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IMPROVING INTERDEPARTMENTAL COORDINATION IN THE FIELD OF PUBLIC MANAGEMENT OF NATIONAL SECURITY OF UKRAINE UNDER MARTIAL LAW

The article examines the problems of interdepartmental coordination in the sphere of national security of Ukraine under martial law. Russian aggression has exacerbated the issue of effective interaction between government bodies, especially when responding to emergencies of a natural and man-made nature.

The purpose of the work is to identify key shortcomings of the existing coordination system and propose ways to improve it through the implementation of modern management mechanisms, digital technologies, and the adaptation of European practices.

The article analyzes the theoretical foundations of interdepartmental coordination in the system of public management of national security, examines the current state of coordination mechanisms with an emphasis on the activities of the State Emergency Service of Ukraine, and identifies systemic problems in the interaction of departments during response to crisis situations.

The study demonstrated that effective coordination necessitates the establishment of a unified information and analytical framework, standardization of interaction protocols, and a clear delineation of responsibilities. Specific mechanisms for improvement are proposed: the creation of integrated crisis management centers, the implementation of the "single window" principles, and the development of a culture of interagency cooperation.

Keywords: *European integration, interdepartmental coordination, public administration, national security, martial law, emergencies, State Emergency Service of Ukraine, in-*

formation, communications, digital technologies.

Problem setting. Full-scale Russian aggression has exacerbated the problems of public administration in the security sector. The issue of interdepartmental coordination has become particularly urgent - without it, it is impossible to ensure national stability.

The relevance of the study is due to several interrelated factors that determine the current state of the public management system of national security in Ukraine. Martial law creates unique conditions for the functioning of state institutions, under which traditional coordination mechanisms are insufficiently effective for an operational response to multiple and diverse threats. At the same time, Ukraine's European integration aspirations necessitate the adaptation of its national security management system to the standards of the European Union and NATO, which entails implementing the principles of democratic civilian control, transparency, and effective interagency cooperation. Statistical data from the State Emergency Service of Ukraine demonstrate that during the period of martial law, the number of emergencies of a technogenic nature increased by more than 35% compared to the pre-war period, which emphasizes the critical need to improve coordination mechanisms between bodies responsible for various aspects of national security. [4].

Analysis of recent research and publications. Analysis of recent research and publications indicates the growing interest of domestic scientists in the issues of coordination in the security sector. The fundamental principles of public management of national security are laid down in the works of V.P. Gorbulin, who developed the conceptual foundations of strategic planning in the security sector, G.P. Sytnyk, who studied the state and administrative aspects of national security, and S.M. Dombrovska, who analyzed the mechanisms of state management in the sphere of life safety [1, 2], however, a comprehensive study of coordination mechanisms in martial law conditions, taking into account the specifics of the activities of the State Emergency Service of Ukraine and the requirements of European integration, has not been conducted. Foreign experience in coordination in the security sector, in particular the Polish model of crisis management and EU mechanisms for emergency management, demonstrates the need for a systemic approach to building an effective architecture of interagency interaction [3].

Paper objective. It consists in identifying key problems of interdepartmental coordination in the field of public management of national security of Ukraine under martial law and substantiating scientific and practical recommendations for its improvement based on an analysis of the activities of the State Emergency Service of Ukraine, studying the European experience of coordination in the security sector, and identifying promising areas for adapting national coordination mechanisms to EU and NATO standards.

Paper main body. Interdepartmental coordination in the field of public management of national security is a complex system of interrelated management relations aimed at coordinating the actions of various state authorities to achieve the common goal of ensuring the protection of the vital interests of the individual, society, and the state. The Basic Law of Ukraine "On National Security of Ukraine" defines the general principles of coordination of activities in the field of security; however, real practice indicates the presence of significant gaps in the mechanisms of practical implementation of these provisions [5]. Conceptually, interdepartmental coordination in the field of security should be based on the principles of single leadership in making strategic decisions, decentralization in performing operational tasks, transparency of interaction procedures, accountability for results and continuity of management even in extreme conditions.

Theoretical analysis of the essence of interdepartmental coordination allows us to highlight its key characteristics as a special type of management activity. Coordination in the field of national security has its own specifics compared to other branches of public administration. It is characterized by high dynamism of processes, the need for prompt response to threats in real time, accuracy and timeliness of information exchange, as well as the need to ensure continuity of management under any circumstances. Interdepartmental coordination is of particular importance for the activities of the State Emergency Service of Ukraine. Effective prevention and elimination of the consequences of emergencies are impossible without coordinated interaction with the Ministry of Defense of Ukraine, the National Police, the National Guard, the Security Service of Ukraine, local governments, and other entities ensuring national security.

The methodological basis of the study is a systematic approach to the analysis of interdepartmental coordination as a holistic subsystem of public management of national

security. This approach allows us to consider coordination mechanisms in their structural completeness and functional unity.

EU and NATO documents define interdepartmental coordination as the basis for effective security management. The EU Civil Protection Mechanism is built on close cooperation between the national services of the Member States. The Emergency Response Coordination Centre ensures real-time information exchange and coordinates international assistance [6]. NATO standards provide for a multi-level coordination system: the strategic, operational, and tactical levels have clearly demarcated powers and responsibilities. The Polish experience is indicative - the Polish Security Centre functions as a national coordination body for crisis management. It combines centralized coordination with operational autonomy of agencies, which proves the effectiveness of such an approach.

In theory, there are two main models of interagency cooperation in the security sector. Both have their advantages and disadvantages.

The centralized model is a single coordination center with the authority to coordinate the actions of all security actors. Advantage: rapid decision-making and unified command. Disadvantage: risk of bureaucratization and loss of flexibility in responding to local threats.

The decentralized model is based on equal interaction between departments through horizontal coordination. Such a system is better adapted to changes and takes into account the specifics of each department. However, coordinating positions takes more time, which slows down the adoption of strategic decisions.

The current trend in developed countries is to apply a hybrid model that combines centralization of strategic planning and coordination with decentralization of operational response.

The current state of interdepartmental coordination in the field of public management of national security in Ukraine is characterized by the presence of significant systemic problems, which were especially acutely manifested in the conditions of martial law. An analysis of the practice of responding to emergencies since February 2022 revealed critical shortcomings in the existing coordination mechanisms, which significantly reduce the effectiveness of the civil protection system and other components of the security sector.

The main problem remains the lack of a single information and analytical space that

would ensure operational data exchange between the State Emergency Service of Ukraine, the Ministry of Defense, the National Police, local governments and other security entities. This results in duplication of information requests, delays in data transmission and the inability to form a single operational picture of the situation in real time.

A study of the practice of the functioning of the State Emergency Service of Ukraine under martial law indicates a multiplicity of coordination challenges at different levels of management.

At the strategic level, the main problem is the lack of coordination between the activities of the State Emergency Service and the Ministry of Defense of Ukraine in the protection of critical infrastructure, evacuation of the population from combat areas, and liquidation of the consequences of rocket attacks. Despite the existence of formal interaction protocols, the practical implementation of coordination is often complicated by different approaches to risk assessment, task prioritization, and resource allocation.

At the operational level, there is insufficient coordination between the SES units and the territorial bodies of military administrations. This leads to conflicts of authority and inefficient use of available forces and means of responding to emergencies.

Analysis of specific cases of response to large-scale emergencies under martial law reveals typical coordination problems that negatively affect management efficiency. When eliminating the consequences of the destruction of critical infrastructure as a result of missile strikes, a situation often arises when different agencies simultaneously try to coordinate recovery work, which leads to duplication of efforts and waste of resources. The absence of a single coordination center at the local level complicates rapid decision-making on attracting additional forces, organizing the evacuation of victims, and ensuring the continuity of vital services. The problem is exacerbated by the fact that under martial law, part of the powers of local self-government bodies are transferred to military administrations, which creates an additional level of coordination and potential points of conflict of interest [8].

The regulatory and legal support for interdepartmental coordination in the field of national security of Ukraine needs to be improved to ensure effective interaction in martial law conditions. Current legislation, in particular the Law of Ukraine "On the Legal Regime of Martial Law" and the Civil Protection Code of Ukraine, defines the general principles of

coordination, but does not contain detailed mechanisms for its practical implementation in the specific conditions of the simultaneous functioning of civilian and military management structures [9]. The lack of clear protocols for interaction between the State Emergency Service and military commands in matters of responding to emergencies in areas of active hostilities creates legal uncertainty and complicates operational decision-making. Analysis of subordinate regulatory and legal acts indicates their fragmentation and lack of coordination, which leads to different interpretations of powers and responsibilities by different agencies.

The problem of information coordination between bodies responsible for various aspects of national security deserves special attention. In order to perform its functions, the State Emergency Service of Ukraine requires constant access to up-to-date information on the military situation, the state of critical infrastructure, weather forecasts, and other data available to various departments. However, the lack of standardized data exchange formats, different levels of information confidentiality, and insufficient development of digital interaction platforms significantly complicate information coordination. Creating a single information and analytical system that would integrate data from all subjects of national security is a task for increasing the effectiveness of coordination. However, its implementation faces technical, organizational, and security challenges.

The experience of European countries, in particular Poland and the Baltic States, demonstrates the effectiveness of creating specialized coordination structures for security management at the national level. The Polish Security Center functions as a central body for coordinating all subjects of the crisis management system. It provides continuous threat monitoring, coordination of interagency interaction, and management of response resources.

An important feature of the Polish model is a clear division of powers between the strategic coordination center and operational services. This allows to avoidance of duplication of functions and ensures quick decision-making. Adaptation of this experience to Ukrainian realities involves the creation of the National Coordination Center for Security Management under the Office of the National Security and Defense Council of Ukraine. Such a center would ensure strategic coordination of the activities of all security sector bodies, including the State Emergency Service of Ukraine.

Digitalization of interdepartmental coordination processes is one of the most promising

areas of improving public administration in the field of national security. The introduction of modern information and communication technologies allows for significant increase in the efficiency of information exchange, ensures transparency of interaction processes, and creates opportunities for the use of big data analytics in making management decisions. The development and implementation of a single digital platform for interdepartmental coordination should include functional modules for the operational exchange of data on threats and emergencies, coordination of actions of different departments in real time, joint planning of response operations, resource management and monitoring of the implementation of agreed decisions. The integration of artificial intelligence and machine learning into the coordination system can provide automated analysis of large volumes of information, early detection of potential threats and the formation of recommendations for the optimal distribution of forces and means of response [10].

Practical experience of the functioning of the State Emergency Service of Ukraine under martial law has revealed the need to improve horizontal coordination mechanisms at the regional and local levels. The creation of regional security coordination centers under regional military administrations could significantly increase the effectiveness of interaction between territorial divisions of various departments and ensure a more efficient response to emergencies, taking into account the specifics of specific regions.

These centers should operate on the principle of a single operational space, where representatives of the State Emergency Service, police, military structures and other bodies work together. This ensures constant communication and the possibility of immediate coordination of actions in the event of threats. An important element of regional coordination should be the standardization of interaction procedures. The development and implementation of single operational protocols for typical situations will minimize the time for coordination of actions and increase the predictability of coordination processes.

Personnel support for effective interdepartmental coordination requires the formation of special competencies in interdepartmental interaction and crisis management among security sector employees. Analysis of personnel training for the State Emergency Service of Ukraine indicates insufficient attention to the development of coordination and communication skills with representatives of other agencies, which negatively affects the effectiveness of

practical interaction. The implementation of joint interdepartmental training and advanced training programs, which would involve the participation of representatives of different security sector agencies, would contribute to the formation of a common understanding of coordination procedures, the creation of informal networks of professional contacts and the development of a culture of interdepartmental cooperation. Of particular importance is the organization of regular interdepartmental exercises and training that simulate complex crises and require coordinated coordination of actions of different services [11].

The mechanism of public control and involvement of civil society in coordination processes in the field of national security is a necessary element of democratic governance and increasing the efficiency of public administration. The experience of responding to emergencies under martial law demonstrates the significant role of volunteer organizations and public initiatives in supporting the activities of the State Emergency Service and other security sector bodies.

Establishing formalized mechanisms for coordination with civil society organizations through advisory bodies under the State Emergency Service and other agencies would allow for more efficient use of civil society resources and ensure transparency in security management processes. At the same time, it is necessary to take into account the security aspects of such interaction and ensure proper control over access to sensitive information.

The European integration context of improving interdepartmental coordination involves the gradual adaptation of the national security management system to the standards and practices of the European Union. Ukraine's integration into the EU Civil Protection Mechanism requires bringing coordination procedures into line with European requirements, including standardization of information exchange formats, harmonization of emergency classification, and coordination of international interaction protocols. The State Emergency Service of Ukraine, as the national coordinator for participation in the EU Civil Protection Mechanism, should play a key role in implementing European coordination standards at the national level [12]. This involves not only adapting internal procedures, but also active participation in European initiatives to exchange experience, joint exercises, and develop new approaches to managing cross-border crises.

Conclusions. The conducted study of the problems of interdepartmental coordination

in the field of public management of national security of Ukraine under martial law allows us to formulate a number of important conclusions and recommendations for improving the existing mechanisms of interaction between security sector bodies. Analysis of the current state of coordination processes revealed systemic shortcomings that significantly reduce the effectiveness of responding to emergencies and threats to national security. The most critical are the lack of a single information and analytical space, insufficient standardization of interaction procedures, duplication of functions and powers of various departments, as well as the limited use of modern digital technologies in coordination processes. These problems are especially acute in the activities of the State Emergency Service of Ukraine. Under martial law, the service faces unprecedented challenges in coordinating civilian and military structures when responding to emergencies of various origins.

Practical recommendations for improving interdepartmental coordination include the creation of a National Security Management Coordination Center under the Office of the National Security and Defense Council of Ukraine to ensure strategic coordination of the activities of all security sector bodies, the formation of regional security coordination centers under regional military administrations for operational interaction at the local level, as well as the development and implementation of a single digital platform for interdepartmental coordination with real-time data exchange functions. Standardization of interaction procedures through the development of single operational protocols for typical situations will significantly increase the effectiveness of coordination and reduce the time for coordination of actions between different agencies, which requires appropriate amendments to the Civil Protection Code of Ukraine and other regulatory legal acts.

The European integration vector of the development of the interdepartmental coordination system provides for the gradual implementation of European Union standards and practices in the field of security management and emergency response. Ukraine's participation in the EU Civil Protection Mechanism creates additional opportunities for the modernization of national coordination mechanisms in accordance with European requirements. This includes harmonization of the classification of emergencies, standardization of information exchange formats, and development of rapid response capabilities. The State Emergency Service of Ukraine, as the national coordinator of cooperation with the EU Civil Protection Mechanism,

should play a leading role in the implementation of European standards of coordination at all levels of the civil protection system. This will contribute to the successful integration of Ukraine into the European security space and increase the overall efficiency of public administration in the field of national security.

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