consortium-based projects.	Increased openness to participation from Ukrainian institutions; adaptation of funding instruments to address crisis-related challenges; support for collaborative projects focused on recovery and resilience; strengthening of integration mechanisms for researchers from affected regions.

The importance of such transformation is supported by research on project management and collaborative R&D environments, which demonstrates that effective coordination and integration of support functions significantly enhance project outcomes [15; 16]. Moreover, studies on research support systems emphasize that fragmentation between different support structures can lead to inefficiencies, duplication of efforts and reduced accessibility for end. In the Ukrainian context, these challenges are further exacerbated by wartime disruptions, which increase the complexity of participation processes and require more adaptive and responsive support mechanisms [17].

The concept of user experience, which remains insufficiently explored in the context of research funding participation, becomes particularly relevant in this



regard. While existing literature primarily focuses on financial, organisational and managerial aspects of grant activity, relatively little attention is paid to how researchers interact with support systems, perceive their accessibility and evaluate their effectiveness. Under wartime conditions, these aspects become critical, as researchers face additional constraints related to mobility, communication and access to resources. Therefore, enhancing user-oriented support, simplifying procedures and improving communication channels should be considered key priorities for the development of the research support system [18]. Another important dimension highlighted in Table 1 is the transformation of the Horizon Europe ecosystem itself. While its core functions remain relatively stable, wartime conditions have led to increased openness towards Ukrainian participation and the introduction of funding instruments that address crisis-related challenges. This includes support for projects focused on recovery, resilience and reconstruction, as well as efforts to integrate researchers from affected regions into international networks. These developments create new opportunities for Ukrainian institutions, but also require effective mediation and coordination to ensure that these opportunities are fully utilized. The interaction between the three key actors is therefore best understood as a dynamic and adaptive system, rather than a static structure [19].

The consortium building space, as illustrated in Figure 1, represents the central arena where these interactions materialize. It is within this space that project ideas are refined, partnerships are established and proposals are developed in accordance with programme requirements. The effectiveness of this process depends on the alignment of interests, the availability of support mechanisms and the capacity of intermediaries to facilitate communication and coordination. From this perspective, wartime conditions act not only as a constraint, but also as a catalyst for transformation. They expose existing weaknesses in the research support system, such as insufficient coordination, limited user orientation and overreliance on passive support functions. At the same time, they create incentives for the development of more integrated, flexible and resilient support mechanisms. In this context, NCPs have the potential to evolve from information providers into key actors of system coordination and resilience, capable of ensuring continuity of participation and supporting the long-term development of the research and innovation system [20].

So the results of above analysis allows for a comprehensive understanding of the research support system as an intermediary-driven structure operating under conditions of external shock. This approach not only highlights the functional transformation of key actors, but also provides a basis for further empirical investigation of user experience, coordination mechanisms and the effectiveness of support structures in enhancing participation in Horizon Europe.



Conclusions. The study demonstrates that participation of Ukrainian universities in Horizon Europe should be understood not as an isolated institutional activity, but as the outcome of a complex, intermediary-driven research support system operating under conditions of external shock. The proposed NCP-based research participation model, complemented by the functional analysis of key actors, provides a structured framework for understanding the interactions between the Ukrainian research and higher education system, National Contact Points and the Horizon Europe ecosystem.

The results indicate that wartime conditions significantly transform the roles and functions of all actors within this system. Ukrainian universities are compelled to adapt their research priorities and strengthen international collaboration, while the Horizon Europe ecosystem demonstrates increased openness and responsiveness to crisis-related challenges. At the same time, the most significant transformation concerns National Contact Points, whose role evolves from predominantly informational support towards active coordination, facilitation of consortium building and provision of user-oriented services. The study confirms that existing research support mechanisms in Ukraine remain fragmented and insufficiently integrated, particularly in terms of coordination between institutional and national structures and the consideration of user experience. Addressing these limitations requires a transition towards a more integrated and adaptive support model in which NCPs function as key intermediaries ensuring connectivity, accessibility and continuity of participation.

Overall, the findings highlight that strengthening participation in Horizon Europe under wartime conditions depends not only on resource availability, but also on the ability to transform the research support system into a coordinated, user-oriented and resilience-driven framework. Further research should focus on empirical assessment of user experience and the measuring of effectiveness of coordination mechanisms within this system.

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