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EVOLUTION OF POLICE MANAGEMENT STRATEGIES IN THE CONTEXT OF MILITARY CRISIS AND THEIR IMPACT ON PUBLIC TRUST: THE CASE OF UKRAINE

In recent years, many high-income countries have seen a trend toward adopting public order as the basis for democratic law enforcement that puts the needs of society first. New Public Management, which emerged in the 1950s and 1960s, has been characterized as a management movement that emphasizes transparency, performance management, and accountability of public servants and managers. New concepts of public administration reform emphasize resource use and goal attainment are leading to a transformation of managerial roles toward business managers, in line with new organizational ideals. Providing police services and achieving public goals require a careful balance between meeting community needs and maintaining organizational flexibility to respond to emerging incidents. The purpose of this research is to consider the key points in the organization of management of law enforcement institutions, in particular the organizational structure of the police under martial law and the management of efficiency in the police and the impact of this on citizens' trust in the police. The object of the study is the complex of actions and the role of the police in maintaining order and security during martial law. The authors consider a comprehensive approach to management, evaluation, control and forecasting, which includes several basic functions: evaluation of productivity and efficiency; ensuring accountability and transparency in budget allocation; creating a long-term link between the current activities of the organization and its established goals and objectives. These indicators allow law enforcement agencies to focus on upcoming tasks and adapt to public needs to improve their activities. To achieve this, various management strategies and plans have been developed, such as balanced scorecards, planning, programming, budgeting and execution, and performance management. The authors consider and highlight the key components that determine the strategy of the organization and management of the police forces. The authors analyze the New Public Management approach as a key strategy for democratic police reform in transitional, developing and post-conflict countries. They also find that New Public Management can function both independently as a policing strategy and alongside other management methods, such as community policing. However, the implementation of New Public Management must be culturally appropriate and tailored to the specific societal context. The study found that following the introduction of martial law, law enforcement agencies, including the police, demonstrate adequate adaptability, demonstrate high cohesion, prioritize preventing terrorist threats and maintaining order in the regions most affected by the conflict.

Keywords: police forces, crisis, new management strategies, security of society, martial law, Ukraine.

Policijas vadības stratēģiju attīstība militārās krīzes kontekstā un to ietekme uz sabiedrības uzticību: Ukrainas piemērs

Pēdējos gados daudzās valstīs ar augstiem ienākumiem ir vērojama tendence pieņemt sabiedrisko kārtību kā pamatu demokrātiskai tiesībaizsardzībai, kas izvirza sabiedrības vajadzības pirmajā vietā. Jaunā sabiedriskā vadība, kas radās 1950. gados un 1960. gados, rakstura kā vadības kustība, kas uzsver valsts ierēdņu un vadītāju caurskatāmību, darbības vadību un atbildību. Jaunās valsts pārvaldes reformas koncepcijās uzsvērta resursu izmantošana, un šī mērķa sasniegšana noved pie vadības lomu pārveidošanas par uzņēmumu vadītājiem atbilstoši jaunajiem organizācijas ideāliem. Policijas pakalpojumu sniegšana un publisko mērķu sasniegšana prasa līdzsvaru starp sabiedrības vajadzību apmierināšanu un organizācijas elastības saglabāšanu, reaģējot uz jauniem incidentiem. Pētījuma mērķis ir analizēt galvenos punktus tiesībaizsardzības iestāžu vadības organizācijā, jo īpaši policijas organizatorisko struktūru sakarā ar kara tiesību ieviešanu un efektivitātes pārvaldību, kā arī tās ietekmi uz iedzīvotāju uzticēšanos policijai. Pētījuma objekts ir aktivitāšu komplekss un policijas loma sabiedriskās kārtības un drošības uzturēšanā kara laikā. Autori piedāvā visaptverošu pieeju vadībai, izvērtēšanai, kontrolei un prognozēšanai, kas ietver vairākas pamatfunkcijas: produktivitātes un efektivitātes novērtēšana; pārskatatbildība un pārredzamība budžeta sadalē; ilgtermiņa saiknes veidošana starp organizācijas pašreizējo darbību un tās noteiktajiem mērķiem un uzdevumiem. Šīm pamatfunkcijām atbilstošie rādītāji ļauj tiesībsargājošajām iestādēm koncentrēties uz gaidāmajiem uzdevumiem un pielāgoties sabiedrības vajadzībām, lai uzlabotu savu darbību. Lai to panāktu, ir izstrādātas dažādas pārvaldības stratēģijas un plāni, piemēram, līdzsvarotas rādītāju kartes, plānošana, programmēšana, budžeta plānošana un izpilde, kā arī darbības rezultātu pārvaldība. Autori apsver un izceļ galvenās sastāvdaļas, kas nosaka policijas organizācijas un vadības stratēģiju. Autori analizē jaunās publiskās pārvaldības pieeju kā

galveno stratēģiju demokrātiskai policijas reformai pārejas, attīstības un pēckonflikta valstīs. Viņi arī uzskata, ka jaunā publiskā pārvaldība var funkcionēt gan neatkarīgi kā sabiedriskās kārtības nodrošināšanas stratēģija, gan līdztekus citām pārvaldības metodēm. Tomēr jaunās publiskās pārvaldības īstenošanai jābūt kultūras ziņā atbilstošai un pielāgotai konkrētajam sabiedrības kontekstam. Pētījumā konstatēts, ka pēc kara tiesību ieviešanas tiesībsargājošās institūcijas, tostarp policija, demonstrē atbilstošu pielāgošanās spēju un augstu saliedētību, par prioritāti izvirzot terorisma draudu novēršanu un sabiedriskās kārtības uzturēšanu militārās krīzes visvairāk skartajos reģionos.

Atslēgvārdi: policija, militārā krīze, jaunas vadības stratēģijas, sabiedrības drošība, kara tiesības, Ukraina.

Introduction

Law enforcement agencies form a fundamental part of state authority and serve as a crucial component of public safety mechanisms. Academic discussions often define law enforcement as a distinct form of state social activity that arises from human needs and exhibits specific characteristics (Kobzar 2015):

- it is defined by legislative regulations;
- it is driven by the essential requirement to manage social interactions;
- it is manifested through the operation of law enforcement bodies, which are responsible for preventing and responding to offenses, as well as exercising state authority or social pressure on individuals who disrupt the legal order within society.

The police serve as both a *state* and *social* institution within the framework of state law enforcement agencies. This dual role arises from their obligation to fulfil the responsibilities and duties designated by the state, while also prioritizing the protection of citizens' rights and interests. In this regard, Kobzar (2015) effectively differentiates between law enforcement and policing, viewing them as a relationship between the whole and its components.

The nature of police activity is fundamentally shaped by the type of government and the specific challenges confronting both the state and its political system. This is why, during a military conflict in a specific region of a country, or when martial law is declared across the entire nation, police operations are vital for not just upholding law and order but also for defending against the aggressor. The strategies, methods, and resources used by the police are influenced by the state's priorities at any given time. Consequently, a shift in the political regime will inevitably result in significant organizational and legal alterations in police operations and strategies, as law enforcement agencies are commonly integrated into the state's enforcement framework that supports governmental authority (Kobzar 2015).

The adaptation of law enforcement agencies to the state of martial law is governed by various laws and regulations that address different elements of the law enforcement framework during such periods. The current phase of reforming Ukraine's law enforcement began in 2015 with the enactment of the National Police Law, which set the stage for ongoing reforms in the country's law enforcement structure.

In the socio-political landscape of 2015, the primary objectives of the Ukrainian law enforcement system included a thorough transformation of the police force to align with international standards, modifications to the legal framework to facilitate European integration, reinforcement of territorial integrity and state sovereignty amid the Anti-Terrorist Operation in eastern Ukraine, as well as the safeguarding of national security and border protection.

The current phase of law enforcement reform in Ukraine began in 2015 with the adoption of the Law on the National Police, which marked a significant change in the country's police system. The law was aimed at transforming the police in line with international standards, supporting European integration and overcoming the challenges posed by the ongoing conflicts, including the Anti-Terrorist Operation in eastern Ukraine. The main objectives were to strengthen territorial integrity, state sovereignty, national security and border protection (Verkhovna Rada of Ukraine 2015a).

The Law on the National Police of Ukraine includes reforms in several key areas (Verkhovna Rada of Ukraine 2015a):
- the National Police replaced the old police system, introducing a modern, transparent structure aimed at fighting corruption and increasing public trust;
- the law emphasized community policing to foster better relations between the police and the public, promoting trust and cooperation;
- new standards for recruitment, training, and behavior in the police, aligned with European best practices, were introduced;
- the transformation into a community-oriented police force has begun to restore public confidence, although challenges remain due to the ongoing conflict and the imposition of martial law;
- the introduction of new control mechanisms and anti-corruption measures aims to make law enforcement more transparent and accountable to the public;
- the restructuring has resulted in a more efficient and professional police force that is better equipped to deal with the complexities of martial law and conflict situations.

To implement the reforms envisaged by the law and to align legislation with European standards and the requirements of Ukraine's European integration processes, several regulatory acts were adopted:

The Law of Ukraine on Prevention and Combating Corruption strengthened measures to combat corruption in law enforcement agencies (Verkhovna Rada of Ukraine 2014). The Law of Ukraine on the State Bureau of Investigation (2015) established the State Bureau of Investigation to investigate serious crimes committed by law enforcement officials and further strengthen accountability.

The Law of Ukraine on the Security Service of Ukraine reformed the Security Service to better coordinate with the National Police and counter threats to national security (Verkhovna Rada of Ukraine 2018).

Amendments to the Criminal Procedure Code improved the legal framework for criminal investigations, ensuring compliance with international human rights standards (Verkhovna Rada of Ukraine 2017).

These reforms were aimed at modernising Ukraine's law enforcement agencies, making them more resilient, transparent and in line with international standards, which is especially important under martial law.

Considering the full-scale invasion by Russian forces on February 24, 2022, the establishment of martial law, along with several new laws and regulations enacted during this period, expanded the responsibilities and duties of the police. In addressing the challenges arising from the invasion, Ukrainian lawmakers made amendments to the Law of Ukraine "On the National Police" ((Verkhovna Rada of Ukraine 2022), which expanded the powers of police officers for the period of martial law in Ukraine and 60 days after its termination or cancellation. At the same time, the legislator supplemented the Disciplinary Statute of the National Police of Ukraine with a new provision that outlines the procedure for conducting internal investigations during martial law (Verkhovna Rada of Ukraine 2018).

In recent years, policing in various countries has evolved from traditional reactive strategies to a more community-based approach. Community-oriented policing, or community policing, is a model of policing that is grounded in a unique set of motivations and behaviours.

Community policing is a philosophy that shapes the management approaches and operational tactics of law enforcement agencies (Dlamini 2023). Additionally, community policing emphasizes establishing collaborations between law enforcement and the community while implementing a problem-solving strategy that addresses the specific needs of the community (Organization for Security and Co-operation in Europe (OCSE) 2022). This approach to law enforcement enables

collaboration between the police and the community in tackling crime and security challenges, while also upholding human rights and safeguarding against their infringement. O'Reilly (2022) introduces an innovative viewpoint on the police's function within the community, arguing that effective policing strategies ought to prioritize local concerns over national objectives, as the credibility of police actions is largely influenced by the community's dynamics. Efforts must be made to collaborate with local residents in order to identify police priorities, and this should be a continual process. Additionally, community-policing initiatives should be actively supported, with adequate resources allocated to ensure their effectiveness (o'Reilly 2022).

This segment of the thesis focuses on the application of the Community Policing strategy among law enforcement officials in Ukraine, particularly in the context of martial law. It also explores how both Community Policing and martial law influence public trust in the police. In light of the challenges posed by martial law and ongoing conflict, the necessity for communities to adapt has intensified the establishment of collaborative practices between police and community members, grounded in the principles of Community Policing, as elaborated in Section 1.1. It is clear that Ukraine's approach to implementing police strategies under conditions of martial law and ongoing conflict is distinct and certainly merits investigation. The significance of police forces in upholding law enforcement and human rights rises notably during periods of active conflict. Zinchenko and Jafarova (2024) outline several roles that law enforcement agencies undertake during martial law:

- law enforcement agencies perform preventive functions aimed at deterring offenses and crimes;
- they engage in reactive functions, responding to crimes that have already occurred;
- the police ensure public security, serving as protectors of civilian safety amidst war;
- they maintain the rule of law and justice, adhering to democratic principles.

Law enforcement agencies collaborate with governmental authorities and institutions, as well as international organizations, to address national security issues and combat international and transnational crime. They also partner with global law enforcement agencies for experience sharing, training, and addressing challenges related to cybersecurity and counter-terrorism, as seen with Europol, Interpol, and others (Zinchenko, Jafarova 2024).

Figure 1

Law enforcement agencies during martial law
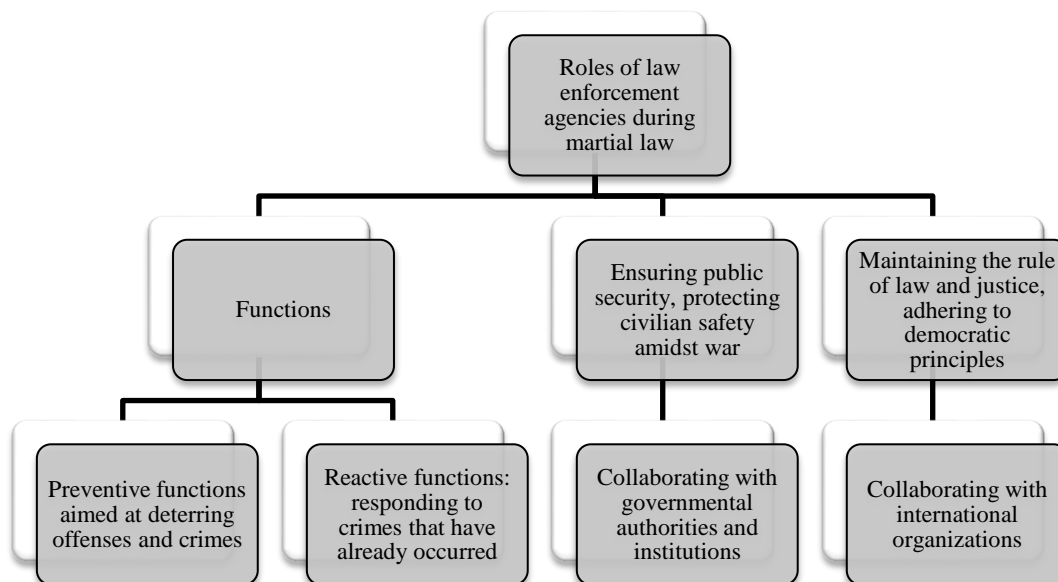
Source: the authors' development based on the article by Zinchenko, Jafarova 2024.

Due to the heightened likelihood of criminal activity during martial law, governments typically implement swift actions to enhance oversight of public safety and deter crime, primarily relying on police forces for execution. These actions may involve the deployment of law enforcement personnel, the establishment of extra limitations on individual movement, and the use of specialized monitoring and control measures (Dusyak 2024).

Prior to 24 February 2022, police reforms were implemented in alignment with the broader goals of European integration, including the introduction of Community Policing aimed at enhancing community cooperation. Following the onset of the full-scale invasion, the police strategy underwent a shift in focus, although it was not entirely overhauled. While new priorities were incorporated that captured much of the leadership's attention, the reform process continued. Goldsmith (2005) points out that many police reforms are initiated in developing and post-authoritarian nations primarily due to the prevalent lack of public trust in the police, which shapes the dynamics between law enforcement and the community in these areas. In essence, the existing low public confidence in law enforcement serves as a foundation for exploring new management strategies aimed at enhancing this trust. The safeguarding of citizens' rights becomes challenging, if not unfeasible, if the public does not have faith in the police, leading to inadequate public safety.

The level and quality of trust in law enforcement are influenced by several factors, some of which are beyond the police control. For instance, a study conducted by Goldsmith (2005) highlights various reasons for the mistrust towards the police, such as the structural dynamics between law enforcement and other community groups, the conventional roles and functions of the police and how these roles are perceived by the public, the instruments and technologies employed by the police, the officers' attitudes and behaviours, and the nature of the interactions between the police and citizens. Trust can be particularly difficult to establish in contexts where law enforcement chooses to uphold or is directed by laws that lack widespread public backing. Consequently, fostering community engagement becomes crucial.

The impacts of martial law on policing strategies and public trust in the police

Setting goals and objectives is essential for the effective management of any organization, as it provides a roadmap for future actions. Cordner (2023) notes that police management faces two primary priorities: managing internal responsibilities within the police force and executing policies and programs aimed at reducing crime and enhancing public safety.

Police management should prioritize the organizational structure both within the force and in relation to community issues. In their pursuit of efficiency and effectiveness, police officers are required to comply with a range of legal and ethical standards. They must also demonstrate transparency and accountability in their actions and decisions while striving to gain legitimacy from the public. As outlined by Stojković et al. (2019), police management encompasses a comprehensive approach to management, evaluation, control, and forecasting, which includes several core functions: assessing performance and efficiency; ensuring accountability and transparency in budget allocation; creating a long-term connection between the organization's current activities and its established goals and objectives.

These indicators enable law enforcement to maintain focus on upcoming assignments and adapt to societal needs to enhance their operations. To achieve this, various management strategies and plans have been established, such as balanced scorecards, planning, programming, budgeting and execution, and performance management.

Dantzker (1999) identifies seven key components that define the strategy of police organization and management:

(1) authorization pertains to the foundation upon which powers and resources are allocated to police agencies;
(2) function relates to the core values, missions, and objectives of the law enforcement body;
(3) organization encompasses the agency's structure, staffing, management processes, and cultural aspects;
(4) demand for police services emerges from diverse sources;
(5) environment describes the external factors influencing the organization;
(6) tactics involve the methods utilized by police agencies to accomplish their goals;
(7) results refer to the outcomes of the organization's activities, whether anticipated or unanticipated, and whether desirable or undesirable.

An additional key element in developing policing strategy is performance management within the police force. This involves a comprehensive method of employing evidence-based decision-making to enhance results, fostering ongoing organizational learning, and emphasizing financial accountability to boost overall performance (Stojković et al. 2019).

Given that, the primary role of the police as a public authority is to safeguard the public interest, the models and methods for organizing police activities should be aligned with the needs of citizens and demonstrate effectiveness by enhancing public trust in law enforcement. Since the 1950s, the predominant frameworks for establishing and operating democratic policing have been Community-Oriented Policing (commonly referred to as community policing) and New Public Management. Bonner (2019) defines democratic policing as the capacity of elected political leaders to effectively utilize the police to uphold the rule of law, encompassing both crime prevention and maintaining public order. Furthermore, as public servants, the police are required to address citizen complaints, maintain accountability, minimize coercion, and uphold human rights alongside the principles of justice and equality.

In recent years, many nations with elevated living standards have shown a trend toward adopting community policing as a framework for conducting democratic law enforcement that prioritizes community needs. This model was first implemented in Norway during 1978-1979 and involved the decentralization of police operations, allowing law enforcement to place greater emphasis on prevention and ensuring public safety (Wathne 2020).

New Public Management, which emerged in the 1950s and 1960s, is characterized as a governance movement that prioritizes transparency, performance management, and the accountability of public sector employees and managers (Den Heyer 2011). In the police force, this strategy is marked by a centralized management approach that focuses on overseeing police objectives. In contrast, community policing emphasizes decentralization (Wathne 2020).

New public management reform concepts, emphasizing resource utilization and goal accomplishment, are driving a transformation in managerial roles towards that of business managers, aligning with the organization's new ideals (Wathne 2020). Delivering police services and achieving government objectives necessitate a careful balance between addressing community needs and maintaining the organizational flexibility to respond to emerging incidents. Law enforcement must accomplish the government's specified outcomes within their designated budget while being accountable for their actions and adhering to established standards of efficiency and effectiveness (Den Heyer 2011).

Hartley et al. (2023) propose the thesis that the core of the New Public Management strategy views policing as a service that should be delivered by organizations that adhere to efficient management practices inspired by established private sector principles. This perspective advocates for public institutions to operate in alignment with private sector activities, emphasizing market-driven incentives, customer orientation, and performance management.

Den Heyer (2011) views the New Public Management approach as the key strategy for democratic police reform in transitional, developing, and post-conflict nations. He emphasizes that New Public Management can function both independently as a policing strategy and alongside other management methods, like Community Policing. Nonetheless, he believes that the implementation of New Public Management must be culturally tailored and should be adapted to fit the specific societal context.

In opposition to this assertion, Wathne (2020) highlights a significant and foundational distinction between Community policing and the New public management model when comparing the two models of police management. He argues that these models cannot create new "laws" or combine into a unified, closed system.

Strategies in community policing focus on fostering connections between law enforcement and the community, ensuring that policing practices resonate with local values. This approach includes efforts to diversify the demographics within police organizations to better mirror the populations they serve. Additionally, it promotes collaborative safety models that engage various sectors – including government, businesses, and non-profits to tackle issues such as poverty, gender-based violence, intergroup tensions, and other security-related challenges (Hartley et al. 2023). The European Commission's Horizon 2020 initiative has established six foundational pillars that create a solid and comprehensive framework for Community Policing, while also allowing for adjustments based on local community requirements.

These interconnected pillars support and enhance one another by building trust and confidence, ensuring accountability, facilitating information sharing and communication, responding to local needs, promoting cooperation, and focusing on crime prevention (European Crime Prevention Network (EUCPN) 2019).

Evaluating the positive aspects of the Community policing concept, it can be concluded that it meets the needs of citizens who are interested in transparent work of police authorities, opportunities for cooperation with the police, and increased police efficiency. The state also benefits from the implementation of this concept, since the efficiency of the police is improved, and the public perceives the functioning of this institution and contributes to the fulfilment of its mission and functions. An essential part of this concept is regular citizen Assessing the advantages of the Community policing approach reveals that it addresses the desires of citizens for transparent police operations, collaboration with law enforcement, and enhanced police effectiveness. Additionally, the government gains from adopting this model, as it led to greater police efficiency and foster a positive public perception of law enforcement, thereby aiding the achievement of its roles and responsibilities. A crucial component of this approach involves conducting regular surveys among citizens, ensuring public oversight of police operations, and addressing citizens' grievances, all of which demonstrate the police's commitment to meeting community needs (Reznik et al. 2023).

Unlike the two policing management models previously discussed, Thibault (2015) emphasizes the idea of Proactive police management. This approach integrates elements from both Community policing and the New public management model. Proactive police management focuses on strategic planning, collaborative leadership, problem-solving, advanced information technology, data management units, crime prevention efforts, and community involvement in shaping the police agenda. Proactive police management, a strategic method employed by law enforcement agencies to deter crime, emerged in response to a crisis of confidence in the police during the 1960s. This crisis stemmed from social unrest, increasing crime rates, and mounting scepticism regarding the effectiveness of traditional policing methods (Weisburd et al. 2019).

Ukrainian scholars view this concept as a form of police activity. Reznik and colleagues (2023) categorize police activities into two categories: "active" and "proactive". Active policing refers to actions prompted by the public, such as reporting a crime. In contrast, proactive policing involves actions taken by police officers, including vehicle stops, identification checks, and area patrolling.

Mazurik and Strelchenko (2024) highlight that the reactive policing model focuses on responding to and investigating crimes as well as punishing offenders. In contrast, the proactive model emphasizes crime prevention through community service and collaboration between the police and the public, adhering to the principle of "police – people – partners".

As a result, police operations are complex and varied, allowing for a range of theoretical and methodological advancements, which in turn leads to diverse perspectives on the organization and implementation of police work. In terms of fostering public trust in law enforcement, the Community policing approach is particularly beneficial for sociological assessments of trust levels, as it explicitly addresses the need to evaluate public confidence for effective planning and future action within distinct communities. Since gaining independence, Ukraine has been transitioning its police system away from the centralized post-Soviet model towards a democratic framework rooted in community partnerships – Community policing.

Chyshko and Pinchuk (2024) highlight that the ongoing phase of police reform is characterized by several key developments that significantly influence police strategies:

(1) the counter-terrorism operation in eastern Ukraine subsequently referred to as the "Joint Forces Operation", which resulted in the establishment of several volunteer Special Forces within Ukraine's Ministry of Internal Affairs;

(2) the formation of the National Police of Ukraine, which included the creation of special units tasked with operations during emergencies and martial law (e.g., the Rapid Action Corps, Special Police Patrol Service, and Tactical Response Unit);

(3) the extensive Russian invasion of Ukraine, which prompted the formation of paramilitary units, such as the National Police's United Assault Brigade "Rage" and the assault regiment "Safari".

Overall, the strategies for police operations and development in Ukraine can be classified into two distinct phases: "before and after" the onset of the full-scale invasion. Prior to February 24, 2022, police activities were primarily aimed at fostering a secure environment conducive to the growth of a free society, building public trust in law enforcement agencies, particularly the police, and advancing Ukraine's progress towards European integration while prioritizing the needs of its citizens. Since 2016, special police units have not participated in combat but instead have focused solely on their policing duties in the ATO zone and frontline areas, which include tasks such as manning checkpoints, patrolling, maintaining order in buffer zones, verifying identities, and conducting internal operations (Chyshko, Pinchuk 2024).

Before the large-scale invasion by Russian forces, the concept of police development was outlined in 2017 within the Strategy for the Development of the Ministry of Internal Affairs for the period up to 2020".

The strategy specifically outlines the primary approaches for law enforcement agencies, including the police. These approaches include community service, which prioritizes respect for human rights and freedoms, ensuring that functions align with human needs; accountability and democratic oversight, emphasizing the importance of openness and transparency in operations while enhancing democratic control mechanisms; community engagement, actively involving local communities to foster a safe environment through partnerships; modern public administration, adopting successful international practices and implementing innovative strategies; and information technology integration, maximizing the use of information technology to boost operational efficiency (Cabinet of Ministers of Ukraine 2017).

These strategies are reflected in the priorities of the Ministry of Internal Affairs, which focus on fighting crime, fostering a secure environment, upholding and guaranteeing human rights and freedoms, promoting good governance, and ensuring transparency and accountability. The active military aggression from the Russian Federation led to the implementation of martial law on February 24, 2022, in line with Ukrainian legislation (Verkhovna Rada of Ukraine 2015b). This event triggered

a significant transformation in the operations of the entire law enforcement system, including the police, which had to quickly adjust its strategies and methods to align with the martial law regime and the active defence of Ukraine's territory against the invading forces. A key objective was to maintain internal stability, counter the spread of panic and misinformation, and collaborate effectively with the military to safeguard national security (Zinchenko, Jafarova 2024).

Therefore, amendments to the key regulatory acts governing police activities were implemented swiftly, enabling law enforcement to adjust their strategies to the newly arisen circumstances (On amendments to the laws of Ukraine 2022). The list of police powers outlined in Article 23 of the Law on the National Police of Ukraine has been broadened to enhance police operations during martial law. This includes the authorities granted to the police to locate individuals, offer first aid, and manage weapons and ammunition by receiving, storing, and disposing of them as necessary (Verkhovna Rada of Ukraine 2015a).

The impact of martial law on public trust in the police and key relationships

Bezpalova et al. (2022) highlight that the police have taken on an unprecedented role in maintaining order and security during martial law. Within the context of the Community Policing strategy, the police function not only as agents of crime prevention and public safety but also as providers of essential public services to citizens within their jurisdiction.

As a result, the police's powers were not fundamentally altered but were adjusted to fit the martial law framework, with additional responsibilities assigned to ensure national security and safeguard citizens during wartime. It is important to highlight that the implementation of various community policing initiatives initiated by the police reform in 2015 persisted throughout the period of martial law, although some initiatives were delayed. Consequently, the management of police operations during martial law can be categorized into two forms: legal and organizational. The legal aspect involves the normative development of police management through regulations, while the organizational aspect encompasses (Bezpalova et al. 2022):

(1) preventive actions, which consist of a range of measures that vary in nature, including stabilization efforts;

(2) the coordination of services at checkpoints, focused on preventing and addressing specific offenses).

Expanding on the previous thesis, Medvedenko and Medvedenko (2022) argue that the martial law regime necessitates that the leadership of the Ukrainian police implement tactical techniques and strategic plans adapted to the prevailing circumstances, with the aim of optimizing police organization and operations. In this context, the scholars define the optimization of police activities as a comprehensive set of measures designed to enhance both the efficiency and effectiveness of police work. This involves the integration and application of cutting-edge technological advancements, the enhancement of computer and technical literacy, and the continuous improvement and development of personnel's professional skills to meet current demands".

The Community Policing strategy emphasizes the importance of partnership, trust, communication, and dialogue between law enforcement and the public to ensure safety and maintain order. During peacetime, this partnership is fostered through various programs and initiatives aimed at building public confidence in the police and motivating community involvement in crime prevention and investigation efforts. Under martial law, the responsibilities of both the police and the community in maintaining security become even more critical. With the rise of criminal activities such as looting, sabotage, and the actions of criminal organizations during conflict and martial law, effective crime management can only be achieved through strong collaboration between law enforcement and the community (Bondar 2024).

War conditions complicate police work due to several factors, including the temporary occupation of specific territories, the destruction of critical infrastructure, the increasing prevalence of weapons among civilians, the significant displacement of refugees, the disruption of logistical channels, and heightened societal tensions (Zhbanchyk 2023).

Friesendorf (2009) highlights a crucial factor in overseeing police operations during and following martial law, specifically the essential need to differentiate between police and military roles in a post-conflict setting, particularly in areas that have been liberated. Citing the Balkan nations as a case study, the researcher observes that wartime conditions can obscure the line between internal and external security as well as the functions of police and military personnel. The trajectory of a state's democratic development following a military conflict necessitates a clear division between the responsibilities of the military and those of law enforcement. The approach to law enforcement during wartime involves operations in recently liberated areas, fostering strong communication with the local community to enhance the investigation of crimes and deter potential offenses. These efforts play a crucial role in stabilization initiatives, which include identifying collaborators and supporters of the aggressor nation, locating weapons and ammunition, as well as uncovering explosive devices and other tasks within the police's jurisdiction (Zhbanchyk 2023).

The amendments to the Law on the National Police empower the police to effectively hold accountable those who collaborate with the occupier and those who exploit martial law for personal gain (Ostrohliad 2022).

In summary, following the implementation of martial law, Ukraine's law enforcement agencies, including the police, have demonstrated their capacity to adapt by prioritizing the prevention of terrorist threats and maintaining order in the regions most impacted by the conflict (Zinchenko, Jafarova 2024).

Conclusions

The police play a crucial role in maintaining public safety and order during both peaceful times and under martial law, a responsibility inherent to their function and outlined in their legal obligations. In Ukraine, police reform commenced in 2015 following the enactment of the Law on the National Police of Ukraine, which established standards for police operations. This reform was necessitated by a significant lack of public confidence in law enforcement and the ongoing transition from post-Soviet centralized management methods to a more decentralized approach focused on collaboration between the police and the community. As a result, Ukraine's police reform has been influenced by the Community Policing strategy, which is favoured in many democratic nations.

The core principle of Community Policing involves fostering communication and partnership between the police and the public, founded on mutual collaboration and grounded in universally accepted democratic ideals such as legality, equality, openness, transparency, the prohibition of discrimination, and the respect for human rights and freedoms. Although the imposition of martial law on February 24, 2022, hindered the progress of police reform towards Community Policing, it did not completely halt the initiative.

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