TRANSFORMATION OF SECURITY PROGRAMS OF TERRITORIAL COMMUNITIES OF UKRAINE IN THE CONDITIONS OF A FULL-SCALE INVASION

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INTRODUCTION

On February 24, 2022, the history of Ukrainian statehood radically changed its course due to the full-scale military aggression of the Russian Federation against Ukraine. This caused an appropriate reaction from public authorities and the head of the Ukrainian state in particular. President Volodymyr Zelensky, based on the proposal of the National Security and Defense Council and in accordance with Ukrainian legislation, signed Decree No. 64/2022 "On the introduction of martial law in Ukraine" from 5:30 on February 24, 2022[1]. The introduction of martial law in Ukraine changed the functioning and development of social relations in all spheres of public life. Both ordinary citizens, representatives of the public, and public administration – all mobilized to counter the enemy. At the same time, special responsibility under such conditions was placed on state authorities and local governments representing the interests of the relevant territorial communities. In accordance with Part 2 of Art. 9 of the Law of Ukraine "On the Legal Regime of Martial Law", local self-government bodies continue to exercise the powers granted to them by the Constitution of Ukraine, this and other laws of Ukraine. The military command, together with the Ministry of Internal Affairs of Ukraine, other executive authorities, local self-government bodies must ensure the measures and powers provided for by the Law of Ukraine "On the Legal Regime of Martial Law" necessary to ensure the defense of Ukraine, protect the security of the population and the interests of the state[2], [3].

Russian aggression against Ukraine has given rise to a number of unprecedented challenges in all spheres of state and public life. Today, in the realities of the full-scale war of the Russian Federation against

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[1] Про введення воєнного стану в Україні: Указ Президента України від 24.02.2022 № 64/2022. URL: https://www.president.gov. ua/documents/642022-41397

[2] Про правовий режим воєнного стану: Закон України від 12.05.2015 № 389-VIII. URL: https://zakon.rada.gov.ua/laws/show/389- 19#Text

[3] Павлович-Сенета Я.П., Лепіш Н.Я. Територіальні громади в умовах воєнного стану в Україні: адміністративно-правове забезпечення та особливості функціонування. *Аналітично-порівняльне правознавство*. 2022. № 4. С. 209–214. DOI: https://doi.org/ 10.24144/2788-6018.2022.04.38.

Ukraine, security is the most important basic need, a necessary condition for the sustainable development of a person, a citizen, and the state as a whole. The main criterion for ensuring security is the protection of the rights and freedoms, interests of a person and a citizen, society, and the state, which in a democratic society are established and regulated by law. National security is a rather broad concept, both at the scientific and legislative levels, which includes such generic concepts as: public safety, military security, information security, etc. However, the legal regime of martial law does not mean a rejection of the democratic and legal nature of the state.

The issue of ensuring security and law and order in communities currently remains one of the highest priorities for all citizens and local authorities. Thus, communities have faced unprecedented emergencies associated with constant rocket attacks, fires, the death of civilians, the evacuation of citizens to safer places, mining of territories, the destruction of buildings and critical infrastructure. Thus, responding to security challenges under martial law has become a fundamental need for community members. The introduction of martial law in Ukraine has led to a change in local policies in most areas of life. Local governments were forced to reorient their work and direct most of their resources to help the affected civilian population and the military. The war led to significant destruction of infrastructure, provoked mass resettlement of community residents to safer areas and significant changes in the functioning of businesses. But under martial law, the work of all relevant institutions in the community did not stop. Services of the police, the State Emergency Service, medical institutions, housing and communal services, bank branches, access to necessary services, such as mobile communications, the Internet, the ability to withdraw cash or pay by card, administrative services – all this is received by citizens who did not leave the front-line communities.

1. Current state of security in Ukrainian communities

The full-scale invasion of the Russian Federation into Ukraine has radically changed the security situation in territorial communities. Traditional approaches to ensuring security have proven insufficient in the context of active hostilities, massive internal displacement of the population, increased arms circulation, mining and destruction of critical infrastructure. An analysis of the current situation reveals systemic problems that require a comprehensive solution and rethinking of existing security practices.

Until 2022, security programs focused mainly on issues of public order, crime prevention and basic civil protection. However, a full-scale military conflict forced a rethinking of the very concept of security and the creation

of new mechanisms for its provision. According to a study conducted by the Institute for Peace and Understanding, a significant transformation has occurred both in the structure of security programs and in the composition of the stakeholders involved. Changes have become especially noticeable in frontline regions and deoccupied territories, where local authorities have faced unprecedented challenges. Experts note that this transformation has affected not only formal aspects, but also changed the very understanding of security in communities – from purely physical protection to a comprehensive approach that includes social cohesion, psychological resilience and information security[4].

In particular, the Safe City Program has been operating in Dnipro since 2016, within the framework of which the City Situation Center was created. The main goal is to assist relevant bodies and services in implementing an operational response to emergency events (situations), disruptions to normal processes of the population's life, and public order. Under the Safe City program, a situational video surveillance system has been introduced in the city of Dnipro[5]: as of February 2025, more than 2,500 Safe City cameras have been installed on roads, streets, parks, and squares, recording the situation around the clock.

Also, from March 27 to April 2, 2025, demining of the Kherson region took place: 13 hectares of territory, 1,683 hectares of fields, and 56 objects were surveyed (a total of 65.7% of the territory was demined); 1,230 explosives were discovered per week[6].

Residents of frontline communities have the opportunity to voluntarily evacuate. At the end of January 2025, seven children and their families were helped to leave the shelling area in the Nikopol and Synelnyk districts of the Dnipropetrovsk region. Local authorities, a community police officer, and a humanitarian organization took part in the evacuation[7]. The Dnipropetrovsk region continues to receive displaced people from

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[4] Трансформація безпекових програм територіальних громад України в умовах повномасштабного вторгнення: виклики та перспективи / Інститут миру і порозуміння. Київ, 2024. 48 с. URL: https://cop.org.ua/ua/dosvid/ukrainskyi-dosvid/zahalnoukrainskyi-dosvid/transformats-ya-bezpekovikh-program-teritor-al-nikh-gromad-ukrajini-v-umovakh-povnomasshtabnogo-vtorgnennya

[5] Скільки у Дніпрі камер відеоспостереження «Безпечне місто» і як вони допомагають патрульній поліції. URL: https://nashemisto.dp.ua/2025/02/28/skilky-u-dnipri-kamer-videosposterezhennia-bezpechne-misto-i-iak-vony-dopomahaiut-patrulnii-politsii/ ; Кращі практики місцевого самоврядування. Дніпро. URL: https://auc.org.ua/sites/default/files/practik/dnipro-bezpechne_misto.pdf

[6] Розмінування Херсонщини 27 березня – 02 квітня 2025 року. URL: https://khoda.gov.ua/rozm%D1%96nuvannja-hersonshhini-27-bereznja-%E2%80%94-02-kv%D1%96tnja-2025-roku

[7] З прифронтових громад Дніпропетровщини евакуювали сімох дітей. URL: https://suspilne.media/dnipro/257482-z-prifrontovih-gromad-dnipropetrovsini-evakuuvali-simoh-ditej/

the Donetsk region. Currently, five evacuation centers are operating in the region.

The role of the UN in supporting the security of Ukrainian communities is noteworthy. UNDP activities under Component III of the UN Recovery and Peacebuilding Programme aim to strengthen community security, social cohesion, trust in state institutions and reconciliation by promoting community-based initiatives and partnerships between communities and security and justice providers in Ukraine[8]. Since the beginning of the full-scale invasion of Ukraine by the Russian Federation in February 2022, the UN Recovery and Peacebuilding Programme has grouped its activities under Component III under two strategic areas:

– strengthening local response efforts to meet the most urgent needs in war-torn, transit and host communities by i) coordinating the distribution of critical assistance and connecting with credible civil society organizations through our network; ii) supporting local authorities in establishing shelters for internally displaced persons, setting up heating points and creating spaces based on collective accommodation centers for better integration of displaced persons and iii) supporting the activities of the State Emergency Service of Ukraine (SES) and the National Police of Ukraine (NPU) through the purchase of specialized equipment for units operating in frontline communities, equipment for support offices, first aid kits and food for residents of communities destroyed by military actions;

– strengthening the scope of service provision by i) allocating grants to civil society organizations involved in the areas of legal and psychological counseling, as well as in the process of distributing critical assistance in war-torn, transit and host communities; ii) procurement of technical equipment to support police work aimed at meeting the needs of communities; and iii) development and improvement of professional skills of psychologists of the State Emergency Service and the National Police to prevent burnout among specialists working in frontline communities.

In 2023, Component III activities are focused on five strategic macro-areas: 1) support for rescue operations and rapid response measures in frontline communities; 2) restoration of critical infrastructure; 3) support for service providers; 4) support for internally displaced persons, veterans and their families; and 5) encouragement of more active civic participation and enhanced interaction between different social groups.

In addition, at the beginning of a full-scale military conflict, the Ministry of Community and Territorial Development of Ukraine organized a large-

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[8] ПРОООН в Україні. Громадська безпека та соціальна згуртованість. URL: https://www.undp.org/uk/ukraine/polipshennya-hromadskoyi-bezpeky-ta-sotsialnoyi-zhurtovanosti

scale international marathon of local self-government unity, which was joined by more than a thousand municipalities from 35 countries around the world. This gave a new impetus to the development of international partnerships between Ukrainian communities and foreign municipalities. In 2023, the Office of the President launched the International Summit of Cities and Regions, which also became a favorable platform for the formation of horizontal international relations at the community-community level. With the preparation for Ukraine's accession to the European Union, the international relations of Ukrainian communities have acquired a new meaning. The European Union has high requirements for transparency, citizen participation in decision-making, sustainable development, and environmental standards. And thanks to such relations, Ukrainian communities can study the practical aspects of working with international programs and achieve better results.

According to the Ministry of Community and Territorial Development of Ukraine, as of April 1, 2025, Ukrainian territorial communities continue to expand their network of international cooperation. This opens up new opportunities for the development of infrastructure, the economy, and the social sphere in the context of the country's reconstruction. Key indicators: 487 communities have concluded 2101 agreements with partners from 64 countries around the world[9].

Also, contacts with foreign partners allow Ukrainian communities prepare grants and attract investments within the framework of European development support programs. Therefore, such cooperation should contribute to the expansion of economic ties, the exchange of experience in the field of entrepreneurship, and the attraction of new investors. This is a key factor in preparing for accession to the EU, where local economies are closely interconnected through markets and joint projects. And in general, international cooperation increases the level of institutional capacity of territorial communities, brings them closer to European practices and standards, which in turn facilitates Ukraine's integration into the European Union[10].

2. Main trends in the transformation of security programs of territorial communities of Ukraine in the modern period

A survey conducted by the Razumkov Center in December 2024 shows that for the majority of Ukrainians, security is primarily associated with the security of the entire country (51% of respondents). Thus, the concept

[9] Міжнародне партнерство територіальних громад України: дані моніторингу Мінрозвитку. URL: https://decentralization.ua/news/19521

[10] Міжнародне партнерство громад: можливості, виклики та нагальні потреби. URL: https://decentralization.ua/news/18838?page=2

of security for Ukrainians has changed significantly since 2014, shifting the focus from personal security to the national level, which reflects a strong sense of unity and collective resilience. Although security is closely related to national stability, survey respondents also noted that they feel most protected in a familiar environment where they have a certain level of control.

Thus, according to the survey, a safe living environment is formed under the influence of various factors, from military defense to social and economic stability. Assessing the necessary conditions for a country or settlement to be considered safe, respondents most often mention the absence of hostilities (86%), a closed sky from missiles, drones and shells (84%), a powerful army (81%). Other important conditions include a stable supply of electricity, water and gas (65%), modern shelters/bomb shelters (64%), parts of the country that are not under occupation (60%), a stable national currency and controlled inflation (58%), security guarantees from major countries (51%), adherence to democratic norms – elections, human rights, free media (51%).

Regarding NATO membership, 78% of respondents consider it a necessary or desirable condition for ensuring the country's security; 75% consider EU membership an important factor for enhancing security.

Priority security conditions also include high social standards (43% and 39%, respectively) and the absence of ethnic or religious conflicts (32% and 40%, respectively). These factors are equally important for both men and women.

So, the main trends of transformation include[11]:

Growing awareness of the importance of security issues. A noticeable trend has been a significant increase in the priority of security issues on the agenda of territorial communities. According to the study, 78% of local government representatives note a fundamental change in their attitude to security issues after the start of the full-scale invasion. Analysis of local budgets shows an increase in the share of expenditures on security programs by an average of 150-200% compared to the pre-war period. Communities are becoming more active in finding new approaches to ensuring security, including the introduction of innovative technological solutions. An important aspect is the growing understanding of the need for a comprehensive approach to security, including both physical and social components. In many communities, specialized security units are being created and

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[11] Трансформація безпекових програм територіальних громад України в умовах повномасштабного вторгнення: виклики та перспективи / Інститут миру і порозуміння. Київ, 2024. 48 с. URL: https://cop.org.ua/ua/dosvid/ukrainskyi-dosvid/zahalnoukrainskyi-dosvid/transformats-ya-bezpekovikh-program-teritor-al-nikh-gromad-ukrajini-v-umovakh-povnomasshtabnogo-vtorgnennya

responsible persons are appointed at the management level. Experts note a qualitative change in approaches to planning security measures, with a greater emphasis on preventive measures. Another positive trend is the increasing willingness of communities to engage in inter-municipal cooperation in the field of security. An important factor is the increased level of public involvement in discussing and making decisions on security issues.

Request for expertise. Territorial communities are experiencing an unprecedented increase in demand for professional expertise in the field of security. The number of applications to expert organizations has increased threefold compared to 2021, which indicates a qualitative change in approaches to planning security measures. The growth of interest in international experience in ensuring community security in conditions of armed conflicts is particularly noticeable. The study shows that 82% of communities are actively seeking opportunities to involve external experts in the development and evaluation of their security programs. An important trend has been the formation of permanent expert groups under local government bodies, which provide professional support for security initiatives. There is active development of partnership relations between communities and research institutions in the field of security. Experts note an increase in the quality of requests for expert support – communities are moving from general consultations to requests to solve specific security problems. An important aspect is the increase in the willingness of communities to invest in expert support, allocating separate budget funds for this. There is a noticeable trend towards the formation of intermunicipal expert networks for the exchange of experience and joint solutions to security challenges. The critical factor for success is the ability of communities to effectively implement the received expert recommendations.

Development of individual security areas. The analysis demonstrates the immersion of communities in the development of specific security areas, especially in the field of mine action. . Speaking in numbers, 45 new mine safety training programs were created in 2023, which covered more than 100,000 community residents. Also, the emphasis in the efforts of communities is noticeable on the construction of infrastructure (mainly shelters and warning systems), while less attention is paid, for example, to issues of first aid and soft security components.

According to the Razumkov Center survey, when assessing the current security situation at the local level through access to quality shelters and storage, a significant proportion of respondents (44.4%) indicated that their area is not sufficiently provided with shelters, while another 24.8% indicated that there are no shelters at all. This highlights the significant lack

of protective infrastructure, with this problem being most acute in the South, where 63.5% report an insufficient number of shelters – the highest rate among all regions.

Despite the significant impact of the war, the East has the largest share of respondents (22.1%) who believe that their region is sufficiently provided with shelters.

In addition, an interesting observation was found in the West and East: 13% of respondents believe that shelters are not needed in their area, while in the South only about 4% expressed this opinion.

First aid readiness remains low—only 25% of respondents feel sufficiently prepared, while almost 70% report insufficient or no knowledge at all, indicating a critical lack of vital skills.

The only group of respondents, the majority of whom have a sufficient level of training (57%), are military personnel.

Experts note a qualitative improvement in coordination between different emergency response services. There is an active development of volunteer initiatives in the field of security, especially in the direction of educating the population in the basics of safe behavior. The ability to maintain the progress achieved and ensure sustainable development in these areas remains a critical factor for success.

Increasing the number of security professionals. A positive trend has been a significant expansion of the human resources potential in the security sector through the integration of veterans and active representatives of internally displaced persons. The involvement of people with practical experience in combat and emergency situations is especially valuable. The study shows that the presence of specialists with military experience in the community increases the effectiveness of security planning. An important trend has been the formation of permanent security teams that combine the experience of military, rescuers and civilian experts. There is an active development of retraining and additional training programs for security sector specialists. The critical factor remains the ability of communities to provide appropriate working conditions and professional development for the specialists involved.

These trends create the basis for the transformation of the security system of territorial communities of Ukraine and increasing their resilience in the context of ongoing military operations. An important task remains to support and develop these trends through systematic work at all levels.

An example of local initiatives to increase the level of security in the community is the project "Side by Side: Cohesive Communities". This project is a national initiative aimed at uniting the efforts of Ukrainian communities to support and restore settlements affected by military actions.

The main goal of the project is to create partnerships between home and frontline communities, which allows for an effective response to challenges and contribute to the reconstruction of the country.

Such projects are an example of the transformation of security approaches, as they change traditional methods of ensuring security and responding to crisis situations in communities.

Key aspects of the project are:

– Cooperation between communities: Homeland communities provide assistance to frontline communities in restoring infrastructure, meeting humanitarian needs, and improving the security situation

– Scale: As of today, more than 100 communities have joined the project, and 51 memorandums of partnership have been signed.

– State support: The Government of Ukraine has adopted a resolution to regulate the project, which provides for the creation of mechanisms for cooperation and coordination of assistance between communities.

The initiative, launched to help the Kherson region, has reached the national level, covering more and more communities across the country.

3. Challenges in working with the security environment in communities

At the same time, we can talk about a number of challenges in working with the security environment in communities[12]:

Lack of a holistic understanding of the security system in the community. A study on the transformation of security programs of territorial communities in the face of a full-scale invasion, conducted by the Renaissance Foundation, critically identifies a tendency towards a fragmented understanding of security in territorial communities, which is manifested in excessive concentration on the physical aspects of population protection. According to the analysis of security programs, 65% of communities focus their efforts exclusively on creating and equipping shelters, ignoring other important security components. The neglect of information security issues is especially noticeable – only 15% of communities include relevant measures in their programs. The lack of a comprehensive approach leads to the vulnerability of communities to hybrid threats, including disinformation and cyberattacks. An analysis of budget expenditures shows that on average 80% of funds allocated for security are directed to physical protection, while less than 5% are allocated to the development of "soft" security components. Such an imbalance leads to a decrease in the overall

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[12] Трансформація безпекових програм територіальних громад України в умовах повномасштабного вторгнення: виклики та перспективи / Інститут миру і порозуміння. Київ, 2024. 48 с. URL: https://cop.org.ua/ua/dosvid/ukrainskyi-dosvid/zahalnoukrainskyi-dosvid/transformats-ya-bezpekovikh-program-teritor-al-nikh-gromad-ukrajini-v-umovakh-povnomasshtabnogo-vtorgnennya

resilience of communities and their ability to resist complex threats. An important factor is also the lack of a methodology for assessing the effectiveness of security measures, which does not allow communities to objectively assess the effectiveness of their programs. It is necessary to create a unified system of security indicators that would take into account all aspects of community protection – from physical security to social cohesion.

Inadaptability of security programs. Also among the challenges is the inability of many communities to adapt their security programs to the new realities of full-scale military operations. Statistics show that 47% of communities in the western regions continue to work according to documents developed before February 2022, which do not take into account modern threats and challenges. An analysis of the content of security programs demonstrates that even updated documents often represent a formal revision of old versions without taking into account the real experience of martial law. In many cases, the programs do not contain mechanisms for responding to specific military threats, such as rocket attacks or the actions of sabotage and reconnaissance groups. The study found that only 25% of communities have up-to-date evacuation plans for the population that take into account the experience of evacuations from other regions. The lack of a systematic approach to updating security programs is especially noticeable in issues of interaction with military administrations and territorial defense units. Procedures for coordinating the actions of different structures often remain unregulated or described too generally. Another significant problem is the lack of mechanisms for quickly making changes to security programs in response to new challenges. There is a need to create a flexible security planning system that would allow for a prompt response to changes in the security environment.

Declining trust to institutions. A critical trend has been a significant decline in the level of public trust in state bodies and local authorities in the field of security.

According to a study by the Razumkov Center, when assessing the activities of local and central authorities in ensuring the security of citizens on a scale from 1 to 5, where "1" means "doing nothing" and "5" means "doing everything possible", respondents are not very positive. Local authorities received an average score of 3.0, and central authorities received a slightly lower score of 2.9. This indicates that, despite reforms, many citizens believe that more effective security solutions need to be implemented.

Residents of the South and East evaluate the activities of local and central authorities slightly higher than respondents from the Center and West. The lowest score for local authorities was given in the

deoccupied territories (2.7), which may indicate problems with local governance and limited resources. The highest score was recorded in the regions where internally displaced persons live (3.1), which may indicate effective local responses to security issues related to displaced persons.

Central authorities received a higher score in the deoccupied territories (3.2), which may indicate a positive perception of national stabilization and recovery programs. In general, none of the regions rated local or central authorities higher than 3.2, which indicates a lack of sufficient trust in security efforts.

This is quite acutely manifested in the issues of evacuation and implementation of security regulations, when part of the population ignores the recommendations of the authorities due to lack of trust in their validity. Analysis of citizens' appeals shows that the most complaints are caused by the lack of transparency of the decision-making process in the security sphere and the lack of clear communication about existing threats. In the deoccupied territories, the situation is complicated by the negative experience of interaction with the authorities during the occupation. Obviously, restoring trust requires not only improving the quality of security services, but also significantly increasing the transparency and accountability of government agencies. There is a direct relationship between the level of trust and the effectiveness of the implementation of security measures – communities with a higher level of trust demonstrate better indicators of emergency preparedness. It is necessary to implement systems of public control and regular reporting on the use of resources in the security sector.

Staff shortage. Despite the trend towards an increase in the number of security professionals, there is a shortage of people in general, and in particular, crisis management specialists and cybersecurity specialists. A significant part of experienced workers were mobilized or left the territory of the community due to hostilities, which created additional pressure on the security system. The analysis shows that existing specialist training programs do not meet modern requirements and do not take into account the specifics of work in martial law. Most communities lack systematic approaches to improving the skills of security sector workers. The situation is complicated by the low level of wages and the lack of effective mechanisms for motivating specialists. There is also a need to develop mechanisms for attracting veterans and experienced military personnel to work in the security sector of communities. The problem of retaining qualified personnel is critical, especially in conditions of competition with the private sector and international organizations.

Financial constraints. Insufficient financial resources have become one of the key factors limiting the development of security programs

in territorial communities. The study shows that 22.7% of communities recorded a significant decrease in financial capabilities in 2023, while the need to finance security measures increased 3-5 times. The situation is especially critical in frontline regions – some communities lost up to 70% of the revenue part of the budget. An analysis of budget expenditures shows that most communities are forced to redistribute funds from other development programs to meet basic security needs. The development of public-private partnership instruments in the security sector is also important. It is necessary to implement a system for assessing the effectiveness of security spending and develop transparent budgeting mechanisms.

Low attention to cohesion issues. The underestimation of the importance of social cohesion in the security context has become noticeable for many territorial communities. In most cases, communities do not have tools to assess the level of social cohesion and its impact on the security situation. Ignoring the social aspects of security can lead to long-term negative consequences for the resilience of communities. An important factor is the lack of understanding of the relationship between social cohesion and the effectiveness of responding to crisis situations. Data show that in communities with a low level of cohesion, the effectiveness of evacuation measures is lower. It is necessary to implement a systematic approach to developing social cohesion as an integral part of security programs. The need to develop a methodology for assessing the impact of social cohesion on the security situation is critical.

Problems of public perception of security. Research[13] reveals significant discrepancies between official approaches to security and their perception by the public. According to surveys, 65% of community residents do not fully understand the logic and necessity of the security measures being implemented. The perception of preventive security measures, which are often viewed as excessive restrictions, is particularly problematic. Analysis of citizens' appeals shows that the greatest misunderstanding is caused by the requirements for shelters and restrictions on movement during certain periods. In many cases, the population demonstrates a skeptical attitude towards official assessments of the level of threats, especially in regions remote from the front line. Experts note the need to develop new approaches to communicating with the population on security issues. An important factor is the lack of systematic work on studying public

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[13] Трансформація безпекових програм територіальних громад України в умовах повномасштабного вторгнення: виклики та перспективи / Інститут миру і порозуміння. Київ, 2024. 48 с. URL: https://cop.org.ua/ua/dosvid/ukrainskyi-dosvid/zahalnoukrainskyi-dosvid/transformats-ya-bezpekovikh-program-teritor-al-nikh-gromad-ukrajini-v-umovakh-povnomasshtabnogo-vtorgnennya

opinion and taking into account the needs of different population groups when planning security measures. There is a direct connection between the level of understanding of security measures and the willingness of the population to comply with them. It is necessary to implement educational programs on security issues for different age and social groups. The need to develop feedback mechanisms and take into account public opinion when planning security measures is critical.

4. Generalization of transformation trends of security programs of territorial communities of Ukraine in the conditions of a full-scale invasion

The analysis of the identified trends and challenges demonstrates the complex dynamics of the transformation of the security environment in the territorial communities of Ukraine. There is a clear interaction between positive and negative factors, for example, the lack of expertise stimulates the growth of demand for professional knowledge, and the personnel shortage is partially compensated by the involvement of experienced veterans and internally displaced persons. The regional specificity of transformations is noticeable – communities closer to the front line demonstrate faster adaptation of security programs, while remote regions often retain the inertia of pre-war approaches. It is important to note that most challenges are systemic in nature and require a comprehensive solution at different levels of management. For example, the first steps may be the following:

1. Development of comprehensive security programs that cover all aspects of community protection.

2. Creation of effective mechanisms for adapting security programs.

3. Implementation of a system for monitoring and evaluating the effectiveness of security measures.

4. Development of training programs for security specialists.

5. Development of intermunicipal cooperation.

CONCLUSIONS

Russia's full-scale invasion of Ukraine was a turning point for the security system in territorial communities. In the face of new challenges – hostilities, mass migration, the threat of rocket attacks and mine danger, communities were forced to rethink security policy: from a limited focus on public order to an integrated approach that encompasses physical, informational, social and psychological security.

Key transformations include an increase in the priority of security in local politics, increased cooperation with experts, the introduction of specialized security areas (especially mine action), and increased

participation of veterans and internally displaced persons in security initiatives.

Despite positive developments, communities face a number of challenges: a fragmented understanding of security, security programs lagging behind current threats, limited readiness to adapt, and a decline in trust in state institutions. Addressing these challenges requires the development of a holistic security management system, increased transparency of decisions, and more active community participation in planning processes.

Thus, the transformation of community security programs continues, forming a new, more resilient local security architecture capable of countering both traditional and hybrid threats.

SUMMARY

The research problem is that due to the military conflict in Ukraine, the security situation in territorial communities has changed dramatically. It was found that traditional approaches to ensuring security turned out to be insufficient in conditions of active hostilities, mass internal displacement of the population, increased arms circulation, mining and destruction of critical infrastructure. The work identifies systemic problems of the current security situation in territorial communities of Ukraine, which require a comprehensive solution and rethinking of existing security practices.

The monograph section examines the current state of security in Ukrainian communities and the processes taking place towards increasing the level of such security. The author highlights the following key transformations of Ukraine's security programs in the modern period: increasing priority of security in local politics, intensification of cooperation with experts, implementation of specialized security areas (especially mine action), increased participation of veterans and internally displaced persons in security initiatives. The article emphasizes that despite positive developments, communities face a number of challenges: a fragmented understanding of security, security programs lagging behind current threats, limited readiness to adapt, and a decline in trust in state institutions. It is concluded that addressing these challenges requires the formation of a holistic security management system, increased transparency of decisions, and more active community participation in planning processes. It is concluded that the transformation of security programs in communities continues, forming a new, more sustainable local security architecture capable of resisting both traditional and hybrid threats.

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