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Strategic Partnerships with International Institutions as a Factor in Improving the Effectiveness of Law Enforcement in Ukraine

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This article provides a comprehensive theoretical justification of the role of strategic partnerships with international institutions as a fundamental factor in the modernization of public administration within Ukraine's law enforcement sector. It is demonstrated that, against the backdrop of martial law and the intensification of negotiations on accession to the European Union, law enforcement activities are transforming into a complex networked ecosystem, where the effectiveness of national actors depends directly on the quality of their integration into international security networks. Particular attention is paid to analyzing the dynamics of EU law throughout 2024, specifically the Directives on the criminalization of sanctions regime violations and the harmonization of asset confiscation rules. The feasibility of implementing an analytics-driven model of law enforcement and the use of a methodology for strategic forecasting of transnational threats is substantiated. The concept of 'management resonance' is explored as a necessary mechanism for synchronizing the efforts of administratively independent agencies with international security standards. The paper details four conceptual elements of a strategic partnership: regulatory convergence of domestic legislation, institutional transparency through international standards for personnel selection, technological compatibility of digital security systems, and the alignment of government narratives. It is demonstrated that strategic communications and professional communication management are tools for building the state's 'communicative capital', which enhances public trust and legitimizes law enforcement reforms. The conclusions emphasize that strategic partnership ensures the transition to a people-centred doctrine of protecting rights and freedoms, making the European integration progress of Ukraine's law enforcement system an irreversible process of institutional excellence.

KEYWORDS

strategic partnership, law enforcement agencies, public management and administration, modernisation, European integration, strategic management, foresight.



Стратегічне партнерство з міжнародними інституціями як чинник підвищення ефективності правоохоронної діяльності в Україні

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У статті здійснюється комплексне теоретичне обґрунтування ролі стратегічного партнерства з міжнародними інституціями як фундаментального чинника модернізації публічного управління у правоохоронній сфері України. Доведено, що в умовах воєнного стану та інтенсифікації переговорного процесу щодо вступу до Європейського Союзу правоохоронна діяльність трансформується у складну мережеву екосистему, де ефективність національних суб'єктів прямо залежить від якості їхньої включеності у міжнародні безпекові мережі. Особливу увагу приділено аналізу динаміки права ЄС протягом 2024 року, зокрема Директивам щодо криміналізації порушень санкційного режиму та уніфікації правил конфіскації активів. Обґрунтовано доцільність впровадження моделі правоохоронної діяльності, керованої аналітикою, та використання методології стратегічного прогнозування транснаціональних загроз. Розкрито зміст концепції «управлінського резонансу» як необхідного механізму синхронізації зусиль адміністративно незалежних відомств із міжнародними безпековими стандартами. Деталізовано чотири концептуальні елементи стратегічного партнерства: нормативну конвергенцію вітчизняного законодавства, інституційну прозорість через міжнародні стандарти відбору кадрів, технологічну сумісність цифрових систем безпеки та комунікаційну синхронізацію державних наративів. Доведено, що стратегічні комунікації та професійний комунікаційний менеджмент є інструментами формування «комунікативного капіталу» держави, що підвищує суспільну довіру та легітимізує правоохоронні реформи. У висновках наголошено, що стратегічне партнерство забезпечує перехід до людиноцентричної доктрини захисту прав і свобод, роблячи євроінтеграційний поступ правоохоронної системи України незворотним процесом інституційної досконалості.

КЛЮЧОВІ СЛОВА

стратегічне партнерство, органи правопорядку, публічне управління та адміністрування, модернізація, євроінтеграція, стратегічний менеджмент, Форсайт.

1. Introduction

The processes of globalization and integration of Ukraine into the European community under martial law pose unprecedented tasks to the public administration system. Issues of national security and law and order today cannot be resolved exclusively within the framework of domestic resources. Law enforcement activities are transformed into a complex ecosystem, where the effectiveness of each subject of law enforcement activity directly depends on the quality of its involvement in international security networks.

The connection of this problem with practical tasks is due to the need for Ukraine to fulfill its obligations within the framework of the negotiation process on accession to the European Union. As stated in the latest analytical reviews of information and analytical structures, a successful European integration track requires not only formal adaptation of legislation, but also the real implementation of the EU *acquis* in the daily practice of law enforcement agencies [12; 13]. Strategic partnership with foreign institutions (Europol, Eurojust, Interpol, Frontex) is becoming not only a foreign policy vector, but a tool for improving the efficiency of management, which allows attracting advanced technologies, common databases and innovative methods of crisis management. The scientific substantiation of the concept of such a partnership within the framework of the modernization of public administration is an urgent need to ensure the stability of the state.

2. Literature Review

The theoretical analysis of the law enforcement function of the state in the context of constitutional requirements was carried out by Tatsii [13] and Barash [1], who laid the foundations for understanding law enforcement agencies as tools for the protection of human rights. The issues of administrative and legal support for the management of police bodies were covered by Bezpalo [2] and Zahumenna [14]. The specifics of international cooperation in the field of combating transnational crime were studied by Grytsyshen [4] and Pylyp [5] to note the works of Shvaika [12] on the administrative and legal foundations of interaction between special services and international organizations.

At the same time, the analysis of the Guide to Changes in Security Legislation [6] and the Analytical Review of EU Legal Acts [7; 8] indicates that the dynamics of EU law are significantly ahead of the theoretical understanding of these processes in domestic science. The problem of forming a unified model of strategic management that would combine the national specifics of martial law with new EU directives, for example, on asset confiscation and environmental crime, remains unresolved. The role of strategic partnership as a factor of managerial resonance at the interstate level often remains out of the attention of scientists. It is these aspects – the integration of international standards into the system of public administration and administration – that this article is devoted to.

3. Problem Statement

The article is aimed at the theoretical substantiation of strategic partnership with international institutions as a key factor in increasing the effectiveness of law enforcement activities in Ukraine, analysis of the impact of the latest EU acts on the modernization of law enforcement agencies and identification of mechanisms for adaptation of public administration to the requirements of cross-border security.

4. Methods and Materials

The study employs a set of general scientific and special methods, including systemic, comparative legal, and structural-functional approaches, as well as analysis and synthesis, which made it possible to substantiate the concept of strategic partnership with international institutions in the field of law enforcement. The empirical basis includes analytical materials of Ukrainian public authorities, European Commission reports, EU legal acts, as well as scholarly publications by domestic and international researchers. The use of these materials ensured a comprehensive analysis of European integration

processes, the modernization of public administration, and the transformation of Ukraine's law enforcement system under martial law and global security challenges.

5. Results and Discussion

Modernization of public administration in the law enforcement sector of Ukraine today is inextricably linked with the introduction of innovative models of strategic interaction. A strategic partnership with international institutions should be considered as the highest degree of interaction, which involves not only the exchange of information but also the joint design of the security space. For Ukraine, this process has become the only way to increase efficiency, since the transnational nature of crime requires a transnational response.

In particular, Directive (EU) 2024/1226 on criminal offences for violations of EU restrictive measures and Directive (EU) 2024/1260 on asset recovery and confiscation establish new requirements for pre-trial investigation bodies. analytics-driven (Intelligence-led Policing). The implementation of this model requires law enforcement entities not only to respond promptly, but also to master Big Data and Foresight methods to predict possible ways to circumvent sanctions.

One of the basic principles for improving efficiency is institutional independence and professionalization of personnel, which is constantly emphasized in the reports of the European Commission [3]. In the context of the modernization of public administration, this requires the development of new procedures for competitive selection and appointment to senior positions in bodies such as the SBI or NABU. Strategic partnership here is manifested through the involvement of independent international experts, which is a guarantee of integrity and objectivity [9]. Thus, the international factor becomes an internal driver of anti-corruption modernization, ensuring the legitimacy of law enforcement agencies in the eyes of civil society.

An important component of improving efficiency is the coordinating role of the National Coordinator. The scientific concept of reforming the law enforcement system [9] substantiates the expediency of creating a mechanism that would ensure the "horizontal integration" of international requests. Under the legal regime of martial law, when the boundaries between internal and external security are blurred, the National Coordinator should become a node of strategic cooperation that synchronizes the actions of the Ministry of Internal Affairs, the Security Service of Ukraine and the Border Guard Service with the requirements of Frontex and Europol. This avoids duplication of functions and provides a single state narrative.

The modernization of public administration in the law enforcement sector also includes the introduction of best practices in the use of coercive means. A study of the experience of EU Member States (Spain, Poland, Germany) on the use of special equipment [10] shows that strategic partnership allows adapting national standards to the requirements of proportionality and humanity. For example, the regulation of the procedure for the use of water cannons through the prism of the practice of the ECtHR is an example of how international legal experience increases the level of democracy of public administration in Ukraine, even in times of crisis.

A separate factor of efficiency is digital interaction. The strategic partnership with the EU provides for the inclusion of Ukraine in the common security information systems. This requires modernization of the management of databases of biometric parameters, DNA indexes and video surveillance systems [11]. Such technological convergence creates the basis for "managerial resonance" at the international level, when Ukrainian law enforcement agencies become full-fledged operators of the European security space.

In the field of economic security, the strategic partnership is transformed into cooperation with the Anti-Money Laundering Authority (AMLA) and EPPO [7]. For Ukraine, this means the need to modernize the Bureau of Economic Security of Ukraine (ESBU) based on transparency and analytical orientation. The use of strategic management tools allows the ESBU to integrate into international protocols for detecting financial crimes, which is critical for obtaining macro-financial assistance and restoring the state.

It is also necessary to pay attention to environmental safety. Directive (EU) 2024/1203 on the protection of the environment through criminal law establishes minimum rules for the qualification of crimes [7]. In the context of ecocide caused by the military actions of the Russian Federation, a strategic partnership with international environmental institutions allows Ukraine to form an evidence base at

the level of world standards. This increases the effectiveness of law enforcement activities in terms of recording and prosecuting war crimes against nature.

Substantiation of the effectiveness of law enforcement activities through the prism of international cooperation allows us to assert that a strategic partnership with international institutions acts not only as an external stabilizer but also as a systemic transformer of the domestic management model. Taking into account the challenges of martial law and the requirements of European institutions, we highlight the following fundamental elements on which the conceptual foundations of this partnership are based:

1. Normative convergence and legal adaptation. This element provides not just a formal copying of foreign norms, but a deep harmonization of domestic criminal and administrative legislation with the latest acts of the European Union. Of particular importance is the implementation of the EU Directives of 2024, in particular Directive 2024/1226 on the criminalization of violations of restrictive measures (sanctions) and Directive 2024/1260, which establishes uniform rules for the return and confiscation of assets [7]. In the context of public administration and administration, this means the creation of a common legal field, where the subject of law enforcement activity of Ukraine acts in unison with European colleagues. A separate vector of normative convergence is the introduction of environmental justice standards (Directive 2024/1203), which makes it possible to qualify ecocide as a transnational crime, involving international mechanisms for proving and prosecuting perpetrators.

2. Institutional transparency and modernization of personnel management. The Strategic Partnership requires law enforcement agencies to comply with the integrity criteria set out in the Reports of the European Commission (2023–2024) [3]. The conceptual basis here is the introduction of international standards of meritocracy during the selection of personnel. Modernization of public administration involves the involvement of independent international experts in competition commissions (on the example of the SBI and ESBU reforms), which ensures institutional independence from political influence [9]. At the same time, a partnership with international institutions stimulates the development of mechanisms of public control. The model of “open administration” transforms the law enforcement system from a closed corporate structure into a service institute accountable to society, where the criterion of effectiveness is not statistical “indicators”, but the level of trust of international partners and citizens.

3. Technological interoperability and integration into the digital security ecosystem. In today's world, law enforcement is impossible without deep digital interaction. The strategic partnership provides for the full integration of Ukrainian law enforcement agencies into the information networks of Europol (SIENA system), Eurojust and Interpol. The conceptual basis of this element is the transition to a model of law enforcement activities driven by analytics, based on the exchange of biometric data, DNA profiles and operational information in real time [11]. Technological interoperability allows achieving “management resonance”, when national databases become part of the pan-European security architecture, providing an instant response to cross-border threats, cyberattacks and illegal migration.

4. Communication synchronization and development of communicative capital. An effective partnership is impossible without well-coordinated communication management. This element involves the use of strategic communications to build sustainable trust between Ukrainian law enforcement agencies and foreign donors and partners. The communication strategy of law enforcement agencies should ensure the synchronization of narratives: the world should see Ukraine not only as a recipient of aid, but as a reliable provider of regional security. Synchronization of communications makes it possible to legitimize complex reforms (for example, the creation of the Military Police) through the prism of compliance with NATO and EU standards [12]. In this way, “communicative capital” is formed, which is an intangible resource that increases the overall stability of the public administration system.

Thus, the modernization of public administration through strategic partnership provides a critical transition from the doctrine of “protecting the interests of the system” to the human-centered doctrine of “protection of man and his rights”. Law enforcement agencies of Ukraine, assimilating European management standards and implementing strategic management tools, are gradually turning into modern service departments. They become able not only to respond to crises, but also to function effectively in conditions of high strategic uncertainty. Such a partnership creates a solid foundation for national resilience, making European integration progress an irreversible process of institutional excellence.

6. Conclusions

The study allows us to formulate several conceptual conclusions that are important for the theory and practice of public administration and administration in the law enforcement sphere of Ukraine:

1. Strategic partnership with international institutions is justified not only as a foreign policy priority, but as a fundamental internal factor in improving the effectiveness of law enforcement. It has been established that in the context of modernization, it acts as a mechanism for systemic transformation of the management model – from a closed departmental structure to an open, network system based on the standards of democratic civil control and a service approach to ensuring security.

2. It has been proven that the key condition for increasing the effectiveness of law enforcement agencies is the achievement of managerial resonance between national strategic goals and the requirements of the international security environment (EU *acquis*). This requires the introduction of innovative strategic management tools, in particular the Foresight methodology, which allows law enforcement entities to design scenarios for the development of transnational threats and prepare adequate proactive responses.

3. It is argued that the institutional support of the strategic partnership requires the creation or significant strengthening of the role of the National Coordinator. It should act as a facilitator of “horizontal integration”, providing a single communication and information space between the Ministry of Internal Affairs, the Security Service of Ukraine, NABU, the SBI and international agencies (Europol, Eurojust). This will minimize duplication of functions and optimize the use of international technical assistance resources.

4. It is determined that high-quality communication management is an integral component of the legitimization of law enforcement reforms. Synchronization of communication strategies among law enforcement agencies with international security narratives enables the formation of the state's “communication capital”, which increases public trust in the law enforcement system and ensures sustainable support for Ukraine from international partners under the current legal regime of martial law.

5. The need for accelerated regulatory convergence, which consists of the harmonization of domestic legislation with the latest EU Directives, is substantiated. This is a prerequisite for ensuring Ukraine's technological interoperability and full participation in the European digital security ecosystem, including the exchange of analytical data and real-time cybercrime detection and response.

Prospects for further research in this direction are seen in the study of mechanisms for the introduction of artificial intelligence into the system of strategic interaction of law enforcement agencies to automate the processes of coordination decision-making, as well as in the development of comprehensive criteria for assessing the effectiveness of strategic partnership through indicators of reducing the level of transnational crime and increasing the level of national stability of the state.

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