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INTERACTION OF PUBLIC ADMINISTRATION BODIES IN THE SPHERE OF UKRAINE'S NATIONAL SECURITY: COORDINATION PROBLEMS AND WAYS OF IMPROVEMENT

The article examines the issues of coordination between public administration bodies in the field of internal security in Ukraine, using the example of the State Emergency Service of Ukraine (SES). The systematic organization and powers of key entities ensuring the internal security of the state are analyzed. The main shortcomings of interagency interaction are identified, in particular, duplication of functions, lack of effective mechanisms for information exchange, unclear distribution of powers between the national and local levels of government, and insufficient synchronization of actions during response to emergencies. Based on the analysis of real cases from the practice of the SES functioning in the conditions of modern challenges, a set of management solutions is proposed to increase the effectiveness of coordination: the creation of unified interagency operational centers, the implementation of integrated information and analytical systems, the improvement of the regulatory and legal framework for interagency interaction, the development of standardized protocols for joint actions, the formation of a system of continuous training of personnel for work in interagency coordination. Promising directions for the digitalization of internal security management processes and the possibilities of adapting positive European experience to Ukrainian realities have been identified.

Keywords: public administration, internal security, interagency coordination, State Emergency Service of Ukraine, emergency response, institutional interaction, information exchange, operational centers, legal framework, digitalization, personnel training, European experience.

Problem setting. Modern challenges to Ukraine's national security are characterized by unprecedented complexity and multidimensionality. In conditions of military aggression, the

growth of man-made threats, natural disasters and hybrid challenges, effective coordination between public administration bodies responsible for ensuring the internal security of the state becomes of particular importance. Research into mechanisms of interagency interaction and the search for ways to improve them becomes a critically important task for increasing the state's ability to adequately respond to emergencies of various kinds.

The State Emergency Service of Ukraine is a central element of the civil protection system, performing the role of coordinator of interaction between numerous subjects of internal security. However, the practice of functioning of this system demonstrates the existence of systemic problems in coordinating the actions of various departments, which reduces the effectiveness of responding to challenges and threats. Fragmentation of powers, duplication of functions, and lack of clear mechanisms of information exchange create barriers to a rapid and coordinated response to emergencies.

The relevance of the study is due to the need to modernize management approaches in the field of internal security in the context of the growing number and complexity of challenges. Analysis of coordination mechanisms using the example of the State Emergency Service allows us to identify systemic shortcomings in interagency cooperation and propose specific ways to overcome them. Of particular importance is the study of practical aspects of coordination between national, regional, and local levels of government, where the greatest problems in the distribution of powers and responsibilities often arise.

Analysis of recent research and publications. The issue of interdepartmental coordination in the field of public administration of internal security attracts the attention of domestic and foreign researchers. The theoretical principles of state administration coordination were considered by V. Bakumenko, A. Degtyar, and V. Malinovsky [3, 5, 8]. The specifics of the functioning of the civil protection system and the activities of the State Emergency Service were studied by S. Andreyev, P. Volyansky, and O. Trush [11]. The issues of interdepartmental interaction in the field of national security were analyzed by V. Abramov, G. Sytnyk, V. Mandragelya [1]. The problems of information support for emergency management are highlighted in the works of M. Andrienko, V. Tyutyunnyk [3]. The European experience of coordination of emergency response services is presented in the studies of M. Kuleba, O. Melnychenko [9]. At the same time, despite significant scientific achievements, the issue of improving coordination mechanisms between public administration bodies in the field of

internal security in the face of modern challenges requires further research, especially in the context of practical experience in the functioning of the State Emergency Service.

Paper objective. The aim of the article is to identify the main problems of coordination between public administration bodies in the field of internal security of Ukraine and to identify ways of improvement using the example of the activities of the State Emergency Service of Ukraine.

Paper main body. The system of ensuring internal security of Ukraine is represented by an extensive network of state bodies, each of which has its powers and areas of responsibility. At the national level, the key role is played by the National Security and Defense Council of Ukraine, the Cabinet of Ministers of Ukraine, and the relevant ministries - the Ministry of Internal Affairs, the Ministry of Health, the Ministry of Environmental Protection and Natural Resources, the Ministry of Energy, and the Ministry of Infrastructure. The central place in the civil protection system is occupied by the State Emergency Service of Ukraine, which is directly subordinate to the Ministry of Internal Affairs and performs the functions of a specially authorized central executive body for civil protection.[6, 10].

At the regional level, coordination is carried out through regional and district state administrations, which have their structural units for civil protection. The local level is represented by local self-government bodies, which are responsible for ensuring security in their territories. Such a multi-level structure creates a complex system of relationships, where each entity has its own powers, resources, and interests.

Analysis of the functioning of this system reveals a number of systemic problems that reduce the effectiveness of interdepartmental coordination. The first and most obvious problem is the duplication of powers between different bodies. For example, issues of technogenic safety are simultaneously within the competence of the State Emergency Service, line ministries, local authorities, and specialized inspections. This situation leads to the dispersion of responsibility, inefficient use of resources, and conflicts of competence during emergency response.

A serious obstacle to effective coordination is the lack of a single information system that would ensure operational data exchange between all participants in the process of ensuring internal security. Each agency uses its information systems, which are often incompatible with each other. This leads to delays in the transmission of critically important information,

duplication of efforts to collect and analyze data, and the inability to form a holistic picture of the situation in real time. The State Emergency Service, despite its coordinating role, does not have the technical capabilities to integrate information flows from all involved structures.

The problem of competition between agencies instead of cooperation is manifested in the desire of each structure to maximize its powers and resources. This is especially noticeable when allocating budget funds and material, and technical resources. Instead of a comprehensive approach to solving security problems, a narrow departmental approach is often observed, when each structure focuses exclusively on its tasks, ignoring the need for coordination with other participants in the system.

Inconsistency in response to crises is a consequence of the lack of clear protocols for interdepartmental interaction. Although formal emergency response plans exist, in practice, their implementation is often complicated by unclear roles and responsibilities. This problem is particularly acute in complex emergencies that require the involvement of multiple agencies with different areas of expertise.

The State Emergency Service in this system plays the role of a "junction point" of many processes, which creates additional challenges for coordination. The service must interact with regional and district state administrations, local self-government bodies, units of the National Police, medical institutions, military formations, and public organizations. Each of these entities has its own organizational culture, decision-making procedures, and communication channels, which significantly complicates the coordination process.

Practical experience demonstrates numerous cases of ineffective coordination that have led to serious consequences. A similar situation occurred during the floods in Zakarpattia, when a lack of coordination between the hydrometeorological service, the State Emergency Service, and local authorities prevented the timely evacuation of people from dangerous areas. The absence of a clear distribution of responsibilities resulted in each agency expecting proactive actions from the others instead of responding immediately.

Coordination problems were particularly acute during the COVID-19 pandemic, when there was a need for close interaction between the State Emergency Service, the Ministry of Health, law enforcement agencies, and local authorities. The lack of unified action protocols led to contradictory decisions at different levels of government, which caused confusion among the population and reduced the effectiveness of anti-epidemic measures. The State Emergency

Service, having experience in emergencies, was unable to fully realize its coordination potential due to institutional limitations and the lack of clear mechanisms for interagency interaction in the context of a pandemic.

At the same time, there are positive examples of effective coordination that demonstrate the potential of the system, provided that interaction is properly organized. The experience of the Dnipropetrovsk region in creating a single situational center, where representatives of all key services work in one room, ensuring prompt exchange of information and rapid adoption of coordinated decisions, can be considered successful. A similar practice has been implemented in some European countries, in particular in Poland, where voivodeship crisis management centers operate with permanent representation of all involved services.[7, 12].

Analysis of international experience shows that effective coordination in the field of internal security is based on several key principles. First, the presence of a single coordination center with clear powers and resources. Second, the use of modern information technologies to ensure uninterrupted data exchange. Third, regular joint exercises and training to develop interaction mechanisms. Fourth, the presence of detailed protocols for actions for different types of emergencies with a clear distribution of roles and responsibilities[13].

Based on the analysis, a set of measures can be proposed to improve coordination mechanisms in the field of internal security of Ukraine. The first step should be the creation of permanent interdepartmental operational centers at the national and regional levels. These centers should unite representatives of all key structures - the State Emergency Service, police, medical services, local authorities, and municipal enterprises. It is important that representatives have sufficient authority to make operational decisions without the need for constant coordination with the leadership of their departments.

It is critically important to implement a single integrated information and analytical system that will ensure unhindered data exchange between all participants in the internal security system. Such a system should operate in real time, providing up-to-date information on the status of critical infrastructure facilities, meteorological conditions, available resources, location of forces, and response equipment. The experience of EU countries shows that the use of modern geographic information systems and artificial intelligence technologies can significantly increase the efficiency of management decision-making in crises.

It is necessary to improve the regulatory framework for interagency cooperation.

Existing documents often contain contradictory provisions on the distribution of powers and responsibilities. It is necessary to develop clear legislation that would determine coordination mechanisms, joint decision-making procedures, and the procedure for using the resources of various agencies in emergencies. Particular attention should be paid to the issues of financing joint activities and the distribution of material and technical resources.

Developing standardized joint action protocols for different types of emergencies will help avoid confusion and delays in response. These protocols should detail the sequence of actions for each participant, communication channels, escalation procedures, and transition criteria between different levels of response. The protocols must be regularly updated to reflect lessons learned and changes in the security environment.

The personnel training system needs a radical modernization with an emphasis on interagency cooperation. It is necessary to introduce regular joint training and exercises for representatives of different services, during which complex emergency scenarios will be practiced. Particular attention should be paid to the training of middle managers, who often act as key figures in operational coordination on the ground.

A promising direction is the introduction of crisis response coordinator positions at various levels of management. These specialists should have broad powers to coordinate the actions of various services, access to all information systems, and the ability to mobilize resources. The experience of Scandinavian countries shows the effectiveness of such an approach, when one responsible coordinator ensures the coherence of the actions of numerous participants.

Digitalization of management processes opens up new opportunities for improving coordination efficiency. The use of mobile applications for operational communication, drones for situation monitoring, and video conferencing systems for holding meetings in real time - all these technologies should become an integral part of the internal security management system. The State Emergency Service can act as a driver of digital transformation, piloting new technological solutions and spreading successful experience to other structures.

An important aspect is the involvement of the public in the internal security system. Volunteer organizations, public associations often have unique resources and capabilities that can be critically important during emergencies. Creating mechanisms for effective interaction with the public sector, including public representatives in coordination structures, will significantly expand the capabilities of the response system.

Conclusions. The conducted research allows us to conclude that coordination between public administration bodies in the field of internal security of Ukraine remains fragmented and insufficiently effective. Despite the formal existence of mechanisms for interdepartmental interaction, in practice, they often do not provide the necessary level of coordination of actions. Analysis of the activities of the State Emergency Service of Ukraine as a key coordinator in the civil protection system revealed systemic problems that require a comprehensive solution.

The main obstacles to effective coordination are institutional fragmentation, lack of unified information systems, unclear distribution of powers, and insufficient resources to ensure joint actions. These problems are exacerbated in the context of modern challenges, when speed and consistency of response become critically important factors in minimizing the consequences of emergencies.

The proposed ways to improve coordination mechanisms are based on the best domestic and international practices. The creation of interdepartmental operational centers, the implementation of integrated information systems, the improvement of the regulatory framework, and the standardization of interaction procedures - these measures require significant efforts and resources, but are necessary to increase the efficiency of the internal security system.

The human factor is of particular importance - training personnel to work in interdepartmental coordination, forming a culture of cooperation instead of competition between structures. Technological solutions can significantly facilitate coordination processes, but without changing the management culture and approaches to joint work, their effectiveness will be limited.

Prospects for further research are related to a detailed analysis of best practices of coordination in specific types of emergencies, development of methodologies for assessing the effectiveness of coordination mechanisms, and research into the possibilities of using artificial intelligence to support decision-making in crises. An important direction is also the study of psychological aspects of interagency interaction and the development of approaches to overcoming organizational barriers.

Reforming the coordination mechanisms in the field of internal security is a long-term process that requires political will, adequate funding, and active participation of all stakeholders. However, without such changes, Ukraine will not be able to effectively confront

modern challenges and ensure an adequate level of security for its citizens. The State Emergency Service, with its significant experience and institutional capacity, can become a catalyst for positive changes in the system of internal security management of the state.

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