

UDC 341.4
DOI: 10.56215/naia-chasopis/4.2024.09

International experience in mobilising mechanisms to combat organised crime

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Abstract

The purpose of this study was to develop a scientific approach to mobilising mechanisms for combating manifestations of organised crime, which should be strategic, programmatic, and based on international practices. According to the purpose and specifics of the subject under study, the study employed a set of social engineering methods in the organisation of the system of combating organised crime. The study outlined the content of the organisational foundations of the system of mobilisation of law enforcement agencies involved in the fight against organised crime. Such mechanisms were analysed in terms of determining the theoretical and managerial foundations of their formation at the stage of social transformations, the threat of criminalisation of society, and the intensification of violence in political and other spheres of public life. The content of security as an objective phenomenon was investigated in terms of system-forming properties and organisational factor of the social system. The study showed the strategic significance of improving the effectiveness of security in various spheres of society. It was proved that the existing state mechanism for regulating public security relations is rather conservative and does not fully meet the current conditions of existence of various nations in both the internal and external spheres of life. The system of law enforcement agencies has a branched, sophisticated organisational and functional structure, which complicates the organisation and implementation of the management process. State agencies, subject to political and legal conditions and the creation of a specialised management mechanism, can and should be involved in ensuring national security. For this, it is necessary to overcome departmental barriers, consolidate the efforts of state bodies and operational units to ensure the internal security of the state, i.e., to develop a model of management of the relevant entities based on the organisational and functional principle. The findings of this study form the scientific and practical basis for bringing the system of the relevant type into a state that allows for the immediate mobilisation and implementation of large-scale actions to eliminate the conditions and consequences of the impact of dangerous factors, which substantially affect the state of security of society. The application of the theoretical and managerial approach allows identifying and solving scientific problems in the study, obtaining scientific and practical results

Keywords:

system; fight against organised crime; security forces; national security

Article's History:

Received: 14.08.2024

Revised: 02.11.2024

Accepted: 26.11.2024

Suggest Citation:

Kopan, O., & Melnyk, V. (2024). International experience in mobilising mechanisms to combat organised crime. *Law Journal of the National Academy of Internal Affairs*, 14(4), 9-22. doi: 10.56215/naia-chasopis/4.2024.09.

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Introduction

In modern world, the identification of ways to use global trends in law enforcement activities, the effectiveness of which directly affects the state of law enforcement, is one of the strategic scientific tasks. Work in this area requires coordination not only among the bodies in charge of managing the security forces, but also among all central executive authorities whose activities are related to financial control. Only if they combine their efforts and resources will it be possible to implement promising scenarios for the development and use of the achievements of science and technology in law enforcement.

Achieving positive outcomes in the fight against organised crime is possible if a system is established to respond to changes in the crime situation, including by mobilising its mechanisms (Roks *et al.*, 2024). Each country has its unique definition and conceptualisation of organised crime, which changes over time, while organised criminal groups operate covertly under the radar of the authorities, which is facilitated by corruption, violence, intimidation, communication in certain codes, counter-surveillance, media manipulation, etc. Studies by H. Van de Bunt *et al.* (2019) and R.A. Roks *et al.* (2024) documented that organised crime 'does not exist in a social vacuum' and that social structures can act as a 'silent shell surrounding criminal networks' (Jaspers, 2020). M. Vieira & E. Farris (2021) argue that organised crime destroys the state, and the stronger it is, the more the state where organised crime operates is destroyed. In this regard, organised crime is complex due to its dynamics and the types of criminal markets that are emerging show a variety of threats, including economic disruption, violence, homicide, environmental degradation, increased corruption, and a crisis of democracy.

The need to develop and implement coordinated measures to combat transnational organised crime depends on governments, international and regional institutions, the private sector, and civil society working together to develop a common strategy to combat organised crime (Vieira, 2023). Considering the dependence of the success of the implementation of strategic objectives in combating crime, N. Breuer & F. Varese (2023) pointed out the necessity of improving the methodology of their phased implementation. This approach is reflected in the strategy that provides for rapid (operational) intervention in crisis situations.

N. Breuer & F. Breuer (2023) proposed a rational classification of organised crime groups based on their activities (production, trade, or "management") and their goals. Of interest is a new tool for assessing organised crime of the managerial type, defined as the 'Illegal Governance Index (i-Gov)'. This approach allowed establishing that organised crime is extremely destructive for the modern world (Rider, 2023). M. Bouchard (2020) emphasised that modern criminal organisations are seeking extensive ties with government agencies and financial elites both in their

home country and abroad. Using a network approach, M. Bouchard (2020) argued that the effectiveness of the influence of criminal organisations depends on social relations, i.e., criminal groups and individuals use ethnicity in various ways when engaging in criminal activity. As social ties play a major role in organised crime, the social opportunity structure, defined as social ties that provide access to lucrative criminal opportunities, is crucial in explaining association with organised crime. Studies of the ideology underlying organised crime and the attitudes of the population, especially young people, towards it revealed a series of similarities, namely the presence of amoralism, familism, verticalism, and religious relativism, but also major differences in the form of anti-reductionism, anti-normalism, and anti-victimism (in relation to reductionism, normalism, and victimism) (Poppi & Ardila, 2023). There is a tendency that the ideology of organised crime is largely shared by members of organised crime and outsiders living in mafia-affected areas).

Therefore, the purpose of this study was to systemise the international practices of mobilising mechanisms for combating manifestations of organised crime, and to formulate the content of the operational management function in terms of its mechanism of action, changes which can be achieved in the organisational and functional (security forces), social and legal (operational environment) system of combating organised crime.

Materials and Methods

The study was conducted based on a systematic approach and the sociological theory of knowledge, which enabled a comprehensive assessment of the issues, considering all interdependencies. The study consistently employed general scientific methods and approaches, such as the historical approach, which helped to follow the evolution of legal norms and phenomena, the comparative legal method to identify common and distinctive features in the legal systems of various countries, and the systemic and structural method, which helped to establish functional relationships between the elements of the law enforcement system.

The study was based on modern conceptual provisions of legal science. Publications on the general theory of state and law were studied, which provided a broad theoretical framework for the study of social governance, which forms an integral part of public administration in the fight against crime. Furthermore, philosophical concepts of causality were considered, which revealed a deeper understanding of the motivational aspects of offenders' behaviour and the mechanisms of social conflict, as well as the psychological and behavioural aspects that determine the formation of criminal intentions.

The theoretical framework of the study included a socio-legal analysis of the law enforcement system and its management mechanisms. In this context, the

provisions of management theory were considered, as well as scientific expertise in philosophy, sociology, administrative law, ethics, psychology, and conflictology. These disciplines provided a solid methodological framework that ensured a comprehensive approach to the investigation of legal issues and helped to assess the role and functions of public administration in the fight against crime. This approach allowed for a more detailed coverage of the theoretical and practical aspects of building an effective law enforcement system that can adequately respond to the challenges of modern society and ensure stability and security at the national level. The study analysed Ukrainian legislation, specifically the Law of Ukraine No. 2469-VIII "On the National Security of Ukraine"¹, international legal acts and agreements on security². Their use helped to outline the most general picture of determining the content and guarantees of the implementation of the principle under study. To obtain reliable and realistic findings, the aforementioned methods were used in conjunction with each other and in mutual dependence.

Results and Discussion

Strategic vision of regulating the fight against organised crime. Practical implementation of the provisions of the theory of the national security system and the models developed based on it is possible with a clearly defined, detailed organisational scheme of interaction of functional entities, i.e., all the elements that comprise the system. The key issue is the choice of forms of organisation of the system elements that best correspond to the objective laws of management processes and the conditions of the system's functioning. The complexity of systems and their multifunctionality is conditioned by the requirement to adapt its organisational structure to changes in the operational environment and to resist negative impact on it and on the processes of performing functions. The issue of organisation of the central management body is problematic, as it should be most suitable for the form and nature of the system and ensure the required level of its controllability.

Contemporary researchers, politicians, and social associations recognise that it is imperative to better understand organisational decision-making processes to choose the most effective and sustainable measures to combat organised crime. It is necessary to recognise the dynamic nature of criminal behaviour and networks and consider this when developing a strategy to combat this negative phenomenon. A relevant issue is that criminals do not operate in a social vacuum; there is an interaction between intergroup and intragroup factors in social networks (Roks *et al.*, 2024).

The establishment of organisational links between

all elements of the system is a prerequisite for its proper functioning. Fulfilling this condition requires a clear definition of the goals, objectives, functions, principles, and methods by which the system as a whole and its individual elements operate. In combination, these factors are referred to as organisational factors of the system. All these factors should be indirectly reflected in the triad of such systems as: scientific and practical – strategy, social and legal – policy, and legal – national security doctrine. However, the provisions that comprise their content need to be clarified, including from the perspective of their compliance with the organisational factors of the system's functioning. Organisational relations of system structuring constitute a separate group of managerial issues, the regulation of which will help to effectively solve problems related to the functioning of the system. The range of issues includes a series of provisions that relate to the organisational sphere of the relevant system. They can be divided into the following subgroups: a) compliance of the structure of the system under development with the goals and objectives set for it (ensuring reliable protection of national security, resolute suppression of any aggression); b) compliance with the requirement of rationality in the structural sphere, if necessary, to ensure a full range of types of national security system bodies necessary for its normal functioning; c) ensuring flexibility of organisational structures of the security forces to respond quickly to changes in the operational situation; d) openness of the system.

The choice of the type of structure that the system should acquire as a result of its modification is a challenging task for the subject of social engineering to maximise adaptation to the nature of the modern fight against violent organised crime. Particular attention should be paid to the fact that organised crime is secretive in nature, which is one of the major problems complicating the receipt of reliable information about its activities (Roks *et al.*, 2024). The metaphor of the 'wall of silence' is a fruitful way to explore the protection of organised crime. Based on a theoretical and empirical study of the Dutch Organised Crime Monitor data validation conducted in the Netherlands, the findings of the fifth analysis of the Dutch Organised Crime Monitor data validation revealed how organised crime offenders in that country depend on the silence and secrecy of fellow criminals, victims, bystanders, and others with knowledge of their (criminal) activities (Kerstholt *et al.*, 2024). It is vital to consider the cover structure of organised crime to understand how criminals not only exploit the social environment to conceal their activities, but also how the social environment can (intentionally) act as a wall of silence and secrecy (Roks *et al.*, 2024).

¹ Law of Ukraine No. 2469-VIII "On the National Security of Ukraine". (2018, June). Retrieved from <https://zakon.rada.gov.ua/laws/show/2469-19#Text>.

² Code of Conduct on Politico-Military Aspects of Security. (1994, December). Retrieved from https://zakon.rada.gov.ua/laws/show/994_116#Text.

The requirement of flexibility of the structure will be met to the greatest extent possible in such a type of its organisation that is adapted to the mechanism of interaction of various types of executive units. The potential possibility of manoeuvring in areas determined by the conditions of the system's functioning is envisaged. The resilience of the structure to diverse changes is characterised by the ability to restore lost and establish new connections in the relevant areas of the system's functioning. The paradoxical fact that negotiations with organised criminal groups are ongoing, but also occur more frequently than is realised, should be considered, even though there are complex ethical, practical, and policy issues (Freeman & Casij Peñ, 2023). Therefore, in the context of armed conflict or other situations of violence, it can be an effective technique.

Fear of crime, particularly its economic and social consequences, is a major challenge facing any society. The severity of the consequences caused by the fear of crime in any particular society depends on many aspects, including criminalisation in society, corruption, organised crime, nepotism, criminal damage, etc. (Muharremi & Ademi, 2023). The operational environment and changes in its dynamics are the key criteria for testing the system through an empirical approach, and to test its model from a theoretical standpoint, it is necessary to apply the methodology of social systems design. The unsatisfactory state of the system's response to changes in the operational environment can be remedied by reforming the structure towards its rationalisation, transferring the system to a different state of operation, cyclicity of actions, and its structure to a change in management relations.

Changes in the environment caused by the use of power mechanisms and mechanisms for combating manifestations of organised crime make the subject of social management pay close attention to these issues and constantly take care of the possibilities and consequences of using these mechanisms both on their part and on the part of potential and real enemies (Varese, 2011). Organised crime is spreading like a global virus as mobs take advantage of open borders to create local franchises at will. F. Varese (2011), having investigated mafia groups in Italy, the Russian Federation, the United States of America, and the People's Republic of China, concluded that mafia members often find themselves abroad against their will, rather than because of a strategic plan to colonise new territories. Once there, they do not always manage to gain a foothold, but F. Varese (2011) identified the conditions that led to their long-term success, namely a sudden market expansion that is neither exploited by local competitors nor blocked by the authorities. Ultimately, the inability of the state to manage economic transformation allows the mafia to gain a foothold.

In its essence, the struggle performs the social function of protecting individuals and society from

aggression, which gives grounds to speak of it as a special mechanism for the achievement of goals by the subjects of social relations. The nature of this type of social activity determines the speed, urgency, timeliness, dynamism, and efficiency of management processes. It was already proved above that operational (combat) activity is a radical but acceptable method of regulating social relations in the practice of public life. This allows perceiving operational management as a mechanism for achieving a strategic goal through the functioning of security forces, i.e., as a kind of process of implementing the national security strategy, and leads to the conclusion about the direct connection between the relevant type of activity and the system of knowledge that constitutes the content of the theory of the national security system. Thus, the management of security forces in terms of conducting the most complex form of combating organised crime – operations – is an effective mechanism. In the same vein, the application of exponential random graph models (ERGM) to network data is rational (Breuer & Varese, 2023). The organisational structure of trafficking-type organised crime is markedly different from managerial organised crime, as well as from financially motivated and politically motivated groups. Trafficking-type organised crime and financially motivated groups demonstrate a strong level of centralisation and an even distribution of group values. Management-type organised crime and politically motivated groups have the opposite features. They argue that the core activity and purpose of the group are crucial for understanding the organisational structure (Breuer & Varese, 2023).

The system moves towards the organisation of activities that are classified as operational or equated to combat activities within the framework of the national security strategy. The principle of periodicity in social management provides grounds for work in this particular area. A system whose functioning mechanism does not include procedural issues of mobilisation of its resources in case of danger is exposed to the risk of instability both for it and for the systems to which it belongs. The system's affiliation with the processes of regulating public security relations can be defined as a mandatory feature of operational management, whether direct or indirect. This is crucial, considering that the study of national security issues focuses on the issues of combating transnational and cross-border crime (Luong, 2020).

Thus, bringing the system into the state necessary to perform operational tasks has a scientific and practical aspect and lies in the use of the full potential of social experience, which is concentrated in methodologies and technologies of social management. Operational management as a scientific and practical system can be presented as a technology for implementing the provisions of the strategy. However, such an approach entails a considerable narrowing of the content of social relations regulation. The implementation of the

relevant process should fully consider the potential of the system and the opportunities provided by the use of the provisions of the science of social management. First of all, this concerns the preservation of the completeness of the connections necessary for organising the management of a social process and the possibility of choosing options for influencing them.

When describing operational management as an element of the strategy for combating organised crime, the primary requirement is that this scientific and practical system should include a broad set of specific principles. These principles form the basis for the operational activities of entities involved in the national security sector. When organising the work of state bodies in this area, the emphasis is placed on their operational function, which is determined by the specifics and tasks of fighting organised crime to achieve the primary goal of ensuring security. The research, development, and refinement of the principles of combating organised crime is an objectively necessary process that requires constant work to improve them (Schwuchow, 2023). This is a feature of the link between inequality and corruption. Inequality can foster corruption by empowering organised crime, as collusion between local police and criminal organisations is more likely in societies characterised by high inequality or weak security forces. Law enforcement agencies and organised crime have strong incentives to collude because of the efficiency gains from specialisation. A criminal organisation's bribery efficiency is more influential when the relative power between law enforcement and organised crime is well-balanced. Accordingly, when violent conflict becomes less predictable, non-violent elements of relative power become more relevant (Muharremi & Ademi, 2023). The presence of police in dangerous neighbourhoods with criminal influence is a significant factor in reducing the fear of crime. Citizens continue to increase demands on the police to fight crime, and this task is mainly focused on community policing.

The functioning of the security forces should be viewed as a direct manifestation of the state mechanism for implementing the strategy of fighting organised crime, based on a precisely calculated procedure for the use of force. The ability of the security forces to respond quickly to changes in the situation is determined by the preparedness of personnel, resources, and means for special operations of a combat nature. This requires a special level of readiness of personnel, including combat duty under a special procedure, as well as the ability of units to quickly localise and neutralise security threats with the use of force to fulfil operational tasks. The organisation of the service is based on statutory requirements, with a strong level of discipline close to that of the military, constant maintenance of special equipment, reliable communications, and a warning system. All these factors are crucial and interconnected, and therefore cannot be divided into major and minor ones.

The strategy envisages a set of measures including: rapid (operational) intervention in critical situations; anti-crisis measures of the border guard service to neutralise threats; other regime and control measures to strengthen state border protection; standard preventive measures; and measures for the sustainable development of the border guard system. Implementation of the methodology in practice allows developing a strategic approach to the effective use of resources of state law enforcement agencies in combating cross-border crime (Farion *et al.*, 2023).

Operational readiness is the state of the security forces that ensures their ability to move from a standby state to an operational (combat) state, in any situation and at a certain time to take active, decisive, and effective actions to eliminate the threat. Operational readiness is the effectiveness of channels of information on the internal and external environment of the system; assessment of the information received; the ability to predict the development of situations; and adequate response to changes in the system's operation. The following are essential: quick response to unforeseen situations of a reactive nature; ability to quickly transition from standby to high-intensity actions; resistance to interference from outside the system; ability to quickly reorient; ability to ensure long-term functioning of the system in the context of performing an operational function.

Different estimated degrees of readiness of the system for operational activities are as follows: combat status (full readiness); high, normal (average, or low) readiness; lack of readiness. In terms of planning and mobilisation, the following levels are acceptable: permanent combat readiness; high combat readiness; combat readiness used in case of martial law or a state of emergency; full combat readiness. This is also necessary because if the activities of organised criminal groups complement each other, the equilibrium level of sanctions imposed by state authorities without coordination is lower than the first highest level of sanctions with coordination, and if the activities of organised criminal groups change each other, the equivalent level of sanctions without coordination is higher than the first highest level of sanctions with coordination (Yahagi & Cato, 2023).

The prospect of performing operational tasks by security forces in the face of confrontation, the impact of hazards and real threats requires that security be considered at every stage of the management cycle. This includes the development and provision of effective means of individual and collective protection. The availability of predefined operational tasks and algorithmisation of management processes allow participants in operational actions not to retreat in case of threats, but to respond instantly, saving time. Legislative consolidation of the procedures for the use of force greatly facilitates the mobilisation of security units for operational tasks, as each threat requires a special,

regulated mechanism for counteraction. Operational management combines the active efforts of individual actors into a dynamic system that acquires the necessary features for effective interaction.

Successful implementation of the strategic tasks of combating crime necessitates the improvement of the methodology of their phased implementation. The key among them include the collection of data on cross-border organised crime; analysis of the impact of PEST factors of the border region on the number of cross-border crimes committed by organised criminal groups; generalisation and analysis of the parameters for assessing the capabilities of organised criminal groups; assessment of the level of capacity of organised criminal groups to commit cross-border crimes; certification of organised criminal groups specialising in cross-border crimes; modelling scenarios for the development of illegal activities (Farion *et al.*, 2023).

Administrative measures in the performance of the operational function have a clearly defined command and control nature, in contrast to preventive activities, where processes become bureaucratic. However, the legal consolidation of the principles of the security forces does not automatically enable them to seize and retain the initiative. The actions of the relevant authorities in this regard depend on the level of operational skill, and the key role is played by combatants, who are the principal actors in this process. The ability of participants in management processes to correctly determine the operational goal and achieve it is invaluable, which characterises the level of their initiative within the framework of the operational function, i.e., operational (combat) actions carried out by the security forces. The significance of secrecy must be considered, which reinforces the tendency to rely only on strong, well-known social ties between co-conspirators and to isolate themselves from others. Meanwhile, criminals also need connections in the legitimate social sphere to conduct their criminal activities. For example, port workers are bribed to smuggle cocaine (Roks *et al.*, 2024), while legitimate businesses are set up to launder money (Malm & Bichler, 2013). In relation to these legitimate networks, criminals create a 'wall of silence' using a number of strategies: keeping the parties in the dark, financially satisfied, or afraid (Roks *et al.*, 2024).

An operation in its essence implies coherence of goals, tasks, place, and time of action of participants in combating manifestations of organised crime, and the performance of specific (operational) tasks that take place within a certain timeframe. Their regulation can be defined as a separate area in the scientific and practical system of operational management, as well as a separate subspecies of operational skills. At the same time, the correlation and establishment of sustainable

links between interdependent elements are part of the organisation of the management process with all the regularities governing it (Effendi *et al.*, 2023). Criminal groups with clear governance include drug trafficking organisations (DTOs) and paramilitary groups (PGs). While the former finances itself primarily through drug trafficking, the latter derives most of its profits from extortion and illegal trade in public services for citizens on its territory. This causes varying reactions to policies that reduce economic activity. In the territories controlled by the PGs, social distancing is less than in the government-controlled areas. On the other hand, DTO territories had the same social distancing as government-controlled areas (Effendi *et al.*, 2023). Using the method of analogy in social processes, it can be noted that the drafting and development of operational plans can be equated to the procedure of coordination, determining the forms and procedure of interaction between various actors and means of conducting operations. Consideration of this issue in this context allows for structure and certainty in the relevant system of measures.

The process of combating organised crime naturally involves large external and internal resource costs. The dependence of the system's efficiency on the provision of resources will negatively affect its level in case of a critical reduction or complete loss of its potential – social, natural, labour, material, and financial resources required at each stage of the fight against organised crime, in any sector and region that falls under the scope of the security forces.

Organisational and structural approach to combating organised crime. The organisational and structural aspect in terms of choosing a polymeric type of system structure is expressed in managerial relations, which are both internally and externally determined by the purpose set for the national security system. The use of theoretical and managerial provisions by the social engineering actor in designing the structure of the national security system allows determining the form that is most suitable for the concrete conditions of fulfilling the purpose. The conditions that must be considered while designing the structure of the system at the national level can be grouped separately and designated as rules for designing security system structures.

The closed type of the national security system structure¹ is an absolute necessity dictated by the conditions of ensuring security in the face of overt and covert attempts by the enemy to violate the constitutional state of social relations. A system that combats manifestations of violence through special operations must have a special procedure, and this requires a special type of structure. The closed type of structure means that, apart from the conventional organisational and functional structural units, which are the minimum

¹ Law of Ukraine No. 2469-VIII "On the National Security of Ukraine". (2018, June). Retrieved from <https://zakon.rada.gov.ua/laws/show/2469-19#Text>.

necessary for the organisation of specific systems, there are units whose focus is determined by the task of ensuring the security of the system itself, and providing it with immunity from negative influences. Prioritising such units characterises a closed system.

The issues of increasing the readiness of forces and means to perform the tasks of combating manifestations of organised crime in the context of hybrid threats should be addressed within the framework of the implementation of the provisions of such an international act as the Code of Conduct on Politico-Military Aspects of Security¹, which defines the need to expand security cooperation, particularly through further promotion of responsible and cooperative security behaviour.

The Code of Conduct contains statements on political control, democracy, and principles for the use of armed forces, military and internal security forces, as well as intelligence services and police. Issues that once belonged exclusively to national jurisdiction have been elevated to the highest level of international relations by the Code of Conduct. Independent, democratically created institutions, according to the document, should control the structures that exercise the state monopoly on the use of force within the state or abroad. All these structures (forces, services) form the system of ensuring national security and defence of the state. They are based on the principles of legality, democracy, neutrality, respect for human and civil rights, as well as compliance with international humanitarian law.

In addition, considering that under the Comprehensive Assistance Package (CAP) for Ukraine (NATO Allies continue to support Ukraine..., 2024), which aims to consolidate and expand NATO's aid to Ukraine, international projects are being implemented (including within the Multiannual Financial Framework) (Horizon Europe Programme is one of the components of the EU's long-term multi-annual financial programme – the EU's framework programme for research and innovation) (Horizon Europe Office in Ukraine, 2024), Science for Peace and Security Programme (2023), aimed at deepening dialogue and practical cooperation between NATO member states and partner countries through research, civilian technological innovation, and knowledge sharing to contribute to the achievement of key Alliance and partner objectives), Erasmus+ (Erasmus+ is the European Union's Education, Training, Youth and Sport Programme), Ukraine, in cooperation with partners, should take formal measures to introduce into the training system and practice of the Ukrainian military and law enforcement personnel the NATO Centres of Excellence – Security Force Assistance (SFA COE) (2023). The Charter is based on many years of experience in training the security forces of Allied countries, including the armed forces and police forces of

Iraq and Afghanistan. Specifically, it explains the principles of interaction between the US Army brigade and partners in this area, as well as individual work with allies, considering cultural and other specifics.

As of 2024, the United States has concluded military cooperation agreements with more than 125 countries and, at the request of its allies, assists them in training their security forces. This work is often carried out under the supervision of US diplomatic missions by military and civilian specialists, as well as teams of professional instructors. The existence of the need and interests of social actors in security determines the existence of operational management as a subspecies of social management. Bringing the system into the mode of mobilising internal resources, as well as managerial support for the performance of the operational function by the security forces, constitute the content of operational management. The operational nature of the security forces' actions necessitates the existence of a single, universal statute, the "Combat Statute of the Security Forces", which sets out the system-wide principles of functioning of all types of security forces. The combat nature of the security forces' confrontation with the aggressor requires a special (military-police) form of organisation of the system, which determines the closed type of its organisational and functional structure, which must be adapted to the conditions of public life, meaning that there are no contradictions between the model of the real system and the constitutional system of the state and society overall. The adaptability level is assessed by scientific and analytical bodies of the system. The information provided by them is mainly classified as a state secret, as its content reveals both the weaknesses and strengths of the system. The status of an authorised body for the preservation of state secrets should ensure this requirement. The key advantage of a closed system lies in the possibility of mobilising the efforts of all subsystems in one area of work without any additional, more elaborate procedural measures typical for a public (open, secular) system. The need to ensure a closed type of system structure is also caused by a group of factors of an information and technical nature, their presence being typical for situations when the system becomes an object of intelligence activity. In this case, the role of technical means of protecting the system is greatly enhanced, and units for technical support of security measures should be in place. The closed type of structure implies a special mode of operation of the system; the purpose of ensuring security, relevant tasks and functions provided for the national security system determine the closed type of its organisational and functional structure.

The primary purpose of the combat statute of the security forces is to establish the tactical principles of

¹ Code of Conduct on Politico-Military Aspects of Security. (1994, December). Retrieved from https://zakon.rada.gov.ua/laws/show/994_116#Text.

the operational function of the national security system, to describe the content of the operational and tactical form of action of the security forces; the form of the statute is determined by the actions of the security forces units to counteract violence (ensuring general security), rescue people and provide aid in the aftermath of accidents, natural disasters and catastrophes.

The structure of the statute (draft): operational and tactical activities of services for the protection of public order and security in special, emergency, extraordinary situations (defensive “combat” activities); tactical and special (operational and tactical) activities of armed military organisations to protect public order in dangerous and emergency situations; operational and tactical activities of military organisations in dangerous and emergency situations to protect the rights of citizens from physical phenomena (arising both from criminal acts and for objective reasons) with the purpose of preventing and terminating any socially dangerous consequences, i.e., handling explosions, fires, and the aftermath of accidents, catastrophes, and natural disasters.

The degree of the highest efficiency and activity of the security forces is directly dependent on the development and evaluation of training and bringing the security forces into a state of readiness that is suitable for a particular operational task. The prospect of the security forces fulfilling their tasks is the steady desire of the governing entity to achieve the highest level of controllability of the system in operational conditions, to create a multifunctional operational system. The internal content of the mechanism for implementing the operational management function involves the implementation by the subject of operational management of a set of actions within the management process, which should be aimed at ensuring: a) operational readiness of the security forces; b) the ability of the system to solve operational tasks; c) effective use of special means; d) achievement of coherence of actions of all units involved in the operation, rational use of their potential; e) combat duty; f) ability to perform service tasks in the field. Each of the above areas involves the subject of the operational management function taking measures inherent in their activities, which generally ensures the successful completion of the operational task by the system.

Procedure for implementing the operational management function. This approach can be implemented through a three-stage system. The first stage involves mobilising resources to focus on critical areas at critical times to achieve key objectives. The second stage is to restore the resources used and prepare for the further fight against organised crime. The third stage is long-term planning, capacity building and strategic management of processes related to combating organised crime. The use of such a scheme is also conditioned by the fact that the relevant negative phe-

nomenon, as noted above, has the property of dynamic change. For example, J. Windle (2023) presented a model of criminal migration, focusing on the fact that organised criminal groups and illegal enterprises are often characterised as “family gangs”; some violent conflicts are presented as family feuds; a wide range of paramilitary groups have a diverse impact on organised crime; many organised criminal groups and illegal enterprises are internationally mobile. Three types of mobility were identified: those who travel to other countries for one-off jobs; those who migrate for a longer term; and mobile illegal enterprises. This also leads to extensive expenditure of resources by law enforcement agencies to counteract this kind of negative phenomenon.

In the operations and procedures that take place in the system to preserve its integrity, improvement, and development, the mentioned approach involves the following principles: maintaining the constant readiness of forces to perform tasks; decisiveness and activity of efforts; constant striving to seize and retain the initiative; coordinated use of forces and means, their close interaction; decisive concentration of efforts at the crucial moment in the critical areas and to perform the key tasks; simultaneous impact on the object of action of security forces; timely increase of efforts to achieve success; courage in actions and use of means; creation, restoration, and skilful use of human, material, and technical reserves; consolidation of the achieved success; timely restoration of combat capability of the forces; full use of the potential of the security forces; consideration and skilful use of the moral and psychological factor; firm and continuous command of the forces.

Combining the efforts of organisationally and functionally independent elements is one of the tasks of governance actors in the relevant area of social activity. The possibility of adopting a function as a basis for creating a system gives grounds to implement the content of the relevant principle by modelling operational management systems. Shaping a management system into a set of actors in a particular area of social life enables the effect of concentration and mobilisation of efforts in a crucial area to achieve a particular operational task. For security forces to effectively destroy a target, their operations must be carefully coordinated. This requires synchronising time, space, and assets, as well as considering the patterns and models of various operations. Effective operations require a well-organised overall operational command and the establishment of the necessary bodies to implement this approach.

Operational management involves bringing the system into a state of combat readiness and using its capabilities as a mechanism for the use of force to counteract violence that may take the form of armed struggle against manifestations of organised crime. Achieving security goals by force requires a departure from conventional administrative approaches and a transition to fundamentally different methods of work.

The nature of operational activities, unlike administrative ones, is dynamic and involves a direct risk to the lives and health of the combatants, and requires the exertion of the forces of the opposing parties, including:

a) the content of measures covered by the above-mentioned area of activity of the subject of the operational management function is primarily characterised by the relevant principle of operational management – maintaining the constant readiness of forces to perform tasks. The role of the subject of the function is to implement the provisions of this principle in practice, to use all internal and external capabilities of the system, to use the provisions of the internal security strategy, macro-system theory, and the science of social management. Depending on its competence, a set of actions may be taken in the form of differentiation of functions and specialisation of administrative and staff units; creation of staff bodies to perform the operational management function; implementation of various organisational measures to strengthen interaction between elements of the system; organisation of the work of the operational management unit with staff functions; administrative consolidation of disparate types of security forces based on their functional homogeneity or interdependence; creation and maintenance of a well-developed organisational mechanism for coordination between central and lower-level units. The primary combat task of security forces in combating violence is to rescue people in case of a threat to their life, health, or property.

b) the ability of the system to solve operational tasks requires that the management entity conducts assessment actions based on a formally defined system of criteria. This system should generally reflect the purpose of the operation – the best work will be recognised as the work that contributes most to fulfilling the purpose and is acceptable for achievement. In this case, the role of operational technologies increases, as they provide the subject of operational management with the opportunity to use the scientific potential of specialists in various fields of knowledge to assess the system's ability to solve its tasks. The specificity of operational tasks determines the nature and form of the solution to their implementation; the success of the operation and its outcome, which is used by regulatory authorities to assess the success of the actions of individual units and the system as a whole, depends on its correctness. The head of the operation should act in such a way that their subordinates have maximum confidence in the system's ability to perform the task. For this, a special model is developed and implemented, which is referred to as moral, psychological, information, and propaganda support for the operation. In the relevant systems, there is a rule: an operation is considered successful when the subjects of criticism of the activity are sure of it, while the success itself depends on the confidence of the performers. The subject of the operational management

function takes all necessary measures to ensure that information about the system's activities reaches the competent authorities and units that assess the system's functionality.

c) effectiveness of the use of special means. The specific nature of the means that comprise the material and resource side of the mechanism of use of force by the subjects of the operational function determines the complicated and formalised nature of the procedure for bringing it into action, with the simplified technology of its use. The high intensity of operational actions and the influence of negative factors increase the consumption of material resources, and the strength of people involved in the operation, which determines the principle of observing the condition of technological efficiency of expenditures and restoration of the system's strength. To implement this condition, the means involved in the operation are detailed, their content, quantitative and qualitative indicators are determined, which allows saving the system's resources to spend them in crucial areas. The scientific and practical determination of the conglomeration of funds involved in the operation and the formalisation of the processes of their expenditure are carried out both at the strategic level and at the level of lower-level operational management bodies. The final choice of funds and the procedure for their expenditure falls within the competence of the subject of the operational management function, the direct executor of the management decision. The relevant processes are the subject of special studies, which result in operational technologies that determine the procedure for the use of funds.

d) achievement of coherence of actions of subdivisions. In the organisational and functional aspect, the mechanism of interaction between the bodies involved in the operation can be presented as a set of functionally related management bodies, control points, communication systems, systems and means of automating the management of units, as well as special systems that collect, process, and communicate information. Considering the tasks and forms of implementation of the operational management mechanism, it is possible to identify the key organisational systems that should be responsible for performing the relevant function. On a functional basis, the main units of operational management in their inseparable unity include: 1) operational management bodies – headquarters; 2) operational and technological bodies of the headquarters, departments, branches, groups: operational and combat training; intelligence and counterintelligence activities; work with personnel; logistics; mobilisation work; administrative; internal security.

e) combat duty. The actions of the competent authorities to perform an operational function in the context of confrontation with violence and dangerous factors of the material world are defined as combat in the legal aspect. This type of activity involves several modes

of the system's state, depending on the tasks assigned to it and the mechanisms for their implementation. A comprehensive consideration of legal categories, such as combat mission; operational function; operational situation, makes it possible to characterise a derivative category – the mode of operation of security forces. It is the consideration of their content side in combination that allows reflecting the quality of the state in which the system is, reflecting its dependence on external conditions of functioning of the security forces. Focusing the actions of organisational units on maintaining the required mode of operation of the system is a qualifying feature of the dynamics of the cycles that comprise the performance of the operational function. The content side of the cycle – combat duty – is determined by both the state of the system overall and of a particular body. It is based on a form resulting from a combination of efforts of actors performing purposeful and formally defined actions. Identifying the single focus of the bodies' actions as operational activities, the classification of the mechanism for achieving them is based on differences in procedures and processes of performing tasks by the subjects of the operational function in the form of combat duty and combat operations. The content side of combat duty is a form of performing an operational function within the scope of the operational plan, which forms an integral part of operational (combat) activity, an internal and external side of the operation, part of the procedure established by the subject of the operational management function for maintaining the functionality of the system and bringing it into a mode that determines actions within the framework of the combat mission, the procedure of service, which in its content involves the performance of operational tasks.

f) the ability to perform a service task in emergency conditions. The key feature that characterises an activity as operational (combat) is the conditions that, by their nature, pose a danger to its subjects. In political and legal terms, such conditions are defined as martial law and a state of emergency. Each state has its substantive side, which reflects the dangerous factors that serve as the basis for putting in place a mechanism to prevent and counteract them. Manifestations of violence in the internal sphere of society, properties of objects of the material world that pose a danger, threatening the existence of society overall, are the object of action of security forces, factors that determine the nature of the mechanism for implementing operational tasks. The basis for the performance of functions by security forces is the presence or threat of danger, which by its nature impedes the fulfilment of security needs and interests. This is the basis for the creation and functioning of the relevant system.

The resilience of the system to the impact of dangerous factors, its ability to achieve its goals despite obstacles that pose a danger to both its individual members and the system itself, determines the con-

tent of the criteria that assess the effectiveness of performance. It should also be borne in mind that organised crime uses violence in its attempts to take over legal business in certain areas. For example, L. Tiscornia (2023), while studying the issues of responding to stresses in the social environment and climate change, which entail socio-political consequences, including violent ones, concluded that organised crime does not stay on the sidelines. Climate scarcity creates conditions for organised criminal groups to capture markets for legal goods. Scarcity drives up prices, creating incentives for criminal groups to seize production and distribute these goods with disastrous consequences. L. Tiscornia (2023) proposed a new theory on the climate drivers of organised crime behaviour, combining the doctrines of climate, conflict, and criminal violence.

Individuals involved in operations against organised crime are exposed to a variety of risks, including physical harm and psychological stress. The intensity of these risks can vary depending on the particular task at hand. To effectively address these challenges, individuals must possess a combination of physical fitness, psychological resilience, and tactical skills. A critical aspect of a system's functionality is its ability to achieve its objectives, even when faced with severe challenges. This involves influencing the target environment and implementing pre-determined modifications, while staying adaptable to the unforeseen circumstances that arise during the course of organised crime operations. The nature of these operations requires all actors to expend considerable resources, which inevitably leads to a reduction in their overall capabilities. The system's need to restore and strengthen its influence on the situation is both a natural instinct and a public demand, which must be met to succeed. Within the framework of such work, it is necessary to consider the fact that under current conditions there are changes in the classification of entities classified as organised crime.

The intensity of the processes that take place when the security forces perform their operational function necessitates the improvement of methods of combating manifestations of organised crime, the use of best practices of scientific achievements and the full scope of the system's capabilities. Relying on a gradual increase in tension in the context of an operation may be erroneous, and therefore measures should be taken at the preparatory stage to include the entire system in the fight against organised crime and to use its full potential.

The work carried out in the system to maintain social ties is based on the principles of law, which is an opportunity to act, i.e., to do what is ethically permissible, which is good in itself and meets the obligations assumed by the subject of social relations. In this regard, it may be useful to consider new concepts. B. Rider (2023) considered offshore jurisdictions in terms of preventing or even facilitating organised and economic crime related to compliance with international standards

in the offshore context, while asking whether they are – as a means of stopping malicious activity – appropriate in their “one size fits all” structure.

One of the conditions for success in countering violence is to maintain the internal state of employees involved in organising and conducting operations at the level necessary for operational activities. To this end, mechanisms are created to ensure full and effective moral and psychological preparedness for active efforts to perform their duties in dangerous, challenging conditions. For this, methods should be developed that enable the practical implementation of managerial intentions with the use of force, which carries a moral and psychological factor, and the introduction of formalised schemes for mobilising social groups to perform an operational task.

The conditions of combating manifestations of organised crime and conducting operations are determined by the nature of the decision-making and implementation process and the final outcome that

should naturally complete their implementation. Decision-making, ways of its full and strict implementation by all elements of the system is a formally defined process, but it also largely depends on the authority of the manager; their experience, ability to manage the system under their control, which in aggregate can be perceived as a criterion for the performance of the management function. The performance of this function requires the establishment and clear organisation of communications and the following of commands from the head of the operation, which necessitates the development and implementation of a special mechanism for passing orders from the subject of management to the object in the context of the operation. The concealment and security of the relevant links is one of the conditions for ensuring the stability of the management process and the efficiency of the system’s functioning in conditions and environments that pose threats to the security of not only an individual entity but also the system overall (Table 1).

Table 1. System of principles of operational management of security forces

OPERATIONAL ENVIRONMENT	■ maintenance of constant readiness of the security forces to perform tasks. Readiness for operational actions. Operational readiness. Degrees of readiness of the system for operational activities;
	■ decisiveness and active efforts;
	■ constant striving to seize and retain the initiative;
	■ coordinated use of forces and means, their close interaction;
	■ decisive concentration of efforts at the crucial moment in the critical areas and to perform the key tasks;
	■ simultaneous impact on the object of action of security forces;
	■ timely increase of efforts to achieve success;
	■ courage in actions and use of means;
	■ creation, restoration, and skilful use of human, material, and technical reserves;
	■ consolidation of the achieved success;
	■ timely restoration of combat capability of the forces;
	■ full use of the potential of the security forces;
	■ consideration and skilful use of the moral and psychological factor;
	■ firm and continuous command of the forces.

Source: developed by the authors of this study

The development of a system of mechanisms for mobilising security forces involved in the fight against organised crime, the internal content of which fully reveals the patterns of a specific type of social activity – operational management, is an independent area of the theory of the national security system, a subsystem of the strategy for combating manifestations of organised crime. Each of the described principles is an element of a general system which can function in the presence of a single mechanism for their application, the national security strategy.

Conclusions

The study of scientific research and practical results of the work of the actors of the system of combating manifestations of organised crime and corruption during the martial law and the related aggravation of the operational situation suggests that increased attention is being paid to the problems of introducing advanced technologies and practices.

The application of the methodology of building military-scientific knowledge allows achieving the universality of the mechanism of management of law enforcement agencies, enables the organisation of operational-strategic and operational-tactical levels of their management, eliminates the negative impact of the factor of departmental limitations, facilitates the inclusion of bodies with different structures, functional organisation, subordination in a single system of operational management of national security processes, which increases their mobilisation readiness to perform operational tasks. In the development of the mechanism of mobilisation of security forces, a series of theoretical and managerial problems were solved regarding the methodology for determining the directions of activity of a complex system, ensuring the state of elements necessary for its functioning, organisation of internal and external system links, criteria for assessing the effectiveness of performing system-wide tasks, and general and special principles were developed for

organising a multifunctional complex system operating to ensure national security.

The characteristics and classification of measures to implement the operational management function help to clarify the functions of the management entity acting as an administrator, the content of which reflects the provisions of the classical administrative school, namely: division of labour; powers and responsibilities; discipline; unity of authority; unity of activities; subordination of personal interests to general ones; remuneration of personnel; centralisation; scalar chain (management hierarchy); order; fairness; stability of the personnel's workplace; initiative; corporate

The perception of operational management in the field of combating organised crime as a functional system can be argued to imply that the subjects of the operational function are recognised as a managing and managed system, whose activities are ensured by the management mechanism, which is the operational management system. As a result of its use, a new form

is created – the operational management function, operational (combat) activity. The key criterion for classifying a body as an operational command and control system (operational body) is the performance of an operational (combat) task. A sign for classifying a body as a system of operational management entities is that it has an operational management function.

Promising areas for further research in this area may include the development of methods for integrating the latest technologies (e.g., artificial intelligence) into the operational management system to improve the efficiency of interagency coordination and the adaptability of management decisions in the dynamic national security environment.

Acknowledgements

None.

Conflict of Interest

The authors of this study declare no conflict of interest.

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Міжнародний досвід мобілізації механізмів боротьби з організованою злочинністю

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Анотація

Метою дослідження було розроблення наукового підходу до мобілізації механізмів боротьби з виявами організованої злочинності, що має бути стратегічною, програмною, вибудованою на міжнародному досвіді. Відповідно до поставленої мети та специфіки предмета дослідження використано сукупність методів соціальної інженерії в організації системи боротьби з організованою злочинністю. Окреслено зміст організаційних основ системи мобілізації правоохоронних органів, задіяних до боротьби з організованою злочинністю. Такі механізми проаналізовано в аспекті визначення теоретико-управлінських засад їх формування на етапі соціальних перетворень, загрози криміналізації суспільства, активізації виявів насильства в політичній та інших сферах суспільного життя. Зміст безпеки як об'єктивного явища досліджено на предмет системоутворювальних властивостей, організаційного фактора соціальної системи. Засвідчено стратегічне значення процесу підвищення ефективності безпеки в різних сферах життя суспільства. Доведено, що наявний державний механізм регулювання суспільних відносин безпеки є доволі консервативним і не цілком відповідає сучасним умовам існування різних націй як у внутрішній, так і зовнішній сферах життєдіяльності. Система силових органів має розгалужену, складну організаційно-функціональну структуру, що ускладнює організацію та здійснення процесу управління. Державні органи, дотримуючись політико-правових умов і створивши спеціалізований механізм управління, можуть і повинні бути залучені до забезпечення національної безпеки. Для цього необхідно подолати відомчі бар'єри, консолідувати зусилля державних органів, оперативних підрозділів, щоб забезпечити внутрішню безпеку держави, тобто розробити модель управління відповідними суб'єктами за організаційно-функціональним принципом. Результати роботи формують науково-практичне підґрунтя для приведення системи відповідного типу у стан, що дає змогу невідкладно вирішувати питання мобілізації та проведення широкомасштабних дій щодо усунення умов і наслідків впливу небезпечних факторів, істотно впливаючи на стан безпеки суспільства. Застосування теоретико-управлінського підходу дає змогу визначити та розв'язати в дослідженні наукові проблеми, отримати науково-практичні результати

Ключові слова:

система; боротьба з організованою злочинністю; сили безпеки; національна безпека