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MECHANISM FOR ENSURING INTERACTION OF THE LAW ENFORCEMENT AGENCIES IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES IN UKRAINE

The author's vision of the content of the "mechanism for ensuring interaction of the law enforcement agencies" is formulated and the main elements of this mechanism, grouped by functional purpose, are highlighted.

The mechanism for ensuring the interaction of law enforcement agencies is a holistic system of means, methods and tools that create conditions for effective joint (team) work of law enforcement agencies and which is directly aimed at the result: coordinated work of law enforcement agencies to achieve common goals - protecting the rights, freedoms and interests of citizens, ensuring public safety and maintaining law and order, in particular under the legal regime of martial law, in the case of large-scale cyberattacks, technical failures, information wars, etc.

The main elements of the mechanism for ensuring the interaction of law enforcement agencies are grouped by functional purpose: 1) regulatory and legal element (considered as the basic one, without which the interaction will be chaotic or illegal); 2) organizational and managerial element (considered as the engine that launches and accompanies the interaction process); 3) information and analytical element (provides a common vision of situations, allows for the definition of common goals, setting and solving tactical and strategic tasks); 4) resource (material and technical) element (provides the practical possibility of interaction); 5) control and supervisory element (ensures the legality and assessment of the effectiveness of the interaction of law enforcement agencies).

Considering that the mechanism for ensuring the interaction of law enforcement agencies is a holistic system, and the listed elements are components of this system, the content of individual elements will be determined by the functional criteria (main areas of activity) of the law enforcement agencies being involved in the interaction process. Improving individual elements of the mechanism for the interaction of law enforcement agencies will contribute to the effectiveness of the entire mechanism.

The results obtained can be used for the academic researching of the ways to improve the mechanism for ensuring the interaction of law enforcement agencies.

Keywords: law enforcement agencies; interaction; mechanism for ensuring interaction.

Problem Statement. As of 2026, the reform of law enforcement activities in Ukraine is at the stage of active practical implementation of the Comprehensive Strategic Plan for the Reform of Law Enforcement Agencies, designed through 2027 [1]. The completion of law enforcement reform remains a critical condition for Ukraine's accession to the European Union (hereinafter – the EU) and is focused on the transition from a “punitive model” of law enforcement activity to a “service-oriented” one.

The European Union Advisory Mission for Civilian Security Sector Reform in Ukraine (hereinafter – EUAM Ukraine) actively contributes to the completion of the reform of Ukraine's law enforcement system [2].

EUAM has been operating in Ukraine since 2014. It was established by the European Union at the request of the Government of Ukraine following the events of the Revolution of Dignity of 2013–2014, which deepened Ukrainian

society's distrust toward the authorities and security forces. The reason for this distrust was a series of violent incidents in Kyiv involving protesters, police special units, and unidentified snipers [2].

Among other requests, the Government of Ukraine asked the EU to support the reform of law enforcement agencies and institutions of the rule-of-law system, as well as to facilitate the restoration of public trust in them. As a result of this request, in 2014 the European Union Advisory Mission for Civilian Security Sector Reform in Ukraine was established [2].

The civilian security sector includes law enforcement agencies and institutions of the rule-of-law system, in particular the Ministry of Internal Affairs of Ukraine and its subordinate bodies (the National Police of Ukraine, the National Guard of Ukraine, the State Border Guard Service of Ukraine, the State Migration Service of Ukraine, and others), the Ministry of Justice of Ukraine, the



Office of the Prosecutor General together with regional prosecutor's offices, the Security Service of Ukraine, the State Bureau of Investigation, the Bureau of Economic Security of Ukraine, courts, and anti-corruption agencies. In addition, civil society and parliament (the Verkhovna Rada of Ukraine) play an important role in ensuring the reform process of this sector [2].

Only a modern mechanism for ensuring interaction will enable Ukraine's law enforcement agencies to be effective, capable of continuing the fight against crime, protecting citizens, and restoring justice, particularly under the legal regime of martial law, in the event of large-scale cyberattacks, technical failures, information warfare, etc.

Analysis of Recent Research and Publications. The study of issues concerning interaction among law enforcement agencies in general, and among Ukrainian law enforcement agencies in particular, as well as the improvement of individual elements of the mechanism for ensuring such interaction, has been addressed in the works of a wide range of both Ukrainian and foreign scholars. Researchers examine both general theoretical aspects and specific areas of law enforcement interaction (countering organized crime, protection of human rights, administrative and legal foundations, and others). This indicates the complexity and multidimensional nature of this type of activity.

Thus, the issues of the coordinating role of the prosecutor's office and the improvement of coordination among state bodies in counteracting offenses were studied by M. Burbyka, Yu. Hroshevyi, L. Davydenko, V. Dolezhan, P. Karkach, M. Kosyuta, M. Kurochka, V. Maliuha, M. Mychka, V. Nor, Ye. Popovych, M. Rudenko, V. Synchuk, and other Ukrainian scholars.

Certain issues concerning the interaction of the National Police with other law enforcement units were studied by M. Bortun, S. Butkevych, V. Vasylynychuk, R. Hren, M. Davydova, I. Demidov, Ye. Zozulia, I. Kolinka, O. Kravchenko, V. Matviienko, S. Nevmerzhytskyi, L. Skalozub, A. Khankevych, O. Kharaberiush, V. Cherniei, S. Chuchko, and other Ukrainian scholars.

A comprehensive study of interaction between law enforcement agencies and public institutions and the public is presented in the works of V. Keidaliuk [3; 4].

Taking into account the reform of the law enforcement system, issues of interaction and cooperation in the field of preventing criminal offenses were studied by I. Odnolko [5].

Having analyzed the legal regulation of cooperation between city administrations and police under conditions of restriction of certain rights and freedoms, Yu. Pryvatskyi proposed improving mechanisms for the joint financing of security programs [6; 7].

Representatives of specialized universities also play a significant role in shaping the scientific discourse on law enforcement interaction issues: O. Bandurka – advisor to the rector of the Kharkiv National University of Internal Affairs (KhNUA), as a specialist in law enforcement activity; O. Holovko and O. Manzhai – representatives of KhNUA engaged in organizing scientific events on current law enforcement issues.

Foreign authors have also not remained indifferent to the problems of law enforcement interaction and the improvement of mechanisms for ensuring it.

Thus, in the context of identifying key elements and improving the mechanism for ensuring interaction among law enforcement agencies, the following deserve attention: the fundamental work on changing the structure and interaction of police worldwide by D. Bayley and C. Shearing [8]; studies of interagency cooperation models and partnerships between police and communities conducted by A. Cherney and J. Hartley [9]; D. Heyer's study of police interaction with other state institutions within the concept of new public management [10]; C. Edwards' study of policing strategies considering the demands of 21st-century society [11]; the analysis of challenges in joint law enforcement activity aimed at reducing crime conducted by J. Fleming and J. Wood [12]; issues of information interaction and data exchange in combating crime highlighted by T. Luen and S. Al-Hawamdeh [13]; the methodology proposed by D. Rosenbaum for assessing the effectiveness of interagency partnership and police work in crime prevention [14]; and the analysis of public administration and interagency cooperation in the law enforcement sector conducted by B. Steinheider and T. Wuestewald [15].

Considering the above, it may be concluded that the topic of interaction among law enforcement agencies is not new. Scholars have studied individual aspects of law enforcement interaction, but the mechanism for ensuring interaction among law enforcement agencies, considering international experience, has not been systematically researched. The elements of the mechanism for ensuring interaction among law enforcement agencies have not been distinguished, and their content and influence on the activities of

Ukraine's law enforcement agencies have not been examined.

The purpose of this article . To investigate the mechanism for ensuring interaction among law enforcement agencies, taking into account international experience and best global practices, to identify its main elements, and to propose ways to improve the mechanism for ensuring interaction among Ukrainian law enforcement agencies.

Presentation of the main material. The reform of law enforcement activity in Ukraine is aimed at transitioning from a "punitive model" to a "service-oriented" one, with a focus on partnership with the community (Community Policing), digitalization of processes, ensuring human rights, and increasing transparency. Key aspects include public trust, interagency coordination, crime prevention, and effective cooperation with territorial communities.

To better understand the mechanism for ensuring interaction among Ukrainian law enforcement agencies, it is first advisable to identify and analyze the general (key) aspects of the transformation of law enforcement activity. Thus, the study of international experience [8–15; 18] makes it possible to distinguish such general aspects of law enforcement activity as a *human-centered approach; the Community Policing concept; digitalization and openness; interagency interaction; and respect for human and civil rights.*

A *human-centered approach* in law enforcement activity is understood as the orientation of law enforcement agencies toward the needs of the population and the community, where the level of trust serves as the main indicator of the effectiveness of a law enforcement agency.

The *Community Policing* concept and its defining role in the activities of Ukrainian law enforcement agencies, in our opinion, became especially relevant with the introduction of the legal regime of martial law in Ukraine. Cooperation of law enforcement agencies, first and foremost the police, with communities and public associations aimed at *jointly* resolving security issues and *preventing* offenses rather than merely documenting them is particularly evident in Ukraine today.

Digitalization and openness are European standards of law enforcement activity that are being successfully integrated into the law enforcement practice of our state. The introduction of modern IT tools for data exchange among law enforcement agencies of different departments, ensuring transparency in the activities of law enforcement bodies, and joint (interagency) access to information increase the effectiveness of

combating crime and shorten the duration of investigations into serious crimes, including transnational ones.

As international experience demonstrates [8–15; 18], *interagency interaction* among law enforcement agencies and professional coordination of the work of different law enforcement structures (the Ministry of Internal Affairs, the Security Service of Ukraine, the Bureau of Economic Security, the State Bureau of Investigation, the prosecutor's office, and other state law enforcement agencies) increase the effectiveness of countering threats to society and state sovereignty.

Respect for human and civil rights, as a defining international standard of law enforcement activity, has been fully accepted and successfully implemented by Ukraine's law enforcement agencies, as repeatedly emphasized in reports of the European Union Advisory Mission. The priority of legality, protection of freedoms, and security of citizens during all procedural actions in criminal proceedings and throughout all procedures applied by Ukrainian law enforcement agencies is steadily becoming the norm in the work of Ukrainian law enforcement personnel.

The listed changes in the activities of Ukrainian law enforcement agencies are aimed at strengthening public security and building trust in the law enforcement system.

The study of the practice of interaction among Ukrainian law enforcement agencies under the legal regime of martial law allows us to assert that *a modern mechanism for ensuring interaction* is being formed in Ukraine, which will enable law enforcement agencies to be effective, capable of continuing the fight against crime, protecting citizens, and restoring justice in the event of large-scale cyberattacks, technical failures, information warfare, etc.

Interaction among law enforcement agencies has moved to a qualitatively new level aimed at improving work efficiency and adapting to the legal conditions of martial law.

The introduction of martial law has radically transformed the interaction among Ukrainian law enforcement agencies, turning it into enhanced interagency cooperation aimed at ensuring public security, countering new types of criminal offenses, and protecting sovereignty. In order to ensure operational effectiveness under conditions of armed aggression, the forces, resources, and information databases of the National Police, the Security Service of Ukraine, the prosecutor's office, the State Bureau of Investigation, and other

state law enforcement agencies have been integrated.

Among the key transformations in the interaction of Ukrainian law enforcement agencies caused by the introduction of martial law is *the transition to a consolidated model*. Instead of fragmented activities, law enforcement agencies are shifting toward the joint performance of functions through the exchange of informational, material-technical, and personnel resources.

The introduction of martial law in Ukraine has necessitated a change in the priorities of law enforcement agencies. Primary attention in law enforcement activity is devoted to countering sabotage and collaborationism, ensuring compliance with curfew regulations, inspecting citizens and vehicles, as well as documenting war crimes.

In response to contemporary demands, the legislator has expanded the powers of law enforcement officers. Interagency interaction among law enforcement agencies is regulated by the Law “On the Legal Regime of Martial Law” and other regulatory legal acts, which allow law enforcement personnel to respond rapidly to offenses and more strictly control compliance with legal requirements [16; 17]. Law enforcement officers have acquired additional powers concerning restrictions on freedom of movement, verification of documents, and inspection of housing. The exercise of these additional powers contributes to the search for new forms of interaction and improves the mechanism for ensuring interaction among law enforcement agencies both at the interagency level and with the public, media, human rights organizations, including international ones.

Martial law also affects the personal dimension of work, requiring personnel to adapt to conditions of constant risk.

However, strong law enforcement institutions are formed not only through daily operations. They begin with the decisions made by leaders – with how priorities, standards, rules, and approaches to communication are defined, as noted by advisors of the EU Advisory Mission in Ukraine [2].

With the aim of preparing qualified personnel for Ukraine’s law enforcement system, advisors of EUAM Ukraine initiated the “Senior Leadership Course” for managers of the Ministry of Internal Affairs and its subordinate bodies [2]. In our opinion, a similar series of training programs aimed at developing strategic thinking, managerial skills, emotional intelligence, planning, transparency, and responsible communication may also be timely and

beneficial for managers of other state law enforcement agencies and their structural subdivisions.

The goal is simple – to help leaders move from reactive decisions toward consistent, professional, and responsible management. This is particularly important now, when decisions made at this level affect tens of thousands of employees and millions of citizens [2].

We agree with the opinion of EUAM Ukraine advisors that the “Senior Leadership Course” brings Ukrainian managerial practices closer to EU standards: legality, professionalism, accountability, respect for human rights, and interagency and international cooperation. These are the principles upon which modern law enforcement management in Europe is based [2].

Investments in leadership are investments in trust, institutional resilience, and their ability to act predictably, in a coordinated manner, and with a forward-looking perspective [2].

Thus, the mechanism for ensuring interaction among law enforcement agencies is, above all, a system of means, methods, and instruments that create conditions for the effective joint work of state law enforcement agencies.

Taking into account its functional purpose, the main elements of the mechanism for ensuring interaction among law enforcement agencies, in our opinion, may be considered the following: the regulatory-legal element; the organizational-managerial element; the information-analytical element; the resource (material and technical) element; and the control-supervisory element. These elements together constitute a unified mechanism for ensuring interaction among Ukrainian law enforcement agencies.

1. *The regulatory-legal element* constitutes the basis (foundation) of interaction among law enforcement agencies. Without proper regulatory and legal support, interaction will be chaotic and/or unlawful. The components of regulatory-legal support include *laws and subordinate regulatory legal acts* governing the process of interaction among law enforcement agencies in carrying out assigned tasks. Among the laws, the principal ones governing interaction among law enforcement agencies under martial law are the Constitution of Ukraine, the Law of Ukraine “On the Legal Regime of Martial Law” [16], and relevant sector-specific laws (for example: “On the Prosecutor’s Office of Ukraine” [20], “On the National Police” [23], “On the Bureau of Economic Security” [24], “On Operational-Search Activity” [21]). The Criminal Procedure Code of Ukraine [22]

determines the procedure for interaction among law enforcement agencies and their subordinate structural subdivisions (in particular, the prosecutor's office, investigative bodies, and operational units) in criminal proceedings.

Subordinate acts include joint (interagency) orders, regulations, instructions, and memoranda of cooperation among agencies.

2. *The organizational-managerial element* may be regarded as a kind of “engine” that initiates the process of interaction among law enforcement agencies. The principal components of the organizational-managerial element, in the context of interaction among law enforcement agencies, include *planning, the establishment of joint (interagency) bodies, and the designation of a coordinator (responsible authority or person)*. Thus, in order for interaction among law enforcement agencies to be effective and achieve its intended objectives, *joint action plans*, crime-fighting strategies, and similar measures are developed. A current example of such planning is the Comprehensive Strategic Plan for Reforming Law Enforcement Agencies as Part of Ukraine's Security and Defense Sector for 2023–2027 [1]. To implement planned measures and realize the provisions of the developed strategy, it is necessary to establish *joint (interagency) bodies*. Examples of such bodies include interagency working groups, investigative-operational groups (IOGs), and investigative teams. The work of such a joint body will be effective if interaction among law enforcement agencies included in working groups, as well as among operational officers, investigators, and detectives included in investigative or investigative-operational groups, is professionally coordinated. For this purpose, it is *mandatory to officially designate a coordinator (responsible authority or person)* for a specific case or area of activity, formalized in an order, directive, or resolution.

3. *The information-analytical element* ensures a “shared vision” of the situation among law enforcement agencies as subjects of interaction. The basic components of the information-analytical element, in the context of interaction among law enforcement agencies, may be considered *a unified information space, data exchange, and analytics*. Those subjects of interaction (individual law enforcement agencies and/or employees of their subdivisions) that possess *a unified information space* – access to shared databases and integrated information systems – are the ones that achieve the intended objectives. Modern information-analytical support

for law enforcement activity in general, and for interaction among law enforcement agencies in particular, is the key to effective crime prevention and ensuring the security of the state and society. Effective *exchange of data* among individual law enforcement agencies and their subdivisions in the course of jointly solving assigned tasks is ensured through channels for the rapid transmission of information regarding crimes, individuals, and events. As international experience demonstrates, *analytics* is a defining component of the information-analytical element of the mechanism for ensuring interaction among law enforcement agencies. Joint analysis of the criminogenic situation in a region and/or country significantly increases the efficiency and promptness of interaction among law enforcement agencies.

4. *The resource (material and technical) element* ensures the practical possibility of interaction among law enforcement agencies. The defining components of the resource element, in the context of interaction among law enforcement agencies, include *technical compatibility, logistics, and financing*. *Technical compatibility* involves the use of compatible communication systems and special equipment, which allows for the rapid exchange of information regarding committed offenses, vehicle movements, the search for and detention of individuals, the search for missing persons, illicit trafficking in weapons, narcotic substances, finances, etc. *Logistics* encompasses the joint use of transport, laboratories, or facilities, which, when necessary, significantly accelerates responses to committed offenses, unlawful behavior by individuals, and criminal groups. *Financing* is a key aspect in determining the practical capabilities of interaction among law enforcement agencies. The allocation of expenses for conducting large-scale joint operations determines the achievement of the intended objective or may render such operations entirely impossible in the absence of sufficient funding.

5. *The control-supervisory element* ensures legality and the assessment of the effectiveness of interaction among law enforcement agencies. The defining components of the control-supervisory element include *prosecutorial supervision, departmental control, and monitoring of results*. *Prosecutorial supervision* involves continuous and systematic oversight of compliance with legislation by law enforcement agencies as subjects of interaction in the course of performing joint tasks. Alongside prosecutorial supervision, *departmental control* is no less important and provides verification by heads of law enforcement agencies

of the implementation of joint decisions by law enforcement personnel. *Monitoring of results* should be systematic and continuous. Assessment of whether interaction contributed to achieving its objective (for example, preventing a crime, identifying and apprehending an offender, etc.) should be carried out continuously, in every instance of interaction among law enforcement agencies. Effective actions, as well as shortcomings and unprofessional conduct, should become the subject of analysis and discussion at joint meetings, professional development courses, and similar activities. The ultimate purpose of monitoring the results of interaction should be the improvement of the regulatory and legal support of law enforcement activity, the enhancement of the professionalism of law enforcement personnel, and the safeguarding of public and state security.

Conclusions and prospects for further research. Thus, in our opinion, the mechanism for ensuring interaction among law enforcement agencies is an integral system of means, methods, and instruments that create conditions for the effective joint (team-based) work of law enforcement agencies and that is directly aimed at achieving results: coordinated activity of law enforcement agencies for the attainment of common goals – the protection of the rights, freedoms, and interests of citizens, ensuring public safety and the protection of law and order, particularly under the legal regime of martial law, in the event of large-scale cyberattacks, technical failures, information warfare, etc.

The main elements of the mechanism for ensuring interaction among law enforcement agencies, taking into account their functional purpose, may be grouped into the following system: 1) the regulatory-legal element (understood as the basic element without which interaction will be chaotic or unlawful); 2) the organizational-managerial element (understood as the engine that initiates and accompanies the interaction process); 3) the information-analytical element (ensures a shared vision of situations and allows for the determination of common goals and the formulation and solution of tactical and strategic tasks); 4) the resource (material and technical) element (ensures the practical possibility of interaction); 5) the control-supervisory element (ensures legality and evaluation of the effectiveness of interaction among law enforcement agencies).

Considering that the mechanism for ensuring interaction among law enforcement agencies constitutes an integral system, and that the listed

elements are components of this system, the content of individual elements will be determined by the functional criteria (main areas of activity) of the law enforcement agencies entering the process of interaction. The improvement of individual elements of the mechanism for interaction among law enforcement agencies will contribute to the effectiveness of the entire mechanism.

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МЕХАНІЗМ ЗАБЕЗПЕЧЕННЯ ВЗАЄМОДІЇ ПРАВООХОРОННИХ ОРГАНІВ У КОНТЕКСТІ ЄВРОІНТЕГРАЦІЙНИХ ПРОЦЕСІВ В УКРАЇНІ

Сформульовано авторське бачення змісту механізму забезпечення взаємодії правоохоронних органів, виділено і згруповано за функціональним призначенням основні елементи цього механізму.

Визначено механізм забезпечення взаємодії правоохоронних органів як цілісну систему засобів, методів та інструментів, що створюють умови для ефективної спільної (командної) роботи правоохоронних органів, безпосередньо спрямованої на результат – злагоджена діяльність правоохоронних органів для досягнення спільних цілей: захист прав, свобод та інтересів громадян, забезпечення публічної безпеки й охорони правопорядку, зокрема в умовах правового режиму воєнного стану, у разі масштабних кібератак, технічних збоїв, інформаційних воєн тощо.

Згруповано за функціональним призначенням основні елементи механізму забезпечення взаємодії правоохоронних органів: нормативно-правовий; організаційно-управлінський; інформаційно-аналітичний; ресурсний (матеріально-технічний); контрольно-наглядовий.

Оскільки механізм забезпечення взаємодії правоохоронних органів є цілісною системою, а перелічені елементи – її складники, зміст цих елементів зумовлюватиметься функціональними критеріями (основними напрямками діяльності) правоохоронних органів, які вступають у процес взаємодії. Удосконалення окремих елементів сприятиме ефективності всього механізму взаємодії правоохоронних органів.

Отримані результати можливо використовувати для наукових пошуків шляхів удосконалювання механізму забезпечення взаємодії правоохоронних органів.

Ключові слова: правоохоронні органи; взаємодія; механізм забезпечення взаємодії.