

**DOI: 10.52363/passa-2024.2-10**

**UDC: 351.851:351.862:32.019.5(477)**

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## **METHODOLOGY FOR ASSESSING THE EFFICIENCY OF STATE NATIONAL SECURITY MANAGEMENT MECHANISMS IN THE CONDITIONS OF EUROPEAN INTEGRATION**

*The article examines the theoretical and methodological principles and practical aspects of assessing the effectiveness of mechanisms of state management of the national security of Ukraine in the context of European integration. The necessity of applying a systemic approach to evaluating the effectiveness of state management mechanisms is substantiated and its main components are defined. Based on the analysis of the European experience, in particular of the Republic of Poland, the key elements of a successful system of evaluating the effectiveness of state management mechanisms in the field of national security have been identified, including institutionalization of the evaluation process, clear regulation of procedures, the use of automated information and analytical systems, and the active involvement of the expert environment. The current state of the system for evaluating the effectiveness of mechanisms of state management of the national security of Ukraine is analyzed, and the main problematic aspects and positive trends of its development are determined. Directions for improving the methodology for assessing the effectiveness of mechanisms of state management of national security are proposed, which include the formation of a single methodological base, the creation of a specialized coordinating body, the development of a system of performance indicators, and the introduction of modern information technologies. The need to develop the personnel potential of the evaluation system and expand international cooperation in evaluating the effectiveness of mechanisms of state management of national security is substantiated.*

**Keywords:** *public administration mechanisms, national security, performance evaluation methodology, European integration, organizational and legal mechanisms, public administration system, transformation of the security environment.*

Statement of the problem. The relevance of research on the methodology for assessing the effectiveness of mechanisms of state management of national security is determined by some factors that determine the current state of the national security system of Ukraine. In the conditions of intensifying European integration processes and the need to adapt the domestic public administration system to European standards, the problem of developing and implementing effective methodological approaches to evaluating the effectiveness of public administration mechanisms in the security sphere is particularly important.

In recent years, there have been significant changes in the security environment of Ukraine, which require a rethinking of existing approaches to assessing the effectiveness of state management mechanisms. The European integration vector of the state's development dictates the need to harmonize domestic mechanisms of state administration with European practices and standards, which actualizes the need to develop appropriate methodological tools for assessing their effectiveness.

The problem of adapting and implementing the European experience of evaluating the effectiveness of organizational and legal mechanisms of state management in the field of national security requires special attention, which will increase the effectiveness of management decisions and ensure the compliance of the state management system with modern challenges and threats.

Analysis of recent research and publications. The theoretical and methodological principles of evaluating the effectiveness of state management mechanisms in the field of national security were studied by such domestic scientists as O. Vlasyuk, V. Horbulin, A. Kaczynski, H. Sytnyk, who laid the fundamental foundations for understanding the security sector performance evaluation system. The question of the methodology for assessing the effectiveness of state administration in the context of European integration processes was considered by V. Bogdanovich, A. Degtyar, and V. Lipkan [1, 2, 3, 4].

Among foreign researchers, the Polish scientists J. Wojnarowski, S. Koziej, and M. Kulisz made an important contribution to the development of the methodology for assessing the effectiveness of mechanisms of state management of national security. Their works are devoted to the analysis of the transformation of the system for evaluating the effectiveness of state management mechanisms in the field of national security in the context of European integration [5].

At the same time, despite a significant number of scientific works, the issue

of a complex methodology for assessing the effectiveness of mechanisms of state management of national security in the conditions of European integration requires further research and systematization.

The purpose of the study. The purpose of the study is to develop and justify a comprehensive methodology for assessing the effectiveness of mechanisms of state management of the national security of Ukraine in the conditions of European integration based on the analysis of modern theoretical and methodological approaches and the experience of the countries of the European Union.

Presentation of the main material. The theoretical and methodological principles of assessing the effectiveness of mechanisms of state management of national security are formed based on a comprehensive understanding of the relationship between the system of state management and the sphere of national security. The fundamental basis of the assessment methodology is a systematic approach, which allows us to consider the mechanisms of state management of national security as an integral system of interrelated elements functioning in a dynamic security environment.

The methodological basis for assessing the effectiveness of mechanisms of state management of national security is based on a combination of general scientific and special research methods. Among general scientific methods, the dialectical method allows to study of the transformation of state management mechanisms in their development and interrelationship, and the systemic analysis provides the possibility of a comprehensive study of the structural elements of the national security management system, of particular importance [3].

An important aspect of the methodology is the definition of the basic principles of performance evaluation, among which the principles of objectivity, systematicity, complexity, and verifiability of results play a key role. The principle of objectivity involves the use of scientifically based evaluation criteria and indicators that exclude subjectivity in the evaluation process. Systematicity ensures consideration of all essential interrelationships between the elements of the national security management system. Complexity allows taking into account various aspects of the functioning of state management mechanisms, and the verifiability of results provides the possibility of their verification and confirmation.

The theoretical justification of the effectiveness assessment methodology is based on the understanding of the essence of the mechanisms of state management

of national security as a set of organizational, legal, economic, and other means by which the state ensures the implementation of national security policy. At the same time, special attention is paid to the organizational and legal mechanisms that form the basis of the state management system in the field of national security.

In the theoretical and methodological context, it is important to distinguish between the concepts of “efficiency” and “effectiveness” of state management mechanisms. If effectiveness characterizes the degree of achievement of set goals, then efficiency reflects the relationship between achieved results and spent resources. Such a distinction is of fundamental importance for the formation of a system of evaluation criteria and indicators [4].

The efficiency assessment methodology involves the formation of a hierarchical system of criteria, which includes first-level (system-wide), second-level (functional), and third-level (operational) criteria. System-wide criteria characterize the effectiveness of mechanisms of state management of national security as a whole, functional criteria – the effectiveness of individual management functions, and operational criteria – the effectiveness of specific management procedures and operations.

A special role in the assessment methodology is played by the time aspect, which implies the need to take into account both short-term and long-term results of the functioning of state management mechanisms. This necessitates the development of a monitoring system that would ensure the possibility of constant monitoring of the dynamics of performance indicators and timely detection of deviations from the planned results.

The theoretical and methodological principles of performance evaluation also include the definition of procedural aspects of evaluation, in particular the sequence of stages, methods of collecting and processing information, and forms of presentation of results. At the same time, it is important to ensure the methodological unity of assessment procedures at all levels of the system of state management of national security. The practical embodiment of the specified theoretical and methodological principles is most fully represented in the experience of European countries that have gone through the path of complex reformation of systems for evaluating the effectiveness of public administration mechanisms.

The study of the European experience of evaluating the effectiveness of state management mechanisms in the field of national security acquires special relevance in the context of the European integration processes of Ukraine. Especially valuable

for Ukraine is the experience of the Republic of Poland, which went through a similar path of transformation of the state administration system and successfully integrated into European and Euro-Atlantic structures. In recent years, the Polish system for evaluating the effectiveness of state management mechanisms in the field of national security has undergone significant changes and has been adapted to EU and NATO standards.

The basis of the Polish system for evaluating the effectiveness of national security management mechanisms is the 2018 Law "On the Management of National Security" (Ustawa o żezeniu bezpieczeństwom narodowym), which defines the main principles and procedures of the assessment. According to this law, performance evaluation is carried out at three levels: strategic, operational, and tactical. At the strategic level, a key tool is the Strategic National Security Review (Strategiczny Przegląd Bezpieczeństwa Narodowego), which is conducted every four years under the leadership of the National Security Bureau under the President of the Republic of Poland.

An important feature of the Polish approach is the clear institutionalization of the performance evaluation process. In the structure of state administration bodies, specialized divisions have been created, responsible for evaluating the effectiveness of national security management mechanisms. Their activities are coordinated by the National Security Committee, which ensures methodological unity of assessment procedures and consistency of assessment criteria at different levels of management.

The methodology for evaluating efficiency in the Polish public administration system is based on a comprehensive approach, which involves the use of both quantitative and qualitative indicators. At the same time, special attention is paid to the evaluation of organizational and legal management mechanisms. The system of indicators includes three main groups: indicators of effectiveness (efficacy), indicators of economy (ekonomiczność), and indicators of management quality (jakość przydowany). Each group of indicators has its own assessment criteria and measurement methods [6].

A significant advantage of the Polish system is the presence of an automated information and analytical system for monitoring the effectiveness of state management mechanisms in the field of national security. This system provides collection, processing, and analysis of data on the functioning of various elements of the national security system, which allows one to quickly identify problematic

aspects and make informed management decisions.

An important element of the Polish experience is the practice of involving independent experts and scientific institutions in the performance evaluation process. This ensures the objectivity of the assessment and allows for taking into account different views on the problems of the functioning of state management mechanisms. In addition, international consultations and exchange of experience with experts from other EU and NATO countries are regularly held, which contributes to the implementation of best assessment practices.

Poland's experience in the field of assessing the effectiveness of interdepartmental coordination deserves special attention. The country has created an effective mechanism for evaluating the interaction of various state administration bodies in the field of national security, which is based on a system of key performance indicators (Key Performance Indicators) and regular joint exercises and training. The results of such an assessment are used to improve coordination mechanisms and increase the effectiveness of response to crisis situations. Taking into account this positive experience is especially relevant when analyzing the current state and prospects for the development of the domestic system for evaluating the effectiveness of mechanisms of state management of national security.

The analysis of the current state of the system for evaluating the effectiveness of mechanisms of state management of national security of Ukraine demonstrates a complex process of transformation caused by both internal factors of the state's development and external challenges. The legal basis of the evaluation system is a complex of normative legal acts, among which the Law of Ukraine "On National Security of Ukraine", the National Security Strategy of Ukraine, as well as relevant decrees of the President of Ukraine and resolutions of the Cabinet of Ministers of Ukraine, occupy a key place.

The modern system of evaluating the effectiveness of mechanisms of state management of the national security of Ukraine is characterized by a certain inconsistency and fragmentation. This is manifested primarily in the lack of a unified methodological approach to evaluating the effectiveness of various state management mechanisms in the field of national security. Each department that is part of the security and defense sector uses its own assessment methods and criteria, which makes it difficult to form a holistic view of the effectiveness of the national security management system as a whole.

An important step in the development of the evaluation system was the introduction of a comprehensive review of the security and defense sector, provided for by the Law of Ukraine "On National Security of Ukraine". This tool allows for periodic assessment of the state and readiness of security and defense sector bodies to perform tasks as assigned. However, the practice of conducting such reviews revealed a number of problematic issues related to the assessment methodology and coordination of the activities of various departments.

Organizational mechanisms for evaluating the effectiveness of state management of national security in Ukraine are characterized by a complex structure of relationships between the evaluation subjects. The National Security and Defense Council of Ukraine plays a coordinating role in this system, which ensures coordination of the activities of executive authorities in the field of national security. At the same time, the existing system of coordination does not fully ensure the unity of methodological approaches to evaluating the effectiveness of state management mechanisms.

Legal performance evaluation mechanisms also need improvement. Despite the existence of basic legal acts regulating assessment issues, there are no detailed methods and standards for assessing the effectiveness of state management mechanisms in the field of national security. This leads to ambiguity in the interpretation of evaluation criteria and complicates the process of verifying the obtained results.

A significant problem remains the insufficient level of introduction of modern information technologies in the process of performance evaluation. The absence of a single automated data collection and processing system complicates the process of monitoring performance indicators and reduces the efficiency of management decision-making. In addition, the existing information systems of different departments are often incompatible with each other, which creates additional obstacles for information exchange and coordination of actions.

The question of staffing the process of evaluating the effectiveness of state management mechanisms deserves special attention. In Ukraine, there is a shortage of specialists who know modern assessment methods and have experience in their practical application. This necessitates the development of a system of training and advanced training of personnel involved in the processes of evaluating the effectiveness of mechanisms of state management of national security.

At the same time, certain positive trends in the development of the performance evaluation system should be noted. In particular, the gradual introduction of elements of European assessment practices is being observed, international cooperation in this area is expanding, and work is being carried out to improve the regulatory and legal framework. An important achievement is the initiation of the practice of conducting independent expert evaluations of the effectiveness of state management mechanisms in the field of national security.

However, despite the existing positive developments, the system of evaluating the effectiveness of mechanisms of state management of the national security of Ukraine still needs comprehensive improvement [1]. That is why the systematic analysis of existing approaches and the determination of promising directions for the development of the evaluation methodology acquire special relevance.

The conducted analysis of the theoretical and methodological foundations, European experience, and the current state of evaluating the effectiveness of mechanisms of state management of the national security of Ukraine allows us to determine the key areas of improvement of the existing methodology. In the context of European integration processes, the systematic transformation of approaches to performance evaluation, which should take into account both national characteristics and best European practices, is of particular importance.

The primary task is the formation of a single methodological basis for evaluating the effectiveness of mechanisms of state management of national security. This involves the development and approval at the legislative level of a unified methodology, which should include clearly defined principles, criteria, and assessment procedures. At the same time, the methodology should be based on a systemic approach and provide the possibility of a comprehensive assessment of all aspects of the functioning of state management mechanisms in the field of national security.

An important area of improvement is the development of organizational and legal mechanisms for performance evaluation. It is expedient to create a specialized coordinating body responsible for methodological support and coordination of the processes of evaluating the effectiveness of mechanisms of state management of national security. Such a body should ensure unity of approaches to assessment, provide methodical support to subjects of assessment, and ensure generalization of the obtained results.



The system of indicators of the effectiveness of mechanisms of state management of national security needs significant improvement. Based on the study of the European experience, it is advisable to develop a hierarchical system of indicators that would cover all levels of management and allow to evaluation of both the immediate results of the functioning of state management mechanisms and their long-term impact on the state of national security. Special attention should be paid to the development of indicators characterizing the effectiveness of interdepartmental interaction and coordination of actions of various state administration bodies.

An important aspect of improving the methodology is the introduction of modern information technologies into the process of performance evaluation. It is expedient to create a single automated system for monitoring and evaluating the effectiveness of mechanisms of state management of national security, which would provide the possibility of prompt collection, processing, and analysis of data on the functioning of the management system. Such a system should be integrated with the existing information systems of state administration bodies and provide the possibility of generating analytical reports of various levels of detail.

The development of personnel potential in the performance evaluation system requires special attention. It is necessary to develop and implement a comprehensive program of training specialists in matters of evaluating the effectiveness of mechanisms of state management of national security, which would include both theoretical training and practical mastery of modern evaluation methods. An important element of such a program should be the study of European experience and best practices of performance evaluation.

In the context of the European integration processes, an important area of methodology improvement is the development of international cooperation in the field of evaluating the effectiveness of mechanisms of state management of national security. It is expedient to expand the participation of Ukrainian specialists in international programs for the exchange of experience, conduct joint research and training on performance evaluation issues, as well as involve international experts in the process of improving the national evaluation system.

A promising direction is also the development of mechanisms of public control over the effectiveness of state administration in the field of national security. This involves the development of procedures for involving representatives of the public

and the expert environment in the processes of performance evaluation, ensuring the transparency of evaluation results and their availability for public discussion [5].

Conclusions. The conducted study of the methodology for assessing the effectiveness of mechanisms of state management of national security in the conditions of European integration allows us to draw a number of important theoretical and practical conclusions.

Based on the analysis of theoretical and methodological principles, it was established that the evaluation of the effectiveness of the mechanisms of state management of national security should be based on a systemic approach that provides a comprehensive study of interrelated elements of the national security system. It was determined that the evaluation methodology should include a clearly structured system of principles, criteria, and indicators that allow objective evaluation of the effectiveness of the functioning of organizational and legal mechanisms of state administration.

The study of the European experience in the example of the Republic of Poland showed the effectiveness of the institutionalized approach to the assessment of mechanisms of state management of national security. It was revealed that the key elements of a successful evaluation system are the presence of specialized institutions, clear regulation of evaluation procedures, the use of automated information and analytical systems, and the active involvement of the expert environment in evaluation processes.

Analysis of the current state of evaluation of the effectiveness of mechanisms of state management of national security of Ukraine revealed a number of problematic aspects, in particular, the lack of a unified evaluation methodology, the fragmentation of evaluation procedures, the insufficient level of coordination between evaluation subjects, and the limited use of modern information technologies. At the same time, positive trends in the development of the evaluation system related to the gradual implementation of European practices and the expansion of international cooperation were noted.

On the basis of the conducted research, the key directions for improving the methodology of assessing the effectiveness of mechanisms of state management of the national security of Ukraine have been determined. The formation of a single methodological basis for evaluation, the creation of a specialized coordinating body, the development of a system of performance indicators, and the introduction

of modern information technologies are of primary importance. Special attention should be paid to the development of the personnel potential of the evaluation system and the expansion of international cooperation in this area.

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