

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Public Diplomacy and Promoting of Ukrainian Economic Interests

(based on "Ukrainian Students for Freedom" case)

Bachelor's student of the 4th year study

Field of Study 29 – International Relations

Specialty 292 – International Economic
Relations

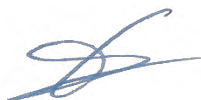
Educational program –

International Economic Relations

Filipov Andrii



Research supervisor



Ruslana Seleznova

(First Name, Last Name)

Ph.D. in Economics

Kyiv – 2023

Abstract

The work is devoted to the analysis of the impact of public diplomacy on the economy in the context of Ukraine. A regression and correlation analysis of the relationship between the effectiveness of economic diplomacy in Ukraine and the level of GDP was conducted, and literary resources describing the phenomenon of public diplomacy were analyzed. During the research, it was found that the data for 2015-2021 indicate a direct connection between the quality of diplomacy and economic development. The influence of NGOs on country-level diplomacy was analyzed using surveys of different groups of people who are and are not representatives of NGOs. Surveys show that, in general, the level of influence of NGOs on country-level diplomacy is moderate but noticeable.

Keywords: non-governmental organization, public diplomacy, tools of public diplomacy, the strategy of Ukrainian diplomacy, economic diplomacy, economic growth.

Анотація

Робота присвячена аналізу впливу публічної дипломатії на економіку в контексті України. Було проведено регресійний та кореляційний аналіз співвідношення ефективності економічної дипломатії в Україні та рівнем ВВП, та проаналізовано літературні ресурси що описують явище публічної дипломатії. В процесі дослідження було виявлено, що дані за 2015-2021 рік свідчать про прямий зв'язок якості дипломатії та економічного розвитку. Було проаналізовано вплив ГО на дипломатію країни за допомогою опитувань різних груп людей, які є, або не є представниками ГО. Опитування показують, що, загалом, рівень впливу ГО на дипломатію країни є помірним, але помітним.

Ключові слова: громадська організація, публічна дипломатія, інструменти публічної дипломатії, стратегія української дипломатії, економічна дипломатія, економічне зростання.

PHEE-institute «Ukrainian-American Concordia University»

School of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **bachelor degree**
Specialty: **073 “Management”**
Educational Program **“IT Management”**

APPROVED

Head of Department Prof. Liubov Zharova

“25” April 2023

**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Filipov Andrii

(Name, Surname)

Topic of the work: **Public Diplomacy and Promoting of Ukrainian Economic Interests**

(based on “Ukrainian Students for Freedom” case)

Supervisor of the work ***Ruslana Seleznova, Ph.D. in Technical Science.***

(surname, name, degree, academic rank)

Which approved by Order of University from

“22” September 2022 № 22-09/2022-4c - MIT

2. Deadline for bachelor’s qualification work submission **“23” April 2023**

3. Data-out to the bachelor’s qualification work_

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).

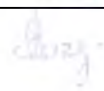
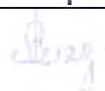
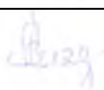
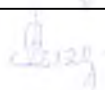
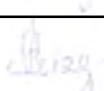
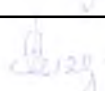
There are three main topics a student should develop in this work:

- 1. Theoretical foundations of public diplomacy and ukrainian economic interests***
- 2. Studying the tools of public diplomacy on the example of ngo “ukrainian students for freedom”***
- 3. Recommendations and policy implications***

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	<i>Ruslana Seleznova, Ph.D. in Technical Science</i>		
2	<i>Ruslana Seleznova, Ph.D. in Technical Science</i>		
3	<i>Ruslana Seleznova, Ph.D. in Technical Science</i>		

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>In time</i>
2.	II chapter	<i>20.02.2023</i>	<i>In time</i>
3.	III chapter	<i>11.04.2023</i>	<i>In time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>In time</i>
5.	Pre-defense	<i>27.04.2023</i>	<i>In time</i>

Student


(signature)

Supervisor *Ruslana Seleznova*


(signature)

Conclusions:

The paper examines the development of theoretical frameworks for IT management as well as how globalization dynamics in online trade have sped up the field's development. The helpful advice was well-written and focused on the responsibilities and main goal of the role. If the defense goes well, the thesis could be regarded as "good" overall.

Supervisor

Ruslana Seleznova


(signature)

TABLE OF CONTENTS

INTRODUCTION	3
CHAPTER 1. THEORETICAL FOUNDATIONS OF PUBLIC DIPLOMACY AND UKRAINIAN ECONOMIC INTERESTS.....	6
1.1. Understanding Ukraine’s Economic Interests	6
1.2. Public diplomacy: definitions, models and techniques	10
1.3. Diplomacy and economic development: an interconnected relationship	19
CHAPTER 2. ANALYSIS OF INTERNSHIP EXPERIENCE AND EMPIRICAL STUDY	23
2.1 Studying the tools of public diplomacy on the example of NGO “Ukrainian Students for Freedom”	23
2.2 Research design and data sources.....	27
2.3 Research findings and interpretations.....	33
CHAPTER 3. RECOMMENDATIONS AND POLICY IMPLICATIONS	37
3.1. A study of public opinion on the impact of NGOs on the country level diplomacy	37
3.2 Focused diplomatic initiatives for sustainable economic development.....	43
3.3 Implementing and monitoring proposed measures	48
CONCLUSIONS AND PROPOSALS.....	52
REFERENCES	55
ANNEXES	60

INTRODUCTION

The importance of public diplomacy in today's interconnected world has grown significantly as countries strive to promote their interests and achieve their foreign policy objectives. For Ukraine, the need for effective diplomacy is particularly crucial during the ongoing conflict, because the use of diplomatic ties and building a coalition of allied countries are the main factors in the successful suppression of Russian military aggression. Ukraine needs high-quality diplomacy during the war, and will especially need it after since the most important economic task for Ukraine will be accession to the EU and enhanced cooperation with NATO (in the long term - joining NATO). Moreover, the pace and direction of Ukraine's post-war reconstruction largely depend on diplomatic efforts toward possible accession to the EU and NATO. Public diplomacy will be one of the main components for informing international investors, fundraising for recovery, and advocacy for specific initiatives.

This bachelor thesis aims to investigate the level of influence that NGOs have on shaping public diplomacy and to examine the relationship between economic well-being and the quality of economic diplomacy. The primary research questions addressed in this study are: (1) to what extent do NGOs impact public diplomacy in Ukraine, and (2) is there a correlation between the efficiency of economic diplomacy and economic growth in the country?

The methodological basis of this work is a set of literature describing the mechanisms of public diplomacy, the annual reports of the organization "Ukrainian Prism" on the quality of Ukraine's diplomatic efforts, data on economic development taken from World Bank Open Data and surveys of various focus groups regarding the influence of NGOs. The use of these data helped to more structurally assess the current state of Ukrainian diplomacy, as well as assess its prospects and shortcomings.

The research presented in this thesis is primarily targeted to contribute valuable data and insights to the academic discourse on diplomacy and to increase the amount of research data in the academic community related to empiric studies of diplomacy, as

deeper tracking is not possible without more data available. To address the research questions, this paper employs a combination of regression and correlation analysis and surveys regarding the power of influence of NGOs on policymakers. The study also analyzes the tools of public diplomacy using the example of the NGO "Ukrainian Students for Freedom."

The findings from the surveys provide valuable insights into public opinion regarding the influence of NGOs on Ukraine's public diplomacy, indicating a visible presence among the student population. However, the results also highlight the need for NGOs to enhance their visibility, communication strategies, and transparency to improve their overall impact on public diplomacy.

The correlation analysis reveals a positive correlation of 0.73 between the GDP level and the level of economic diplomacy, indicating a moderate to a strong positive relationship between these two variables. As the rating for economic diplomacy increases, the GDP of Ukraine tends to increase as well. However, it is important to note that correlation does not imply causation, and diplomacy is often difficult to evaluate in numerical terms, as it includes a wide variety of factors.

Following the introduction, the thesis delves into the theoretical foundations of public diplomacy and Ukrainian economic interests. This section provides an understanding of Ukraine's economic interests and their implications in the current geopolitical landscape. Additionally, the definitions, models, and techniques of public diplomacy are discussed, which helps contextualize the role of NGOs in promoting Ukraine's economic interests. The interconnected relationship between diplomacy and economic development is explored, emphasizing the significance of effective economic diplomacy in supporting national economic growth.

In the analysis of internship experience and the empirical study, the thesis scrutinizes the tools of public diplomacy employed by the NGO "Ukrainian Students for Freedom." This case study sheds light on the practical aspects of public diplomacy in action and offers valuable insights into the operations of NGOs in the realm of diplomacy. The research design, data sources, and methodology are thoroughly explained, allowing for a comprehensive understanding of the study's approach to addressing the research questions.

The research findings are interpreted, drawing attention to the role of NGOs in shaping public diplomacy and the correlation between economic diplomacy efficiency and economic growth in Ukraine.

The final section of the thesis provides recommendations and policy implications based on the study's findings. A focus is placed on understanding public opinion regarding the impact of NGOs on country-level diplomacy, which can inform NGOs and policymakers about potential areas for improvement in public diplomacy strategies. Moreover, the thesis proposes focused diplomatic initiatives for sustainable economic development, considering the identified correlation between economic diplomacy and economic growth. Lastly, practical measures for implementing and monitoring these proposed initiatives are discussed, ensuring that the outcomes can be effectively tracked and analyzed for their contribution to Ukraine's economic interests.

Building upon the findings and recommendations of the thesis, future research can further explore the factors that influence the effectiveness of NGOs in public diplomacy. A deeper understanding of the barriers that NGOs face in their public diplomacy efforts, such as limited resources or regulatory constraints, can help identify areas where capacity-building initiatives or policy reforms might be beneficial. Additionally, examining best practices from other countries or international organizations could offer valuable insights for Ukraine to enhance its public diplomacy strategies.

Another area of interest for future research is the potential causal relationship between economic diplomacy and economic growth. While this thesis establishes a positive correlation between these variables, further studies could employ longitudinal or experimental designs to examine whether an increase in economic diplomacy efficiency directly leads to economic growth or if there are other mediating or confounding factors at play.

By exploring these areas in future research, the academic community can continue to build a comprehensive understanding of public diplomacy and its implications for Ukraine's economic interests. This knowledge can, in turn, inform policymakers and practitioners in their efforts to develop and implement effective diplomacy strategies that support Ukraine's foreign policy objectives and promote sustainable economic growth.

CHAPTER 1. THEORETICAL FOUNDATIONS OF PUBLIC DIPLOMACY AND UKRAINIAN ECONOMIC INTERESTS

1.1. Understanding Ukraine's Economic Interests

The economic interests of Ukraine encompass an array of objectives and priorities that have developed over time, mirroring the multifaceted political and economic landscape of the country. Significant changes have occurred in the nation's crucial industries and sectors in recent years, driven by a focus on fortifying regional and international economic ties to facilitate economic growth, stability, and integration.

A primary objective within Ukraine's economic interests lies in national security, which is inextricably linked to the ambition of joining the North Atlantic Treaty Organization (NATO) and the European Union (EU) [10]. Membership in these organizations would not only bolster Ukraine's defenses against Russian hostilities but also unlock access to novel markets and investment prospects. Additionally, EU membership would serve as a powerful impetus for Ukraine to address corruption, advance transparency, and combat oligarchy - actions indispensable for drawing foreign direct investments (FDI) and stimulating economic growth [49, p. 1].

A further goal embodied within Ukraine's economic interests is the diversification of its economy and the reinforcement of key industries and sectors. The nation's economy comprises a blend of traditional sectors like agriculture and heavy industries, alongside burgeoning sectors such as information technology and renewable energy [38]. By encouraging investment in the cultural sector, Ukraine aspires to diminish its reliance on external influences and cultivate sustainable economic growth [39, p. 89].

Ukraine's regional and international economic relations serve as pivotal components in the pursuit of its economic interests. The nation has inked multiple agreements with neighboring countries and global partners to foster economic cooperation and integration. For instance, the Deep and Comprehensive Free Trade Area (DCFTA) accord with the EU, a component of the broader Association Agreement, has proven crucial in broadening Ukraine's export markets and drawing foreign direct investments [34]. Additionally,

Ukraine has sought economic collaboration with other regional organizations, including the Eastern Partnership and the Black Sea Economic Cooperation (BSEC), to promote regional stability and economic growth [36, p. 54].

Public diplomacy encompasses an array of tactics and instruments employed by states to engage with foreign publics, forge relationships, and influence perceptions [16, p. 13]. In the context of Ukraine, public diplomacy has often been unprofessional, or used to gain bilateral benefits from Russia and Western countries in the past by being geopolitically indecisive, but at the moment, in parallel with the full-scale war with Russia, transparent and straightforward professional diplomacy is increasingly coming to the fore. [22, p. 432].

The relations between diplomacy and economic development is well-documented in scholarly literature, with numerous case studies underscoring the impact of diplomatic endeavors on economic growth. For instance, Melissen (2008) observes that countries such as South Korea and Singapore have effectively harnessed public diplomacy to champion their economic interests and entice foreign investments [25, p. 204]. Likewise, Ukraine's public diplomacy efforts can facilitate the attainment of its economic goals by establishing relationships with key stakeholders and fostering a favorable image of the country.

Within the realm of Ukraine's economic interests, energy security emerges as a primary priority. As a critical transit nation for Russian gas, Ukraine has encountered several disputes with Russia regarding gas prices and transit fees [30, p. 5]). These conflicts have exposed Ukraine's susceptibility to energy supply disruptions and accentuated the necessity for diversifying energy sources and routes [41]. Consequently, Ukraine has embarked on numerous initiatives to bolster its energy security, such as augmenting domestic gas production, investing in renewable energy, and integrating with the European energy market [31].

Furthermore, Ukraine's economic interests are intimately linked to its endeavors to reform its business environment and enhance its appeal to foreign investors. To achieve this, the country has implemented various regulatory reforms aimed at streamlining business processes, diminishing bureaucratic obstacles, and strengthening the rule of law

[9, p. 85]. These reforms have contributed to a more favorable business climate, which is essential for attracting FDI and stimulating economic growth [20, p. 54].

Infrastructure development constitutes another vital aspect of Ukraine's economic interests. Due to its strategic position at the juncture of Europe and Asia, enhancing the nation's transport and logistics infrastructure is crucial for fostering regional connectivity and promoting trade [23]. The government has initiated several infrastructure projects aimed at modernizing Ukraine's road, rail, and port networks, often supported by international financial institutions like the European Investment Bank and the World Bank [27].

Additionally, Ukraine's economic interests encompass its human capital, widely regarded as one of the nation's most precious assets. The country boasts a highly educated and skilled workforce, particularly in the fields of science, technology, engineering, and mathematics. To exploit this potential, Ukraine has been investing in education and training programs designed to nurture innovation and entrepreneurship, generate high-value jobs, and stimulate economic growth [14]. To realize the full potential of higher education in Ukraine, reforms should be carried out aimed at the transparency of procedures, obtaining funding, and improving the quality of education [5]. In the short run, the biggest challenge is to ensure support for Ukrainian researchers, scientists, educators, administrators, and students and keep key institutions afloat.

In the sphere of international trade, Ukraine's economic interests entail diversifying its export markets and augmenting its global competitiveness. Such diversification is indispensable for diminishing the nation's reliance on traditional export destinations and broadening its presence in new and expanding markets. To realize this, Ukraine has pursued trade agreements with various countries and regional blocs, including the previously mentioned DCFTA with the EU, while also exploring potential accords with nations like Canada, Turkey, and Israel [21, p. 59].

The agricultural sector has traditionally occupied a prominent role in Ukraine's economy and continues to be a key area of interest. The country ranks among the world's top producers and exporters of grains, oilseeds, and other agricultural commodities [12]. To maintain and fortify its standing in global agricultural markets, Ukraine has

implemented policies aimed at enhancing productivity, modernizing the sector, and improving access to financing for small and medium-sized agricultural enterprises [44].

In addition to the aforementioned priorities and objectives, Ukraine's economic interests also encompass the growth of its digital economy. Acknowledging the potential of digital technologies to spur innovation and economic growth, the government has launched plenty of initiatives aimed at cultivating digital infrastructure, advancing e-government services, and bolstering the growth of the nation's information and communications technology sector [18].

Investing in the digital economy allows Ukraine to generate new job opportunities, enhance public services, and augment its global competitiveness in the digital era. Moreover, Ukraine's economic interests entail tackling challenges posed by its aging and depopulation. The country has experienced a population decline due to low birth rates, high mortality rates, and emigration [19]. This demographic trend presents significant obstacles for the nation's labor market, social security systems, and overall economic growth. To address these challenges, the government has implemented policies aimed at elevating the quality of life, raising the labor force participation rate, and attracting skilled migrants.

Another sphere of interest for Ukraine is the growth of its creative economy, encompassing industries such as arts, culture, media, and entertainment. The creative economy has been acknowledged as a vital driver of economic growth, job creation, and cultural expression [45]. In recent years, Ukraine has observed the expansion of its creative industries, with the emergence of successful film, music, and design sectors. By investing in the creative economy, the nation can foster innovation, encourage cultural exchange, and amplify its soft power on the global stage [17].

To further advance its economic interests, Ukraine has actively participated in various international forums and organizations, such as the World Trade Organization (WTO), the International Monetary Fund (IMF), and the United Nations Conference on Trade and Development (UNCTAD). Engaging with these organizations enables Ukraine to push its economic agenda, access technical assistance, and contribute to the molding of international economic policies [22].

Recognizing the significance of small and medium-sized enterprises (SMEs) in stimulating economic growth and job creation, supporting SME development is also a key priority for Ukraine. The government has executed various policies and programs aimed at promoting entrepreneurship, providing access to finance, and nurturing innovation among SMEs [40]. These efforts contribute to the diversification of the nation's economy and the generation of new employment opportunities.

Lastly, environmental sustainability and climate change mitigation are increasingly becoming essential elements of Ukraine's economic interests. The country is highly susceptible to the impacts of climate change, which pose substantial risks to its economy, particularly in sectors such as agriculture, forestry, and energy. To address these challenges, Ukraine has been implementing policies aimed at curtailing greenhouse gas emissions, endorsing renewable energy, and improving its climate resilience [26].

In conclusion, comprehending Ukraine's economic interests necessitates a holistic examination of the nation's objectives, priorities, key industries, and regional and international economic relations. Membership in NATO and the EU, combating corruption, boosting foreign direct investments, and battling oligarchy are integral components of Ukraine's economic interests, which are closely interwoven with national security and economic growth. Public diplomacy assumes a pivotal role in advocating these economic interests by nurturing positive perceptions of Ukraine and engaging with key stakeholders on both regional and international levels. By leveraging public diplomacy and pursuing strategic partnerships and agreements, Ukraine can effectively advocate its economic interests on the global stage, fostering sustainable economic growth and enhancing its national security.

1.2. Public diplomacy: definitions, models and techniques

Public diplomacy, an idea gaining traction in the 21st century, has multiple explanations and perspectives. This section will examine various definitions, models, and methods found in ten influential public diplomacy books, emphasizing essential ideas, approaches, and case studies to provide a thorough understanding of the concept.

In "The New Public Diplomacy" (2005), Jan Melissen characterizes public diplomacy as communication between governments and foreign audiences with the goal of fostering a positive impression of a country and its policies. Melissen underlines the significance of grasping foreign cultures, values, and mindsets in developing effective public diplomacy tactics, which prioritize dialogue, engagement, and cooperation over force.

Expanding on Melissen's ideas, Philip Seib's "The Al Jazeera Effect" (2008) investigates how modern media technologies are changing public diplomacy. Seib asserts that the growth of digital communication platforms like social media, blogs, and online forums has democratized public diplomacy, enabling non-state entities and individuals to participate in the conversation [37, p. 177]. Consequently, Seib notes the emergence of various public diplomacy models and techniques, including cultural diplomacy, nation branding, and digital diplomacy.

In "The First Resort of Kings" (2005), Richard Arndt describes cultural diplomacy as a form of public diplomacy that promotes a nation's culture and values to generate goodwill and understanding. Arndt contends that cultural diplomacy can effectively advance national interests and foster positive connections with foreign audiences. A significant case study in Arndt's book is the United States' use of cultural diplomacy during the Cold War to counter Soviet influence [3, p. 156]. Arndt details the multifaceted strategy the United States employed, which involved numerous initiatives, programs, and institutions aimed at exhibiting American culture, education, and intellectual accomplishments. Some key examples include:

- United States Information Agency (USIA): Founded in 1953, the USIA was the leading government organization in charge of public diplomacy and cultural affairs during the Cold War. The agency's purpose was to "tell America's story to the world" and advocate for American values, democracy, and free-market capitalism. The USIA maintained a worldwide network of libraries, cultural centers, and information offices, offering access to American books, films, music, and other cultural resources.
- Educational and Cultural Exchange Programs: The United States supported various exchange initiatives, such as the Fulbright Program and the International

Visitor Leadership Program, enabling scholars, students, artists, and other professionals to visit the United States and directly experience American culture and society. These exchanges not only encouraged the exchange of knowledge and ideas but also helped dispel stereotypes and misunderstandings about American life.

- **Radio Broadcasts:** The United States utilized radio broadcasts like Voice of America and Radio Free Europe/Radio Liberty to provide news, information, and cultural content to listeners behind the Iron Curtain. These broadcasts aimed to offer an alternative information source to counter Soviet propaganda and advance American values and viewpoints.
- **Cultural Attachés and Diplomats:** The United States assigned cultural attachés and diplomats to its embassies and consulates globally to engage with foreign audiences and promote American culture and values. These diplomats were crucial in organizing cultural events, lectures, exhibitions, and other initiatives showcasing American accomplishments in arts, sciences, and education.

Conversely, Simon Anholt, in "Brand New Justice" (2005), introduces the idea of nation branding, which focuses on promoting a country's positive image to attract investment, tourism, and talent. Anholt emphasizes the importance of a consistent and cohesive national narrative for successful nation branding, using countries like Australia, Ireland, and South Africa as examples. Highlighting countries, that Anholt uses as an example, could help policymakers with examples of efficient initiatives [1, p. 110]:

- **Australia:** Anholt attributes Australia's national branding success to effectively promoting its unique selling points, such as its natural beauty, outdoor lifestyle, and friendly people. Australian public diplomacy showcases the country's untouched landscapes, wildlife, and cultural experiences, positioning Australia as an appealing destination for tourism and investment. Furthermore, Australia has capitalized on its image as a sports powerhouse and creative center, enhancing its global reputation and allure.
- **Ireland:** Anholt notes that Ireland's nation branding strategy has focused on emphasizing the country's economic transformation, rich cultural heritage,

and strong connections to the global Irish diaspora. Initiatives like "The Celtic Tiger" narrative, highlighting Ireland's rapid economic growth and modernization in the 1990s and early 2000s, helped reposition the country as a dynamic and innovative player in the global economy. Additionally, Ireland's investment in promoting its music, literature, and traditional arts has enabled the country to leverage its cultural assets and strengthen its international image.

- South Africa: nation branding efforts have centered on cultivating a new national identity and promoting social cohesion following apartheid's end. The "Rainbow Nation" concept, coined by Archbishop Desmond Tutu, captures South Africa's diverse cultural heritage and commitment to unity and reconciliation [28]. The country has also successfully used major international events, like the 1995 Rugby World Cup and the 2010 FIFA World Cup, to display its progress and achievements on the global stage. Moreover, South Africa's emphasis on promoting its abundant natural resources, wildlife, and tourism offerings has contributed to developing a strong and unique national brand.

In "Guerilla Diplomacy" (2009), Daryl Copeland introduces the concept of digital diplomacy, a public diplomacy form that leverages information and communication technologies to engage with foreign audiences. Copeland contends that digital diplomacy can enable countries to navigate the intricacies of the global information environment and build relationships with vital stakeholders. Copeland proposes the concept of "guerrilla diplomats" who possess qualities such as agility, cultural awareness, linguistic and communication skills, and a penchant for collaboration [7, p. 209]. These diplomats operate beyond traditional public diplomacy activities, embracing unconventional tactics to adapt to a fast-paced, high-risk environment.

Another significant book, "Soft Power" (2004) by Joseph Nye, explores the importance of soft power in public diplomacy, which he defines as the ability to shape the preferences of others through attraction and persuasion rather than coercion. Nye argues that soft power can be a more effective way to achieve foreign policy objectives and

strengthen international relations [29, p. 6]. His analysis includes the cases of China and India, where soft power has played a crucial role in their rise as global powers.

Moreover, in "Public Diplomacy: Foundations for Global Engagement in the Digital Age" (2019), Nicholas J. Cull provides a comprehensive overview of the evolution of public diplomacy and its relevance in the digital era. Cull emphasizes the need for countries to adapt to the changing information landscape and leverage new technologies to engage with foreign publics. The author uses the analogy of Xi Jinping's visit to Muscatine, Iowa, to highlight the importance of public diplomacy in international relations [8, p. 21]. The story demonstrates how foreign policy can be conducted by engaging foreign publics directly, rather than solely relying on government-to-government contact. The distinction between public diplomacy and propaganda is also emphasized, with public diplomacy focusing on listening and developing mutual understanding. The current landscape is no longer dominated by the bipolarity of the Cold War era but rather features multiple narratives and a variety of actors, including international organizations, NGOs, corporations, and individuals. The author also highlights the role of modern communication technologies such as satellites and the internet in creating a "network society," where information flows horizontally across networks of peers. The author emphasizes the erosion of barriers and boundaries due to economic and cultural globalization. This has resulted in the need for consistent messaging by governments, as information is no longer confined to specific audiences or locations

Another relevant book, "The Public Diplomacy Reader" (2007) by J. Michael Waller, compiles a collection of essays and articles that offer diverse perspectives on public diplomacy, showcasing its multifaceted nature. Waller's compilation highlights the importance of adopting a multidisciplinary approach to public diplomacy, incorporating elements of communication, culture, politics, and economics [48]. The author discusses a range of topics, including foundational definitions, historical origins, the power of ideas and values, the role of cultural diplomacy, humanitarian public diplomacy, religion, and public diplomacy, broadcasting, psychological planning and strategy, the relationship between public diplomacy and propaganda, the integration of intelligence, public diplomacy, and public affairs

Looking forward, the future of public diplomacy will likely be shaped by several emerging trends and challenges. One such trend is the growing importance of public diplomacy in the realm of international trade and economic cooperation. As global competition intensifies, countries are increasingly leveraging public diplomacy to create a favorable business environment, attract foreign investment, and boost their export industries. For instance, the success of the "Made in Germany" and "Made in Japan" campaigns underscores the potential of public diplomacy to enhance a country's economic competitiveness.

Another notable trend is the rise of city diplomacy, which entails cities and local governments engaging directly with foreign counterparts to address global challenges and promote their interests. As urban centers become increasingly important in the global economy, city diplomacy offers a new dimension of public diplomacy that can help foster economic growth and international collaboration. Examples of city diplomacy include sister-city partnerships, city-to-city business forums, and cultural exchanges.

Moreover, the ongoing digital revolution presents both opportunities and challenges for public diplomacy. On the one hand, digital platforms enable governments and non-state actors to engage with foreign publics more effectively and efficiently, as seen in the rise of e-diplomacy initiatives like virtual embassies and digital cultural centers. On the other hand, the proliferation of disinformation, cyber-attacks, and digital surveillance threatens the integrity of public diplomacy efforts and could undermine trust in the international system.

To navigate these challenges and capitalize on emerging opportunities, public diplomacy practitioners will need to adopt a more proactive and innovative approach, embracing new technologies, fostering public-private partnerships, and engaging with diverse stakeholders. For instance, countries could consider investing in public diplomacy training programs to equip diplomats with the skills and knowledge needed to thrive in the digital age.

Furthermore, as public diplomacy becomes increasingly intertwined with domestic politics and public opinion, it is essential for governments and non-state actors to build a strong domestic consensus on foreign policy goals and strategies. This can be achieved

through transparent communication, inclusive dialogue, and the promotion of a shared national narrative that resonates with both domestic and international audiences.

Public diplomacy in Ukraine has gained significant importance in recent years, as the country seeks to strengthen its international image, promote its economic interests, and navigate the complex geopolitical landscape. Cultural diplomacy plays a vital role in Ukraine's public diplomacy, as the country aims to showcase its rich history, traditions, and cultural achievements to foster mutual understanding and goodwill with foreign publics. Notable initiatives include the organization of Ukrainian cultural festivals, film screenings, and art exhibitions abroad, as well as the promotion of the Ukrainian language through language courses and exchange programs. These efforts not only help to counter negative stereotypes and misinformation about Ukraine but also create opportunities for cultural cooperation and economic partnerships.

In addition to cultural diplomacy, nation branding has emerged as a crucial aspect of Ukraine's public diplomacy strategy. The country has invested in developing a coherent and consistent national narrative that highlights its unique selling points, such as its skilled workforce, vibrant startup ecosystem, and agricultural potential. For instance, the "Ukraine Now" branding campaign, launched in 2018, seeks to promote Ukraine as an attractive destination for tourism, investment, and education, featuring the slogan "Invest if Ukraine now [4]." By enhancing its global image, Ukraine aims to boost its economic competitiveness and attract foreign capital and expertise.

Digital diplomacy is another key component of Ukraine's public diplomacy efforts, as the country harnesses the power of digital platforms to engage with foreign public and counter disinformation. The Ministry of Foreign Affairs of Ukraine actively uses social media channels, such as Twitter and Facebook, to communicate its foreign policy positions and showcase the country's achievements. Furthermore, Ukraine has also established a dedicated institution, the Ukraine Crisis Media Center, which provides accurate and timely information about the situation in Ukraine to international audiences, helping to counteract the spread of disinformation and propaganda.

Cooperation with NGOs is an essential aspect of Ukraine's public diplomacy, as these organizations can provide valuable resources, networks, and expertise to support the

country's economic interests. Ukrainian NGOs are actively engaged in various international projects, including educational and cultural exchange programs, humanitarian initiatives, and advocacy campaigns, which contribute to shaping a positive image of Ukraine and fostering international cooperation. By partnering with NGOs, Ukraine can leverage its credibility and access to non-traditional diplomatic channels, enhancing its public diplomacy efforts.

Ukrainian NGOs play a crucial role in shaping public diplomacy by engaging in various initiatives that promote the country's image, culture, and economic interests. They serve as a bridge between government institutions and civil society, helping to foster international cooperation and understanding. Here are several examples of how Ukrainian NGOs contribute to public diplomacy:

- **Ukraine Crisis Media Center (UCMC):** Founded in 2014, the UCMC is a non-governmental organization dedicated to providing accurate and timely information about the situation in Ukraine to international audiences. By organizing press briefings, producing multimedia content, and engaging with foreign journalists and diplomats, the UCMC helps counter disinformation and promote a positive image of Ukraine [42]. It also supports Ukraine's strategic communication efforts and advocates for the country's interests on the international stage.
- **Ukrainian Institute:** Established in 2017, the Ukrainian Institute is an NGO that aims to enhance Ukraine's cultural diplomacy by promoting its arts, culture, and intellectual achievements globally. The organization supports cultural exchange programs, exhibitions, film screenings, and other initiatives that showcase Ukraine's rich cultural heritage and contemporary creativity. By fostering cultural dialogue and cooperation, the Ukrainian Institute helps to build mutual understanding and trust between Ukraine and the foreign public [43].
- **Razom for Ukraine:** Razom, meaning "together" in Ukrainian, is an NGO based in the United States that seeks to strengthen ties between Ukraine and the international community. Razom supports various projects and initiatives

in the fields of education, healthcare, and civil society development [35]. By engaging with the Ukrainian diaspora and foreign partners, Razom contributes to Ukraine's public diplomacy by promoting its values, culture, and potential for growth.

- **Ukrainian Students for Freedom (USF):** USF is a youth-led NGO that advocates for individual liberty, free markets, and limited government in Ukraine. The organization regularly hosts events, conferences, and workshops that bring together students, activists, and academics from around the world to discuss pressing issues and foster international cooperation [47]. By engaging with global networks and participating in international events, USF represents Ukraine's interests and values in the global arena, contributing to its public diplomacy efforts.
- **GoGlobal:** GoGlobal is a Ukrainian NGO focused on promoting the learning of foreign languages and fostering intercultural dialogue. The organization runs initiatives such as the "Speak" campaign, which encourages Ukrainians to learn foreign languages, and the "Language for Professions" project, which offers language courses tailored to specific professions [33]. By promoting language education and intercultural exchange, GoGlobal contributes to Ukraine's public diplomacy by enhancing the country's communication capabilities and facilitating international cooperation.

Despite these promising initiatives, Ukraine's public diplomacy faces several challenges, including limited financial resources, insufficient coordination among stakeholders, and the ongoing conflict in eastern Ukraine, which poses a significant obstacle to promoting the country's image and economic interests. To address these challenges, Ukraine needs to invest in building its public diplomacy capacity, fostering public-private partnerships, and developing a long-term strategy for public diplomacy that aligns with its foreign policy goals and economic priorities.

In conclusion, public diplomacy is a complex and evolving concept, encompassing various definitions, models, and techniques that aim to promote a country's image and advance its economic interests. Upon examination of the ten seminal works, a thorough

comprehension of public diplomacy has been attained, encompassing the importance of cultural diplomacy, nation branding, digital diplomacy, and soft power in formulating efficacious strategies. As the field of public diplomacy continues to develop and adapt to the digital age, countries must embrace innovative approaches and forge partnerships with non-state actors, like NGOs, to achieve their foreign policy objectives and promote their economic interests.

1.3. Diplomacy and economic development: an interconnected relationship

Diplomacy and economic development intertwine significantly, with the former shaping the latter in myriad ways. Economic diplomacy, a vital component, employs diplomatic strategies to bolster economic relations and advance national economic interests. Such activities may include trade negotiations, investment promotion, and securing market access for domestic industries.

Countries' economies can benefit from diplomatic endeavors, as they foster trade and investment. For example, diplomatic missions can provide market insights, identify potential business allies, and advocate for trade barrier removal. Furthermore, they can attract foreign investors and promote a favorable investment climate through policy advocacy.

The Marshall Plan is a prime illustration of successful economic diplomacy. This U.S.-led initiative provided financial assistance to European nations devastated by WWII, aimed at rebuilding economies and promoting political stability. Consequently, it stimulated economic growth and trade, paving the way for the European Union [24].

On the other hand, diplomatic tensions can negatively impact economies through economic sanctions or retaliatory measures. Such scenarios may result in reduced trade, investment, and economic growth. Additionally, strained relations can damage a country's reputation, deterring foreign investors and trading partners.

The U.S.-China trade war exemplifies the detrimental effects of diplomatic disputes. Tariffs and trade barriers have led to decreased trade, diminished investment, and sluggish economic growth for both nations [15]. These tensions have also created global economic uncertainty and adversely affected countries reliant on trade with the U.S. and China.

Multiple case studies reveal diplomacy's influence on economic development. For instance, normalized relations between the U.S. and China in the late 1970s laid the foundation for increased trade and investment. This development significantly contributed to China's economic boom in subsequent decades.

Another example is the European Single Market, a product of extensive diplomatic negotiations and policy implementation, which created a unified economic area. This market has spurred trade and investment among member nations, boosting their economic growth.

Conversely, the 2014 diplomatic crisis between Russia and Western nations, stemming from Crimea's annexation, and a full-scale invasion in 2022 led to economic sanctions that adversely impacted Russia's economy. Trade and investment declined, and Russia faced aggressive political shortcomings.

Public diplomacy is integral in advancing a nation's economic interests by molding its image and reputation globally. Through cultural, educational, and informational programs, public diplomacy can create a favorable perception, attracting foreign investors and trading partners. South Korea, for example, has leveraged public diplomacy to promote economic interests by showcasing cultural assets, technological innovations, and business opportunities. These efforts have fueled economic development by drawing foreign investment and boosting exports.

Beyond conventional diplomatic methods, digital diplomacy has emerged as a novel approach for countries to advance their economic interests. Digital diplomacy encompasses governments and diplomatic missions utilizing social media, websites, and other digital platforms to engage with foreign audiences and further policy objectives. This approach allows nations to present their innovations, investment possibilities, and business-friendly environments to a wider audience, potentially boosting trade and investment.

The United Arab Emirates (UAE), for example, has employed digital diplomacy to promote itself as a global business hub [2]. By harnessing social media, the UAE has showcased its infrastructure, business opportunities, and investment incentives to a

worldwide audience, thereby attracting foreign investment and stimulating economic growth.

Diplomacy and economic development intertwine within regional trade agreements and economic blocs as well. Diplomatic negotiations and implementations of such agreements often lead to increased trade, investment, and economic growth among member countries. Notably, the North American Free Trade Agreement (NAFTA) has enhanced trade and investment across the United States, Canada, and Mexico, contributing to economic growth in all three nations [11].

Similarly, the Association of Southeast Asian Nations (ASEAN) has employed diplomacy to establish a regional economic community, encouraging economic integration among its members. By reducing trade barriers and harmonizing economic policies through diplomatic efforts, ASEAN has fostered increased trade, investment, and economic growth in the region.

International organizations, such as the World Trade Organization (WTO), the International Monetary Fund (IMF), and the World Bank, also serve as platforms for diplomatic engagement on economic matters. Member countries can address economic challenges, promote policy reforms, and support development projects contributing to global economic growth and stability through negotiations, consultations, and cooperative initiatives.

Diplomacy also plays a crucial role in international development assistance. Mobilizing resources for development aid, coordinating global efforts, and aligning donor and recipient countries' priorities all involve diplomatic undertakings. Diplomatic efforts can secure development aid, which can bolster economic growth by supporting infrastructure projects, human capital development, and policy reform implementation.

The 2005 Paris Declaration on Aid Effectiveness, agreed upon by over 100 countries and international organizations, exemplifies a significant diplomatic effort to enhance development assistance effectiveness [6]. The declaration set forth key principles for aid delivery, leading to more efficient and targeted use of development aid and contributing to economic growth in recipient countries.

Diplomacy is also pivotal in addressing global economic challenges, such as climate change, with far-reaching consequences for economic development. The Paris Agreement, a monumental diplomatic accomplishment, united 196 countries to commit to limiting global warming and adapting to its impacts [46]. Diplomatic efforts in this context support the transition to low-carbon economies and foster sustainable economic growth by promoting international cooperation and facilitating the transfer of financial resources and technology.

In summary, diplomacy, and economic development are interrelated, with diplomatic efforts influencing a country's economy in various ways. The case studies provided demonstrate the positive and negative impacts of diplomacy on economic growth, while public diplomacy's role in advancing economic interests highlights the significance of a nation's image and reputation in attracting trade and investment. As countries continue to navigate the complex global economic landscape, understanding the connection between diplomacy and economic development becomes increasingly vital for policymakers and scholars.

CHAPTER 2. ANALYSIS OF INTERNSHIP EXPERIENCE AND EMPIRICAL STUDY

2.1 Studying the tools of public diplomacy on the example of NGO “Ukrainian Students for Freedom”

Non-governmental organizations, including Ukrainian Students for Freedom (USF), hold a significant impact in shaping a nation's public diplomacy and bolstering its economic prospects. By building strong relationships with partners around the world, organizing events and initiatives, and influencing public sentiment, organizations like USF can significantly increase Ukraine's economic expansion and global status.

USF employs the following approaches:

- **Networking and international presence:** Actively partaking in global events, such as Free Con (Atlanta), Liberty Forum in the USA, Liberty Con in Prague, International Prometheus Academy in Batumi, and TLREurope in Sarajevo, USF interfaces with NGOs and key players worldwide, advocating for Ukraine's interests and fostering a positive national image.
- **Leadership and capacity enhancement programs:** Initiatives like the Leadership Program, organized by USF, empower young Ukrainians and cultivate leadership abilities, shaping future leaders who can further Ukraine's economic objectives on the world stage.

USF's goals concerning Ukrainian economic interests include:

- **Human capital growth:** By offering educational and training opportunities for young Ukrainians, USF seeks to develop human capital. A competent, educated workforce is crucial for stimulating economic development and attracting foreign investment.
- **Cultivating an entrepreneurial spirit:** USF fosters a business-friendly atmosphere in Ukraine by endorsing individual values and supporting budding entrepreneurs. This can lead to increased investments, job creation, and economic progress.

Examples of USF-led initiatives and projects:

- **Student Model Congress:** This event granted participants a chance to experience a Western parliamentary system's inner workings, honing vital skills like negotiation and decision-making, which can be employed in their future professions to advance Ukraine's economic interests.
- **Free Generation Forum:** Forum that brings together various international experts in the field of economics, history and business with young Ukrainian influencers

USF's role in promoting Ukrainian economic interests encompasses nurturing future leaders, building international partnerships, and cultivating a favorable national image. Through diverse programs and initiatives, USF equips young Ukrainians with the expertise and knowledge required to effectively represent Ukraine's interests and contribute to its economic growth. Engaging with international partners and participating in global events allows USF to position Ukraine as a dependable and valuable member of the international community.

USF also actively participates in advocacy and public awareness campaigns, emphasizing the importance of individual freedoms, free markets, and economic development. By fostering a better understanding of these principles, USF helps create a more inviting environment for businesses and investors in Ukraine. Furthermore, USF collaborates with other NGOs, think tanks, and educational institutions, working together on joint projects and sharing best practices. This cooperation can lead to the development of new ideas and strategies that can advance Ukraine's economic interests.

USF engages in research and policy analysis on various policy issues, such as economic reforms and regulatory changes. By offering data-driven insights and policy recommendations, USF can influence decision-makers and contribute to the development of policies that promote economic growth in Ukraine.

The influence of public policy on shaping public diplomacy varies, depending on factors like an organization's size and scope, its network and connections, the quality and effectiveness of its projects, and its ability to engage with policymakers and the public. USF, a relatively young and dynamic organization, has managed to achieve a significant

level of impact both within Ukraine and internationally. Factors contributing to its influence include

Strong network: USF has established a robust network of partners, both nationally and internationally, allowing it to amplify its message and extend its reach. By collaborating with other organizations, USF can jointly advocate for economic freedom and democratic values.

Example: USF's partnership with the Atlas Network enhances its influence on public diplomacy through sharing best practices, accessing resources, and participating in global events.

Effective use of social media and online platforms: USF harnesses the power of social media and other online platforms to engage with a wider audience, disseminate its message, and raise awareness about its activities. By leveraging digital tools, USF can exert a more significant influence on public diplomacy shaping:

- USF's active presence on Facebook, Instagram, and YouTube allows it to reach thousands of people, both in Ukraine and abroad, and inform them about its initiatives and values.
- The Student Model Congress, conducted at the Verkhovna Rada of Ukraine, offered a distinctive, hands-on opportunity for students to grasp the legislative process in a real-world context. This high-profile event attracted substantial media coverage and showcased USF's commitment to nurturing civic involvement.

Assessing USF's influence on Ukrainian public policy poses challenges, as direct causal links between its activities and policy shifts can be elusive. Nevertheless, USF has contributed to shaping public policy in Ukraine through several means:

- **Offering insights and recommendations:** USF actively partakes in public conversations, roundtables, and debates, expressing its views on diverse policy matters. Engaging with policymakers enables USF to impact their viewpoints and potentially mold policy results.
- **Raising awareness and public education:** Through its projects and initiatives, USF informs the public about economic freedom, democratic principles, and

policy issues. By heightening awareness and cultivating public backing for its views, USF indirectly influences policy-making processes.

- **Cultivating future leaders:** USF invests in young leaders who may become prominent in their fields, including public policy. By shaping their values and perspectives, USF indirectly contributes to formulating and executing policies that further Ukraine's economic interests.
- **Hosting global events and conferences:** USF organizes and takes part in international events, such as Liberty Forum in the USA, Liberty Con in Prague, and TLREurope in Sarajevo, among others. These events enable USF to display Ukraine's progress, share experiences, and draw international attention to the country's economic potential. Additionally, they facilitate idea exchange, networking, and collaboration with global partners, further championing Ukraine's economic interests.
- **Promoting Ukraine's culture and values:** Through its initiatives, USF contributes to showcasing Ukrainian culture, values, and traditions both domestically and internationally. By emphasizing the nation's rich cultural legacy, USF enhances Ukraine's image as a country with a strong identity and distinct potential. This positive perception can entice foreign investors, tourists, and businesses, ultimately benefiting Ukraine's economy.
- **Encouraging entrepreneurship and innovation:** USF fosters entrepreneurial skills and innovative thinking among its members and the broader community. By supporting young entrepreneurs and advocating for innovation, USF contributes to the establishment of new enterprises, job opportunities, and economic growth in Ukraine.
- **Reinforcing regional collaboration:** USF's outreach to neighboring countries, including Romania, Moldova, and Belarus, promotes regional cooperation and economic integration. By forging robust connections with these nations, USF contributes to a more interconnected and economically prosperous region, which can benefit Ukraine's economy in the long run.

- Influence on policymakers: USF actively participates in public discussions and debates, offering input and recommendations on various policy issues related to economic development, regulation, and reform. By engaging with policymakers, USF can shape the formulation and implementation of policies that further Ukraine's economic interests.

Although quantifying USF's precise influence on Ukrainian public policy is challenging, it's evident that the organization plays a significant role in shaping discourse around economic freedom and democratic principles. The overall impact of this NGO is subtle and insignificant, but the impact in specialized areas such as project management among students and public advocacy campaigns affects a narrow audience, among which this impact is more significant. By raising awareness, educating the public, and engaging with policymakers, USF advances policies that foster Ukraine's economic interests.

In conclusion, the impact of NGOs like Ukrainian Students for Freedom in shaping a nation's public diplomacy and advancing its economic interests is moderate but visible. By utilizing an array of tools and initiatives, USF helps establish a favorable environment for Ukraine's economic growth and development. USF raises awareness of the country's potential, cultivates international partnerships, and contributes to promoting Ukraine's economic interests globally. Employing various tools, such as networking, capacity-building programs, public awareness campaigns, and research, USF actively contributes to the development of Ukraine's human capital and the promotion of a business-friendly environment. Through these efforts, USF plays a vital role in shaping Ukraine's public diplomacy, fostering international collaboration, and supporting its economic progress on the global stage.

2.2 Research design and data sources

This paper adopts a research design focused on examining the ties between the effectiveness of Ukrainian diplomacy, particularly in the economic realm, and the nation's economic well-being. To discern this connection, correlation, and regression analyses are applied, exploring the links between diplomacy levels, Ukraine's GDP, its openness index,

and trade performance. The study encompasses the period from 2015 to 2021 (Table 2.2.1).

Table 2.2.1 Data for Ukraine (2015-2021 y.)

Year	Ukraine GDP (current US\$, billions)	Exports of goods and services (current US\$, billions)	Import of goods and services (current US\$, billions)	Index of openness	Overall diplomacy evaluation (based on "Ukrainian Prism" reports, in 0.0-5.0 metric system)	Economic diplomacy evaluation (based on "Ukrainian Prism" reports, in 0.0-5.0 metric system)
2015	91,03	47,88	50,26	1,08	3,6	3,2
2016	93,36	46,02	52,49	1,06	3,5	3,6
2017	112,09	53,94	62,67	1,04	3,9	4,2
2018	130,89	59,21	70,63	0,99	3,9	3,4
2019	153,88	63,45	75,83	0,91	3,5	4
2020	156,62	60,80	63,17	0,79	3,7	4,2
2021	200,09	81,53	83,78	0,83	3,9	4,4

Data for this research were drawn from a variety of sources: GDP, net exports, and net imports figures were obtained from the World Bank Data, while the openness index, calculated as $(\text{net exports} + \text{net imports}) / \text{GDP}$, offers an evaluation of Ukraine's degree of economic integration with the global economy [32].

To evaluate the efficacy of Ukrainian diplomacy and economic diplomacy, we employed a 0-5 metric system based on the annual evaluations carried out by the "Ukrainian Prism" analytical center [13]. This organization regularly reviews Ukraine's foreign policy across 50 domains and facilitates communication between stakeholders and

experts. With a five-point scale, five indicators were devised to assess Ukraine's foreign policy: political interest, the effectiveness of cooperation and coordination, strategic vision, specific steps of the activity, and results and achievements.

While acknowledging the inherent limitations of employing a subjective approach to evaluate diplomacy, given the complex nature of international relations, this study utilizes "Ukrainian Prism" data due to its transparent methodology and the lack of comparable quantitative diplomacy assessments in Ukraine. Notably, the overall quality of sociological research in Ukraine lags behind European standards, making this resource particularly valuable for our analysis.

Recognizing that alternative data sources, such as the number of bilateral agreements or diplomatic connections, may not provide a more accurate description of the effectiveness of diplomacy, given that some diplomatic actions may take place outside the public eye, especially in conflict-ridden or war-torn countries such as Ukraine. Thus, despite its limitations, the "Ukrainian Prism" evaluation serves as a practical proxy for assessing economic diplomacy's impact on Ukraine's GDP in our research.

By acknowledging the data's limitations, we can prudently interpret the results, taking into account the potential influence of unmeasured diplomatic factors on the relationships we have found. Subsequent research could explore alternative methods for quantifying diplomacy or concentrate on the qualitative aspects of diplomatic actions to augment this study's findings.

Using correlation and regression analyses, this research examines the relationships between the openness index, GDP, and the overall quality and effectiveness of Ukrainian diplomacy and economic diplomacy in particular. The correlation analysis investigates the strength and direction of the association between the variables, while the regression analysis generates an equation that predicts the dependent variable (GDP) based on the independent variable (economic diplomacy rating).

A linear regression analysis, performed using Microsoft Excel's LINEST function, established the relationship between Ukraine's GDP and the rating for economic diplomacy. The data was organized into two columns, with one column representing the economic diplomacy rating (X) and the other column representing Ukraine's GDP (Y).

The LINEST function calculated the slope (m) and intercept (b) of the regression line using the formula: =LINEST(Y_range, X_range), where Y_range and X_range correspond to the respective cell ranges for the GDP and economic diplomacy ratings. To display both the slope and the intercept, the formula was entered as an array function by selecting two adjacent cells, typing the formula, and pressing Ctrl+Shift+Enter.

The resulting regression equation was: $y = 62.90x - 108.6$, with x symbolizing the rating for economic diplomacy and y representing Ukraine's GDP (in billions of current US\$). This equation permits the estimation of Ukraine's GDP based on a given economic diplomacy rating. It is crucial to note that the regression analysis assumes a linear relationship between the variables and may not capture any potential non-linear effects or interactions between variables. Moreover, the analysis is based on a limited dataset and may not fully represent the intricate nature of the relationship between economic diplomacy and Ukraine's GDP. Nevertheless, the regression equation offers a valuable starting point for understanding the association between the two variables and can serve as a foundation for further analysis.

In the regression part of this research, several tests were conducted to evaluate the validity and reliability of the regression analysis. These tests aimed to verify the robustness of the regression analysis results and their suitability for drawing meaningful conclusions regarding the connection between economic diplomacy and Ukraine's GDP.

Normality Test: To verify the assumption that residuals adhere to a normal distribution, a normality test was performed. This test is crucial for determining whether the regression model's assumptions are satisfied and if the results can be generalized to other contexts.

Linearity Test: The relationship between economic diplomacy and Ukraine's GDP was scrutinized to establish whether it is linear. This assumption was checked by plotting data points and visually inspecting the resulting scatter plot (Fig. 2.2.1), where X is economic diplomacy evaluation by “Ukrainian Prism” in 0.0 – 5.0 metric system, and Y is Ukrainian GDP level (in billions of current US\$) (Fig. 2.2.1). This step is vital to confirm that the linear regression model applied is appropriate for the data.

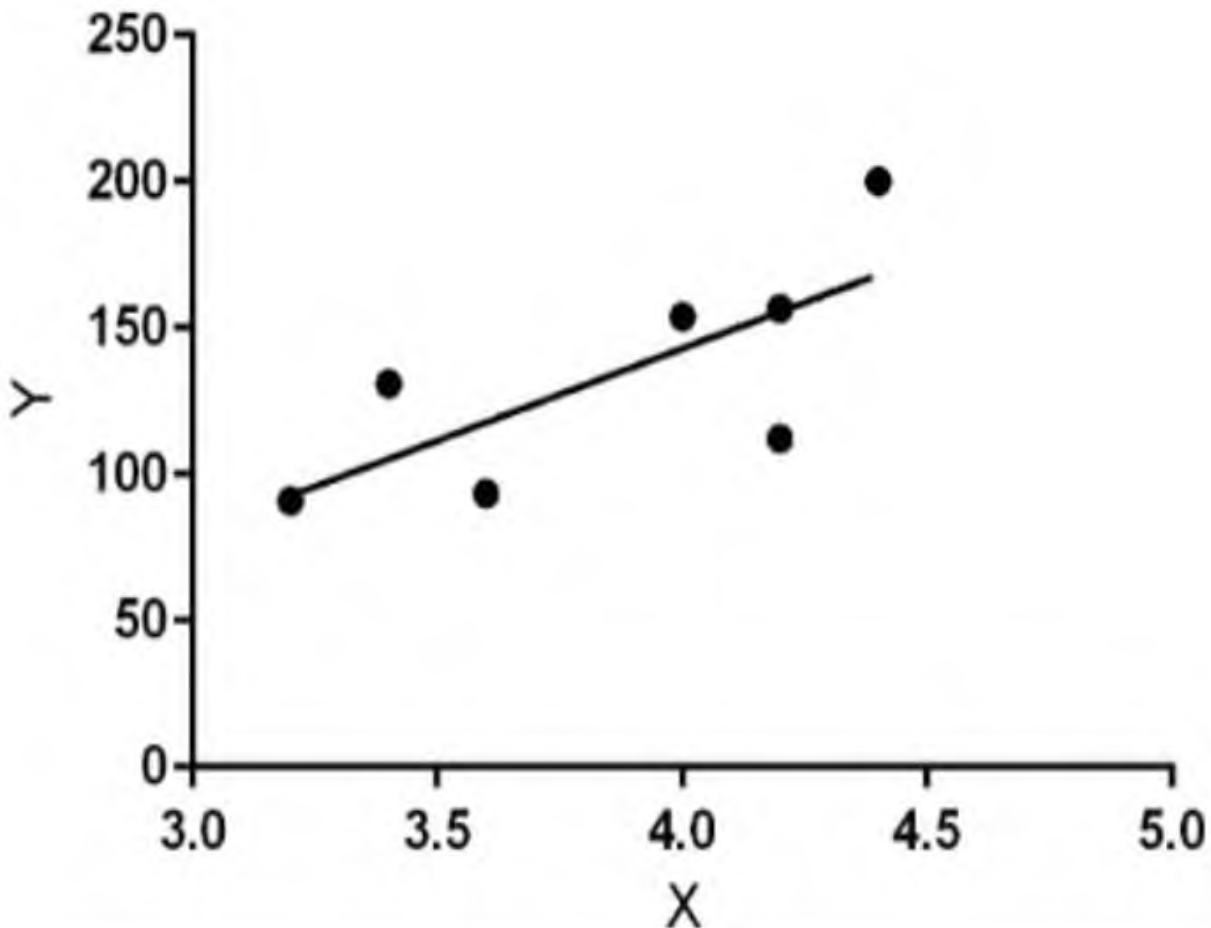


Figure 2.2.1 Visual interpretation of regression

Multicollinearity Test: Potential multicollinearity issues among the independent variables in the regression model were investigated. Multicollinearity can lead to difficulties in interpreting regression coefficients and overall model fit. However, since our study involved only one independent variable, multicollinearity did not pose a concern.

Heteroskedasticity Test: A heteroskedasticity test was conducted to examine if the residuals' variance remains constant across all levels of the independent variable. If the homoskedasticity assumption is violated, the standard errors of the regression coefficients may be biased, resulting in inaccurate inferences.

Confidence Intervals and Hypothesis Testing: Confidence intervals for the regression coefficients were calculated, providing a range within which the true population parameter is likely to lie (Fig. 2.2.2). This information is valuable for understanding the precision of our estimates. Additionally, hypothesis tests were performed to ascertain whether the relationship between economic diplomacy and Ukraine's GDP is statistically significant.

By

95% Confidence Intervals	
Slope	-4.264 to 130.1
Y-intercept	-369.2 to 152.0
X-intercept	-infinity to 2.872
Goodness of Fit	
R square	0.5369
Sy.x	29.29
Is slope significantly non-zero?	
F	5.797
DFn,DFd	1,5
P Value	0.0610
Deviation from horizontal?	Not Significant

Figure 2.2.2 Confidence intervals and regression tests

conducting these tests, we ensured the robustness of our regression analysis and the validity of our findings. With these tests in place, we can confidently interpret our analysis's results and derive conclusions about the relationship between economic diplomacy and Ukraine's GDP.

A correlation analysis was conducted to examine the strength and direction of the relationship between Ukraine's GDP and the rating for economic diplomacy, as well as the relationship between the openness index and economic diplomacy. The Pearson correlation coefficient (r) was calculated to quantify these relationships.

To perform the correlation analysis in Microsoft Excel, the CORREL function was used. The formula is =CORREL(Y_range, X_range), where Y_range and X_range correspond to the respective cell ranges for the variables being analyzed. For instance, to calculate the correlation coefficient between GDP and economic diplomacy, the GDP data

range would be entered as Y_range, and the economic diplomacy rating data range would be entered as X_range.

The correlation analysis results revealed a positive correlation of 0.73 between the GDP level and the level of economic diplomacy. This finding indicates a moderate to strong positive relationship between these two variables, meaning that as the rating for economic diplomacy increases, the GDP of Ukraine tends to increase as well.

In contrast, a negative correlation of -0.72 was found between the openness index and the level of economic diplomacy. This suggests a moderate to strong negative relationship between the two variables, implying that as the rating for economic diplomacy increases, the openness index tends to decrease.

It is essential to recognize that correlation does not imply causation. While these correlation coefficients provide insight into the strength and direction of the relationships between the variables, further research and analysis would be required to establish any causal relationships between them. Additionally, the correlation analysis is based on a limited dataset and may not fully capture the complexity of these relationships in the broader context of Ukraine's economy and diplomacy.

2.3 Research findings and interpretations

Taking into account the findings from both correlation and regression studies, it is important to examine the effects of these results on Ukraine's economic growth and the role of diplomacy in supporting development. The strong positive link between GDP and economic diplomacy intensity shows the importance of effective diplomatic efforts in boosting economic growth.

This connection highlights the ability of well-executed economic diplomacy to attract foreign investments, stimulate global trade, and build partnerships that can improve the nation's overall financial health. As the quality of economic diplomacy improves, increased capital, better access to international markets, and the formation of mutually beneficial economic relationships may follow.

On the other hand, the negative relationship between the openness index and the level of economic diplomacy raises questions about the effectiveness of diplomatic actions in

promoting integration with the global economy. This observation suggests that even though the quality of economic diplomacy may have a positive effect on a country's GDP, it doesn't necessarily lead to improved trade or economic integration. It is possible that other factors, such as political, infrastructural, or regulatory issues, limit the growth of exports and imports despite improvements in economic diplomacy's quality.

One possible reason for the lack of connection between economic diplomacy and openness in Ukraine could be that public diplomacy mainly affects the domestic market rather than the international market. While public diplomacy efforts might successfully create a positive image of Ukrainian businesses and entrepreneurs within the country, they may not necessarily result in increased trade or investment from international partners. This is because international investors and businesses typically prioritize structural changes, stability, transparency, institutional changes, and the rule of law when deciding where to invest or engage in trade.

For comparison, the data presented from the World Bank statistics on Poland's GDP (Poland was chosen as a model for the Ukrainian economy, as it remains one of the most successful countries in the Eastern European region and has a close relationship with the Ukrainian economy). The data shows that Poland's GDP growth is increasing in proportion to the levels of exports and imports, as the country becomes more active in the international trade arena (Table 2.3.1). The openness index is growing along with the level of GDP, unlike Ukraine's data. This indicates a better quality of business institutions and business climate, in response to which international trade partners increase the volume of trade with and to Poland.

In the realm of foreign investment and international trade promotion, investors and businesses often place higher importance on a country's overall business environment than its public image. They tend to prioritize aspects like political and economic stability, transparent regulations, a well-functioning legal system, and efficient institutions. Although public diplomacy may contribute to a favorable perception of Ukraine and its business sector, it might not be enough to tackle the structural and institutional obstacles that could discourage international investment and trade.

Table 2.3.1 Poland Economic Statistics for 2015-2021

Year	Poland GDP (current US\$, billions)	Exports of goods and services (current US\$, billions)	Import of goods and services (current US\$, billions)	Index of openness
2015	477,11	226,39	216,46	0.93
2016	470,02	236,27	222,19	0.98
2017	524,65	273,11	258,26	1.01
2018	588,78	310,57	298,53	1.03
2019	596,05	317,07	295,01	1.03
2020	599,45	317,65	283,74	1.0
2021	679,44	393,47	370,53	1.12

The absence of correlation between economic diplomacy and openness in Ukraine could signify the necessity for a more all-encompassing approach to endorse the nation's economic interests. Instead of concentrating solely on public diplomacy efforts, Ukrainian policymakers and diplomats might contemplate implementing a multi-faceted strategy addressing the structural and institutional issues potentially impeding international trade and investment.

Such a strategy could incorporate a mix of reforms aimed at enhancing the business environment, fortifying the rule of law, increasing transparency, and fostering institutional efficiency. By tackling these key issues, Ukraine can develop a more appealing environment for international investors and trading partners, thus boosting the effectiveness of its economic diplomacy efforts and promoting greater openness.

It is also vital for Ukraine to acknowledge the interconnectedness of public diplomacy and structural reforms. While public diplomacy helps cultivate a positive image of the country, tangible improvements in the business environment and institutional framework are necessary to impact international trade and investment significantly. Consequently, policymakers and diplomats should aim to strike a balance between public

diplomacy efforts and structural reforms, ensuring both aspects receive adequate attention and resources.

The disparity between GDP growth and the openness index emphasizes the need for a more comprehensive approach to fostering economic development in Ukraine. While effective diplomacy holds a pivotal role in nurturing growth, addressing underlying challenges that might impede the nation's ability to leverage the benefits of international trade and economic integration is crucial.

Future research could investigate specific factors contributing to the observed discrepancy between GDP growth and the openness index and potential strategies to augment the influence of economic diplomacy on Ukraine's overall economic development. In future studies, there may be more accurate data on diplomatic interactions, expressed in reporting in a form ready for analysis. Such a change in the reporting of state institutions would help make the effectiveness of diplomacy more transparent and assessable. This research would lead to a more profound understanding of diplomacy's role in supporting the country's economic interests and provide valuable insights for policymakers shaping future strategies and initiatives.

CHAPTER 3. RECOMMENDATIONS AND POLICY IMPLICATIONS

3.1. A study of public opinion on the impact of NGOs on the country level diplomacy

Examining public opinion on the effects of non-governmental organizations (NGOs) on a country's diplomacy is important for understanding how the general population views these organizations' roles in shaping international relations. To gather data on public opinion, four distinct surveys were conducted, targeting different respondent groups, such as NGO representatives, students not affiliated with NGOs, and students from various universities in Ukraine. Each survey used a tailored methodology, distributing questionnaires with specific questions relevant to the respondents, allowing for a comprehensive analysis of the data, the methodology employed, the findings, and their interpretation.

The first survey (Fig. 3.1.1) aimed to evaluate the extent of influence NGOs have on public diplomacy among representatives from various civil society organizations. A total

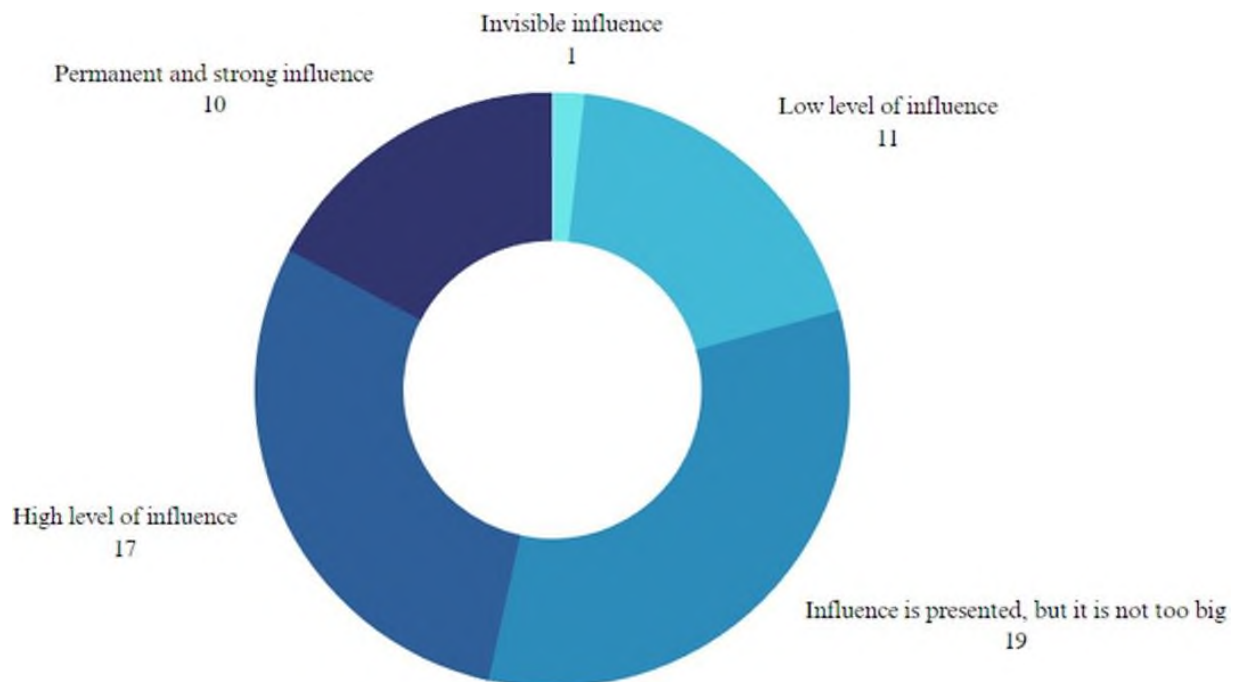


Figure 3.1.1 Assessment of the level of influence of NGOs on the country's public diplomacy (among representatives of various NGOs, 58 respondents)

of 58 respondents participated in this survey. The questionnaire used a 5-point Likert scale to measure the level of influence, ranging from "Invisible influence" (Option A) to "Permanent and strong influence" (Option E). This approach ensured the collection of diverse opinions, representing the different viewpoints of NGOs.

The results revealed that the majority of respondents (19) acknowledged an influence, but it was not too significant (Option C). However, a considerable number of respondents also perceived a high level of influence (17) or a permanent and strong influence (10). Only a few respondents thought the influence was low (11) or invisible (1). These findings suggest that civil society organizations recognize the role of NGOs in public diplomacy, although opinions on the extent of their influence vary. It is crucial to consider the diverse perspectives of civil society organizations when interpreting these results, as their opinions can provide valuable insights into the various factors influencing the public diplomacy landscape. Furthermore, the varying levels of influence perceived by the respondents could indicate differences in the activities and objectives of different NGOs, as well as their effectiveness in achieving their goals.

The second survey (Fig. 3.1.2) aimed to assess the level of influence of NGOs on the country's public diplomacy among students who are not members of any NGO. The sample comprised 43 respondents. The questionnaire used the same 5-point Likert scale as the first survey to measure the level of influence. The distribution of the respondents and the questionnaire allowed for the collection of diverse opinions, reflecting the different perspectives of students who are not members of any NGO. The inclusion of this target group in the study is essential, as their opinions can offer valuable insights into the perception of NGOs among individuals who may not be directly involved in their activities.

Similar to the first survey, the majority of the respondents (15) believed there is an

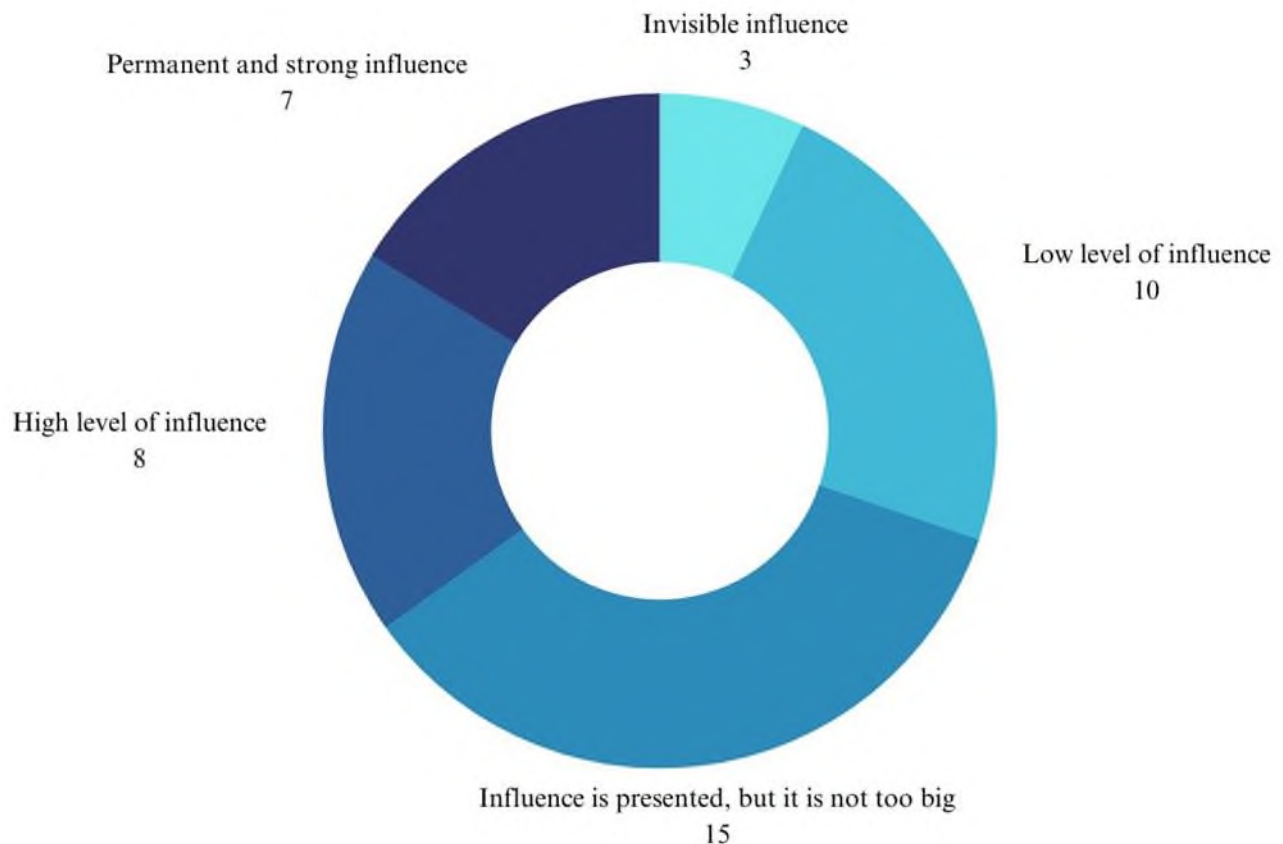


Figure 3.1.2 Assessment of the level of influence of NGOs on the country's public diplomacy (among students who are not members of any NGO). (43 respondents)

influence, but it is not too significant (Option C). However, the number of respondents who perceived a high level of influence (8) or a permanent and strong influence (7) was lower compared to the first survey. Additionally, more students thought the influence was low (10) or invisible (3). These results suggest that students who are not members of NGOs have a more cautious perception of the influence of NGOs on public diplomacy, possibly due to limited exposure to NGO activities.

The differences in the results between the first and second surveys highlight the importance of considering various respondent groups when analyzing public opinion on the impact of NGOs on public diplomacy. The more cautious perception of students who are not members of NGOs could be attributed to limited exposure to NGO activities, a lack of understanding of their role, or different expectations regarding the influence of NGOs on public diplomacy. These findings underscore the need for NGOs to enhance their

visibility and communication strategies, targeting a broader audience to improve their overall impact on public diplomacy.

The third survey (Fig. 3.1.3) set out to identify whether respondents had participated in NGO activities or had at least been informed of the opportunities. Sixty-one students from various Ukrainian universities were targeted, regardless of their NGO membership status. The questionnaire offered four options, from "Never heard and never participated" (Option A) to "Participated, was not informed that I was taking part in NGO activities" (Option D). This distribution facilitated the collection of diverse opinions, reflecting the different experiences and levels of awareness among the student population concerning NGO activities.

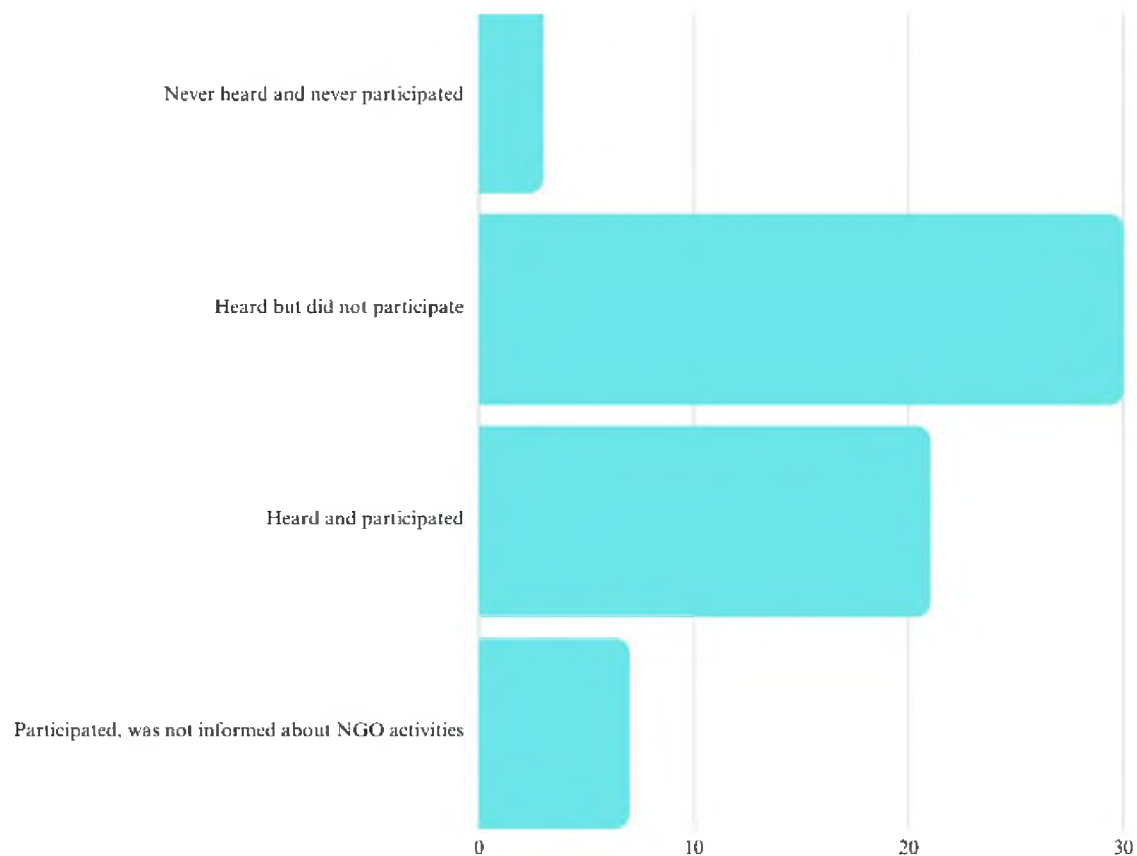


Figure 3.1.3 Have you taken part in NGO activities, or at least heard about the opportunities? (61 students from various universities in Ukraine)

The findings showed that most respondents had heard about NGO activities but had not participated (30), followed by those who had heard and participated (21). A small number of respondents had never heard of or participated in NGO activities (3), while some had participated without realizing their involvement in NGO activities (7). These

results suggest that the majority of students are aware of NGOs and their activities, indicating a visible presence among the student population. However, the fact that some students participated without being aware of their involvement highlights the need for improved communication and transparency from NGOs, ensuring that participants understand the nature and objectives of the activities they engage in.

The fourth survey (Fig. 3.1.4) asked students from various Ukrainian universities to rate the influence of Ukrainian NGOs on the international public on a scale of 1 to 5, with 1 representing very low influence and 5 representing the maximum possible influence. The survey included 41 respondents, without distinguishing between NGO membership. This

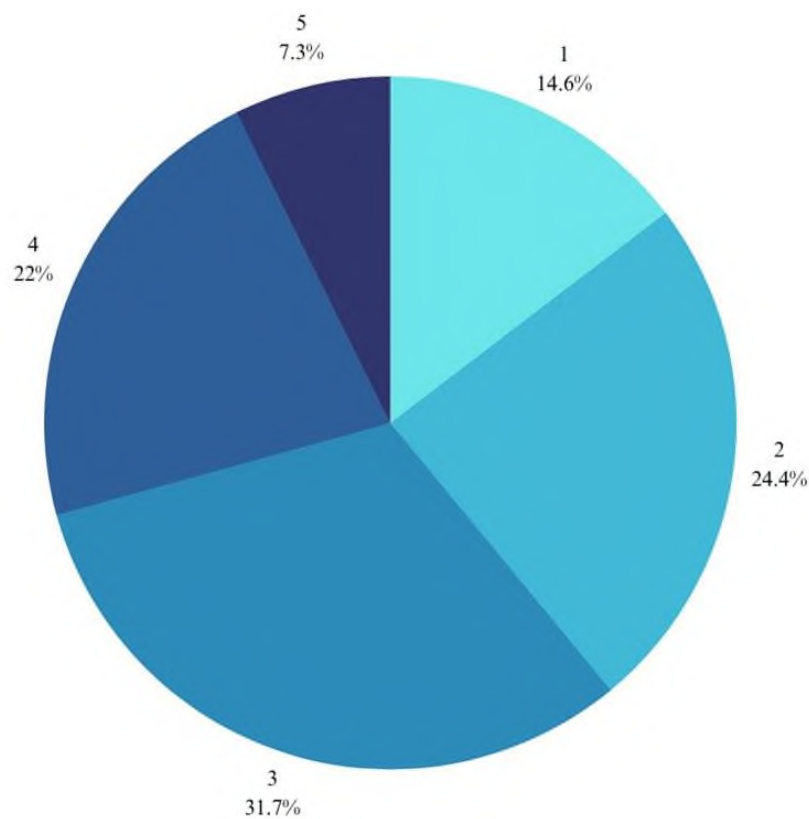


Figure 3.1.4 How do you rate the influence of Ukrainian NGOs on the international public from 1 to 5, where 1 is very low influence, 5 is the maximum possible influence (41 respondents, students of various universities in Ukraine)

approach allowed for the collection of diverse opinions, facilitating an understanding of the general perception of NGO influence on the international public among the student population.

The results revealed that the majority of respondents perceive the influence of Ukrainian NGOs on the international public as moderate (13 respondents chose Option C: 3). This was followed by those who perceive a low level of influence (10 respondents chose Option B: 2) and a relatively high level of influence (9 respondents chose Option D: 4). Only a few respondents considered the influence of NGOs to be very low (6 respondents chose Option A: 1) or at the maximum possible level (3 respondents chose Option E: 5). These findings suggest that the perception of NGO influence varies among the student population, with most respondents acknowledging some level of impact on the international public.

When analyzing the survey data, it is crucial to consider potential biases and limitations. As the sample only includes NGO representatives and students, the results may not be entirely representative of the general population's views. Additionally, the use of a Likert scale may be subject to response biases, such as social desirability bias, where respondents might choose options that they believe are more socially acceptable or favorable. To address these limitations and biases, future research could consider using a more diverse sample, incorporating different methods of data collection, or employing other techniques to minimize response biases.

In conclusion, the four surveys in this section provide valuable insights into public opinion regarding the influence of NGOs on Ukraine's public diplomacy. The findings indicate that NGOs have a visible presence among the student population, with most respondents acknowledging some level of impact on both domestic and international public opinion. However, the results also highlight the need for NGOs to enhance their visibility, communication strategies, and transparency to improve their overall impact on public diplomacy.

To further explore and validate these findings, future research could consider conducting more extensive surveys with larger and more diverse samples, incorporating different data collection methods, and employing other techniques to minimize response biases. Moreover, researchers could examine the specific strategies and activities undertaken by NGOs to influence public diplomacy, identifying best practices and potential areas for improvement. By understanding public opinion on the impact of NGOs

and the factors that contribute to their perceived influence, policymakers and NGO leaders can make informed decisions and develop targeted interventions to maximize the role of NGOs in promoting Ukraine's public diplomacy efforts.

3.2 Focused diplomatic initiatives for sustainable economic development

Based on the analysis of public opinion, the impact of NGOs on the country's diplomacy, and the relationship between economic diplomacy and openness, this section identifies priority sectors, markets, and key areas for intervention to improve Ukraine's economic development prospects.

Priority Sectors and Markets:

To ensure the efficient allocation of resources and maximize the benefits of diplomatic efforts, it is essential to identify priority sectors and markets for Ukraine's economic development. Based on the research findings and the current global economic landscape, the following sectors and markets emerge as high-priority areas for Ukraine:

- **Agriculture and food processing:** With a strong agricultural base, Ukraine has the potential to become a global leader in food production and processing. Expanding market access for agricultural products and attracting investments in modern agricultural technologies can contribute significantly to the country's economic growth.
- **Information technology and digital services:** The IT sector in Ukraine has experienced rapid growth in recent years, and the country has become a hub for software development and outsourcing services. Strengthening cooperation with major IT markets, such as the United States and the European Union, can facilitate the inflow of investments and the transfer of knowledge and technology.
- **Renewable energy and green technologies:** As the global economy transitions towards sustainability, there is a growing demand for renewable energy and green technologies. Ukraine has vast untapped potential in this sector, and diplomatic efforts should focus on attracting investments, promoting

technology transfer, and enhancing cooperation with countries that are leaders in sustainable development.

Encouraging Innovation and Attracting Investments:

To foster sustainable economic development, Ukraine needs to prioritize innovation and attract investments in key sectors. Diplomatic efforts can play a crucial role in facilitating this process by:

- Showcasing Ukraine's innovation potential at international forums, exhibitions, and conferences to create awareness and generate interest among foreign investors and partners.
- Establishing and strengthening bilateral and multilateral cooperation agreements to facilitate technology transfer, promote joint research and development projects, and create favorable conditions for foreign direct investment.
- Implementing targeted economic diplomacy initiatives that aim to create an attractive investment climate, such as offering tax incentives, streamlining bureaucratic procedures, and providing support for potential investors.
- Engaging with international organizations, development banks, and donor countries to secure financial assistance and technical support for innovation and investment projects in priority sectors.

Building and Enhancing Economic Partnerships at Regional and Global Levels:

To accelerate economic growth and ensure long-term sustainability, Ukraine should focus on building and enhancing economic partnerships at regional and global levels. This can be achieved through the following diplomatic initiatives:

- Strengthening regional integration and cooperation within existing frameworks, such as the Eastern Partnership, the Visegrad Four, and the Baltic States.
- Pursuing new trade agreements and deepening existing ones, with a focus on expanding market access for Ukrainian goods and services and attracting investments in priority sectors.

- Actively participating in international forums and organizations, such as the World Trade Organization (WTO), the United Nations (UN), and the Organization for Economic Cooperation and Development (OECD), to promote Ukraine's economic interests and engage in dialogue on global economic issues
- Enhancing bilateral relations with key partners, such as the United States, Canada, and the European Union, to foster economic cooperation, investment, and technology transfer in priority sectors.

Making a More Transparent Business Climate with Cleared Oligarchic Influence and Decreased Level of Corruption:

A transparent business climate, free from oligarchic influence and corruption, is essential for attracting investments and promoting sustainable economic development. As a part of focused diplomatic initiatives, Ukraine should aim to improve its business environment through the following measures:

- Strengthening the rule of law and enhancing the independence and effectiveness of the judiciary to ensure that businesses can operate in a fair and predictable legal environment.
- Implementing comprehensive reforms to tackle corruption, including the establishment of specialized anti-corruption institutions, the introduction of transparent public procurement processes, and the enforcement of stringent anti-corruption laws.
- Promoting transparency and accountability in the public sector through the implementation of e-governance initiatives, open data policies, and regular performance audits of government institutions.
- Encouraging the participation of civil society, NGOs, and the media in monitoring and reporting on corruption and the progress of anti-corruption reforms, to ensure public awareness and create pressure for change.
- Engaging with international partners and organizations, such as the European Union, the United States, and the World Bank, to seek technical assistance,

share best practices, and ensure compliance with international standards on transparency and good governance.

Entering European Union:

Entering the European Union (EU) is one of the key foreign policy goals for Ukraine, as it would signify not only the achievement of regional economic integration but also a major step forward in solidifying its national identity and European aspirations. EU accession is seen as a catalyst for the country's sustainable economic development and growth, which would also strengthen its position as a regional economic player. However, achieving this goal requires considerable political will and commitment to implementing comprehensive reforms.

- **Rule of law and judicial reforms:** EU accession requires Ukraine to strengthen its rule of law and establish an independent, efficient, and accountable judiciary. This would involve reforming the court system, enhancing the professionalism and integrity of judges, and ensuring transparency and fairness in the judicial process.
- **Public administration reforms:** The EU demands effective and accountable public administration, which involves streamlining bureaucratic processes, improving public service delivery, and ensuring merit-based recruitment and promotion of civil servants.
- **Anti-corruption measures:** Tackling corruption is a prerequisite for EU accession. Ukraine must implement a robust anti-corruption framework that includes the establishment of independent anti-corruption institutions, the enforcement of strict anti-corruption laws, and the promotion of transparency and accountability in public sector activities.
- **Economic reforms:** To achieve economic convergence with EU standards, Ukraine needs to pursue market-oriented economic reforms that promote competition, encourage private sector development, and foster innovation. This includes deregulation, liberalization of key sectors, and the implementation of sound fiscal and monetary policies.

- Social and labor reforms: As a part of EU integration, Ukraine is expected to align its social and labor policies with EU norms, which involves the development of a comprehensive social protection system, the enhancement of labor rights and standards, and the promotion of social dialogue and inclusive labor market policies
- Environmental and energy reforms: EU accession requires Ukraine to adopt EU environmental and energy standards, which involves the implementation of effective environmental protection policies, the promotion of renewable energy sources, and the enhancement of energy efficiency and security.

In addition to these specific reforms, the successful integration of Ukraine into the EU requires strong political will and leadership from both the government and the opposition. Political consensus on the importance of EU integration and the need for comprehensive reforms is crucial in overcoming potential obstacles and resistance from vested interests.

Furthermore, the ongoing conflict with Russia poses significant challenges to Ukraine's EU integration efforts. Starting in 2014 and stepping up its pressure with a full-scale invasion in 2022, Russia has long-term impact on Ukraine's business climate, creating negative externalities in the form of a security issue. Security situation hampers long-term international investments, which makes it even more critical for Ukraine to prioritize diplomatic initiatives that promote security and stability in the region.

Ukraine has had several successful diplomatic efforts in the past, which can serve as examples for future goals and strategies. These achievements demonstrate the country's ability to navigate complex international issues and foster cooperation with various partners.

- Visa-free regime with the European Union (2017): After years of negotiations and implementing numerous reforms, Ukraine successfully secured a visa-free regime with the EU for short stays of up to 90 days. This diplomatic achievement significantly enhanced people-to-people contacts and facilitated greater cultural, educational, and business exchanges between Ukraine and EU member states.

- International support during the Russo-Ukrainian conflict: Since the outbreak of the conflict in 2014, and in full scale from 2022, Ukraine has managed to garner significant international support in its efforts to counter Russian aggression. Through diplomatic initiatives, Ukraine has received military assistance, financial aid, and political backing from various countries, including the United States, Canada, and European nations. The country has also successfully pushed for multiple rounds of sanctions against Russia, further highlighting the strength of its diplomatic efforts.
- Engaging with international organizations: Ukraine has actively participated in numerous international organizations such as the United Nations, the Organization for Security and Co-operation in Europe (OSCE), the World Trade Organization (WTO), and the Council of Europe. These engagements have allowed the country to enhance its global profile, contribute to international peace and security, and promote its economic interests.

It is crucial to consider the limitations and challenges associated with the implementation of these initiatives, such as the need for political will, the coordination of efforts among various stakeholders, and the availability of resources. Nevertheless, by adopting a focused and strategic approach to economic diplomacy, Ukraine can make significant progress toward its development goals and secure a prosperous future for its citizens.

3.3 Implementing and monitoring proposed measures

Action Plan and Implementation Timeline

The action plan comprises a set of measures designed to advance Ukraine's diplomatic initiatives for sustainable economic development. The implementation timeline can be categorized into short-term (1-2 years), medium-term (3-5 years), and long-term (5-10 years) objectives.

Short-term objectives:

- Pinpoint priority sectors and markets for focused diplomatic efforts

- Intensify dialogue with essential economic partners, including EU member states, the United States, and Canada
- Craft targeted public diplomacy campaigns to showcase Ukrainian exports, tourism, and investment opportunities

Medium-term objectives:

- Execute reforms and policies to foster a transparent and appealing business environment
- Expand regional and global economic partnerships via trade agreements and collaborative initiatives
- Encourage innovation by supporting research, development, and technology transfer in crucial sectors

Long-term objectives:

- Persist in EU integration efforts, potentially including accession negotiations
- Diversify Ukraine's economy and enhance its resilience against external shocks
- Position Ukraine as a regional economic leader and an attractive destination for international investment
- Anticipated Outcomes and Potential Obstacles

Expected outcomes from these measures encompass increased foreign investment, improved trade relations, job creation, and overall economic growth. However, potential obstacles may emerge, such as political instability, resistance to reforms, or external factors like the ongoing conflict with Russia or global economic downturns.

Framework for Monitoring and Evaluation

A robust monitoring and evaluation framework is essential for the successful implementation of these measures. This framework should entail:

- Explicit and measurable indicators: Formulate a set of quantifiable indicators to monitor progress in each area, like the number of new trade agreements, foreign direct investment inflows, or enhancements in international rankings (e.g., the Ease of Doing Business Index).

- **Periodic reporting:** Establish a mechanism for consistent reporting on the action plan's implementation, including progress updates and any encountered challenges. This can be accomplished through annual reports, briefing papers, or public presentations.
- **Stakeholder engagement:** Involve relevant stakeholders, such as government agencies, civil society organizations, and the private sector, in the monitoring and evaluation process. This approach ensures a comprehensive understanding of the challenges faced and promotes collaboration in addressing them.
- **External evaluation:** Contemplate commissioning independent evaluations by external experts or organizations to appraise the measures' effectiveness and impact. This provides an unbiased perspective on the progress made and identifies areas that require improvement or adjustment.
- **Adaptive management:** Utilize the monitoring and evaluation process's results to inform decision-making and adapt the action plan as necessary. This ensures that the proposed measures remain pertinent and effective in achieving their goals.

Capacity Building and Technical Assistance

Effectively implementing the proposed measures necessitates capacity building for relevant institutions and stakeholders. This may involve:

- **Training programs:** Design and deliver specialized training programs to improve the skills and knowledge of diplomats, government officials, and other stakeholders involved in executing the action plan. Topics might encompass negotiation techniques, economic diplomacy, public diplomacy, and EU integration processes.
- **Technical assistance:** Obtain technical assistance from international partners, such as the European Union, the United States, or international organizations, to facilitate the implementation of specific reforms or initiatives. This could include guidance on legislative drafting, policy development, or designing public diplomacy campaigns.

- Exchange programs: Create exchange programs with partner countries or organizations to promote the sharing of best practices, lessons learned, and innovative approaches to economic diplomacy and sustainable development.

Risk Management and Mitigation

Considering potential obstacles and uncertainties that may emerge during the proposed measures' implementation, it is vital to devise a risk management and mitigation strategy. This should entail:

- Risk identification: Carry out regular risk assessments to pinpoint potential challenges like political instability, resistance to reforms, or external factors (e.g., the ongoing conflict with Russia or global economic downturns).
- Risk mitigation: Formulate strategies to address identified risks, such as contingency plans, alternative policy options, or focused public diplomacy efforts to tackle potential resistance to reforms.
- Risk monitoring: Set up a system for continuous risk monitoring to ensure timely identification of new risks or changes in the risk environment. This approach will enable the early development of mitigation strategies and decrease the likelihood of adverse impacts on the action plan's implementation.

Implementing and monitoring the proposed measures necessitates a comprehensive and coordinated approach, involving the collaboration of various stakeholders and the establishment of explicit frameworks for action. By addressing potential obstacles, building capacity, and fostering a culture of continuous improvement, Ukraine can make significant progress in enhancing its diplomatic initiatives for sustainable economic development. The result will be a more resilient, diversified, and prosperous nation, better equipped to navigate the global economy's complexities and achieve its long-term development goals.

CONCLUSIONS AND PROPOSALS

In conclusion, this bachelor thesis investigated the role of NGOs in shaping public diplomacy and the relationship between economic well-being and the quality of economic diplomacy in Ukraine. The primary research questions focused on the extent to which NGOs impact public diplomacy and the correlation between economic diplomacy efficiency and economic growth. By examining the theoretical foundations of public diplomacy, analyzing the tools of public diplomacy employed by the NGO "Ukrainian Students for Freedom," and conducting regression and correlation analyses, the study provided valuable insights into the complexities of diplomacy in the context of Ukraine's economic interests.

The findings from the surveys demonstrated the visibility of NGOs in public diplomacy among the student population, highlighting their influence on both domestic and international public opinion. However, the results also emphasized the need for NGOs to enhance their visibility, communication strategies, and transparency to improve their overall impact on public diplomacy. The correlation analysis established a moderate to strong positive relationship between the GDP level and the level of economic diplomacy, indicating that higher ratings for economic diplomacy tend to be associated with increased GDP in Ukraine. While this relationship is noteworthy, it is crucial to remember that correlation does not necessarily imply causation.

Based on the study's findings, several proposals are put forth to enhance public diplomacy efforts and promote Ukraine's economic interests:

Capacity-building for NGOs: Provide training, resources, and support for NGOs to improve their visibility, communication strategies, and transparency. This can help NGOs become more effective in shaping public diplomacy and promoting Ukraine's economic interests.

Focused diplomatic initiatives: Develop targeted diplomacy initiatives that prioritize sustainable economic development, leveraging the identified correlation between

economic diplomacy and economic growth to maximize the potential benefits of these efforts.

Implementation and monitoring of proposed measures: Establish a framework for implementing the recommended diplomatic initiatives, as well as a system for tracking and evaluating their effectiveness. This can help ensure that resources are used efficiently and that progress toward Ukraine's economic and foreign policy goals is measurable.

Digital public diplomacy: Explore the potential of digital technology and social media platforms for public diplomacy efforts. By harnessing the power of technology, Ukraine can reach a broader audience and strengthen its public diplomacy strategies.

Collaboration with international partners: Engage in partnerships with other countries, international organizations, and NGOs to share best practices and learn from successful public diplomacy initiatives. This can contribute to the development of more effective diplomacy strategies that support Ukraine's economic interests and foreign policy objectives.

By implementing these proposals and continuing to conduct research on public diplomacy and its relationship with economic growth, Ukraine can strengthen its diplomatic efforts and promote its economic interests more effectively. This, in turn, will support the country's aspirations for EU accession and increased NATO cooperation, ultimately fostering a more prosperous and secure future for Ukraine and its citizens.

In addition to the proposals outlined above, the following suggestions may further contribute to enhancing public diplomacy and promoting Ukraine's economic interests:

Public-private partnerships: Encourage collaboration between government entities, NGOs, and the private sector to develop and implement public diplomacy initiatives. By pooling resources and expertise, these partnerships can create more effective and impactful programs that promote Ukraine's economic interests.

Cultural diplomacy: Invest in cultural diplomacy programs to showcase Ukraine's rich cultural heritage and history. By promoting cultural exchange, Ukraine can foster positive perceptions and relationships with other countries, which can have a positive impact on economic cooperation and diplomatic relations.

Educational diplomacy: Strengthen educational diplomacy by facilitating academic exchange programs and partnerships between Ukrainian universities and international institutions. By promoting academic collaboration and fostering global networks, Ukraine can enhance its intellectual capital and contribute to its economic development.

Empowerment of local actors: Support the involvement of local actors, including regional governments, businesses, and civil society organizations, in public diplomacy efforts. By empowering local actors, Ukraine can ensure that its public diplomacy initiatives resonate with diverse audiences and are tailored to regional contexts.

Monitoring and evaluation: Establish a robust monitoring and evaluation system for public diplomacy initiatives, including quantitative and qualitative indicators. This will allow policymakers and practitioners to measure the effectiveness of public diplomacy efforts, identify areas for improvement, and adapt strategies as needed.

Dialogue and engagement: Facilitate ongoing dialogue and engagement with international stakeholders, including foreign governments, businesses, and civil society organizations, to build trust and understanding. By fostering open communication and collaboration, Ukraine can create a more favorable environment for its economic interests and diplomatic objectives.

By incorporating these additional proposals into Ukraine's public diplomacy efforts, the country can further enhance its capacity to promote its economic interests and achieve its foreign policy goals. It is essential to adopt a comprehensive and integrated approach to public diplomacy, taking into account the various dimensions and stakeholders involved. By doing so, Ukraine can maximize the effectiveness of its diplomatic initiatives, foster stronger international relationships, and contribute to a more prosperous future for its citizens.

REFERENCES

1. Anholt, S. (2006). *Brand New Justice: How Branding Places and products can help the developing world*. Elsevier Butterworth-Heinemann.
2. Antwi-Boateng, O., & Mazrouei, K. A. M. A. (2021). *The challenges of digital diplomacy in the era of globalization: The case of the United Arab Emirates*. *International Journal of Communication*. Retrieved April 26, 2023, from <https://ijoc.org/index.php/ijoc/article/view/16150>
3. Arndt, R. T. (2005). *First Resort of Kings: American Cultural Diplomacy in the Twentieth Century*. Potomac.
4. Banda Agency. (n.d.). *Ukraine now. Ukrainian brand in the world*. banda.agency. Retrieved April 26, 2023, from <https://banda.agency/ukrainenow/>
5. Bandura, R., Reynal, P., & Leonchuk, L. (2023, April). *Ukraine's science, technology, and Innovation Ecosystem: An engine of economic growth*. CSIS. Retrieved April 26, 2023, from <https://www.csis.org/analysis/ukraines-science-technology-and-innovation-ecosystem-engine-economic-growth>
6. Bissio, R. (2013). *The Paris Declaration on Aid Effectiveness*. <https://doi.org/10.18356/e121313e-en>
7. Copeland, D. (2009). *Guerrilla diplomacy: Rethinking international relations*. Lynne Rienner.
8. Cull, N. J. (2019). *Public diplomacy: Foundations for global engagement in the Digital age*. Polity Press.
9. *Doing business 2020: Comparing business regulation in 190 economies*. (2019). <https://doi.org/10.1596/978-1-4648-1440-2>
10. Dulaska, A. (2022, March 14). *Prospects for Ukraine's Euro-Atlantic Integration*. *Global Affairs and Strategic Studies*. Retrieved April 26, 2023, from <https://en.unav.edu/web/global-affairs/perspectivas-de-la-integracion-euroatlantica-de-ucrania>
11. Floyd, D. (2023, April 23). *How did NAFTA affect the economies of participating countries?* Investopedia. Retrieved April 26, 2023, from

<https://www.investopedia.com/articles/economics/08/north-american-free-trade-agreement.asp>

12. Foreign Agricultural Service . (2022). *Ukraine agricultural production and trade*. Foreign Agricultural Service U.S. Department of agriculture. Retrieved April 25, 2023, from <https://www.fas.usda.gov/sites/default/files/2022-04/Ukraine-Factsheet-April2022.pdf>

13. *Foreign policy of Ukraine in 2021*. Prism UA. (n.d.). Retrieved April 26, 2023, from <http://prismua.org/scorecards2021/>

14. Friedman, O., & Trines, S. (2022, April 12). *Education in Ukraine*. World education news. Retrieved April 26, 2023, from <https://wenr.wes.org/2019/06/education-in-ukraine>

15. Hass, R., & Denmark, A. (2022, March 9). *More pain than gain: How the US-china trade war hurt America*. Brookings. Retrieved April 26, 2023, from <https://www.brookings.edu/blog/order-from-chaos/2020/08/07/more-pain-than-gain-how-the-us-china-trade-war-hurt-america/>

16. Hocking, B., Melissen, J., Riordan, S., & Sharp, P. (2012, October). *Futures for diplomacy: Integrative diplomacy in the 21st Century*. Clingendael. Retrieved April 26, 2023, from <https://www.clingendael.org/publication/futures-diplomacy-integrative-diplomacy-21st-century>

17. Holubchak, K., Chuchuk, Y., Savchuk, T., & Negrych, I. (2019). The phenomenon of creative economy in Ukraine and defining its place in the architectural space. *Proceedings of the 2019 7th International Conference on Modeling, Development and Strategic Management of Economic System (MDSMES 2019)*. <https://doi.org/10.2991/mdsmes-19.2019.15>

18. Ionan, V. (2022, December 25). *Digital Transformation in Ukraine: Before, during, and after the War*. ALI Social Impact Review. Retrieved April 26, 2023, from <https://www.sir.advancedleadership.harvard.edu/articles/digital-transformation-in-ukraine-before-during-after-war>

19. Khan, S. (2023, April 7). *Ukraine's population decline is taking a toll on its society*. Inkstick. Retrieved April 26, 2023, from <https://inkstickmedia.com/ukraines-population-decline-is-taking-a-toll-on-its-society/>
20. KRIFA-SCHNEIDER, H., MATEI, I., & MATEI, I. (2010). Business climate, political risk and FDI in developing countries: Evidence from panel data. *International Journal of Economics and Finance*, 2(5).
<https://doi.org/10.5539/ijef.v2n5p54>
21. Kryvenko, N. V. (2021). Regional Trade Agreements of Ukraine: Realities and prospects. *Scientific Bulletin of Mukachevo State University. Series «Economics»*, 8(2), 56–81. [https://doi.org/10.52566/msu-econ.8\(2\).2021.56-81](https://doi.org/10.52566/msu-econ.8(2).2021.56-81)
22. Kuzio, T. (2015). *Ukraine: Democratization, corruption, and the new Russian Imperialism*. ABC-CLIO.
23. Kyianytsia, L. L. (2019). The one belt one road initiative as a new silk road: The (potential) place of Ukraine. *Ukrainian Policymaker*, 4.
<https://doi.org/10.29202/up/4/3>
24. Magid, J. (2012). The Marshall Plan. *Advances in Historical Studies*, 01(01), 1–7. <https://doi.org/10.4236/ahs.2012.11001>
25. Melissen, J. (2008). *The new public diplomacy: Soft Power in international relations*. Palgrave Macmillan.
26. Ministry of Environmental Protection and Natural Resources of Ukraine. (2021, October 20). *Environmental Security and Climate Adaptation Strategy until 2030 adopted*. Government portal. Retrieved April 26, 2023, from <https://www.kmu.gov.ua/en/news/uhvaleno-strategiyu-ekologichnoyi-bezpeki-ta-adaptaciyi-do-zmini-klimatu-do-2030-roku>
27. Ministry of Finance of Ukraine. (2021, May 20). *Total volume of the European Investment Bank's projects in Ukraine amounted to more than EUR 7.5 billion*. Government portal. Retrieved April 26, 2023, from <https://www.kmu.gov.ua/en/news/minfin-zagalnij-obsyag-proektiv-yevropejskogo-investicijnogo-banku-v-ukrayini-sklav-bilshe-75-mlrd-yevro>

28. Møller, V., Dickow, H., & Harris, M. (1999). South Africa's "Rainbow People", National Pride and Happiness. *Social Indicators Research*, 47(3), 245–280. <https://doi.org/10.1023/a:1006945108139>
29. Nye, J. S. (2009). *Soft power: The means to success in world politics*. PublicAffairs.
30. Pirani, S., Stern, J., & Yafimava, K. (2009). The russo-ukrainian gas dispute of January 2009. <https://doi.org/10.26889/9781901795851>
31. Popovych, K. (2022, February 14). *What is energy security, and why is it crucial for Ukraine?* USAID Energy Security Project. Retrieved April 26, 2023, from <https://energysecurityua.org/special-focus/what-is-energy-security-and-why-is-it-crucial-for-ukraine/>
32. Poubou, F., Fu, H., Baffes, J., & Andree, B. P. J. (2023, April 20). World Bank Open Data. Retrieved April 26, 2023, from <https://data.worldbank.org/?iframe=true>
33. *Projects*. Global office. (n.d.). Retrieved April 26, 2023, from https://globaloffice.org.ua/uk/#our_projects_main
34. Rabinovych, M. (2022). EU-Ukraine “deep” trade agenda: The effectiveness and impact perspectives. *International Politics*. <https://doi.org/10.1057/s41311-022-00384-x>
35. *Razom*. Razom for Ukraine. (n.d.). Retrieved April 26, 2023, from <https://www.razomforukraine.org/ua/homeua/>
36. Razumkov Centre. (2020). *UKRAINE’S SECTORAL INTEGRATION INTO THE EU: PRECONDITIONS, PROSPECTS, CHALLENGES*. Scribd. Retrieved April 26, 2023, from <https://www.scribd.com/document/566330707/2021-Sektor-Eu-Ukr-3>
37. Seib, P. M. (2008). *The Al Jazeera Effect: How the new global media are reshaping world politics (how the New Global Media Are Reshaping World Politics)*. Potomac Books.
38. Serhieieva, L., Us, G., Chudaieva, I., & Makarenko, O. (2019). Ukrainian economy development trends estimation based on the analysis of structural shifts. *SHS Web of Conferences*, 65, 04003. <https://doi.org/10.1051/shsconf/20196504003>

39. Skavronska, I. V. (2017). Creative Industries in Ukraine: Analysis and prospects of the development. *Economics & Sociology*, 10(2), 87–106.
<https://doi.org/10.14254/2071-789x.2017/10-2/7>
40. *Supporting Small and Medium Businesses*. Government portal. (n.d.). Retrieved April 26, 2023, from <https://www.kmu.gov.ua/en/reformi/ekonomichne-zrostannya/supporting-small-and-medium-businesses>
41. U.S. Energy Information Administration. (2021). *U.S. Energy Information Administration - EIA - independent statistics and analysis*. Retrieved April 26, 2023, from <https://www.eia.gov/international/analysis/country/UKR>
42. UCMC. (2020, April 11). *Who we are*. Ukraine crisis media center. Retrieved April 26, 2023, from <https://uacrisis.org/en/pro-nas>
43. Ukrainian Institute. (n.d.). *Missions and goals*. Ukrainian Institute. Retrieved April 26, 2023, from <https://ui.org.ua/mission/>
44. UN Development Programme. (2022, August 22). *Ministry of Agrarian Policy and food of Ukraine to strengthen agriculture sector with UNDP support [EN/UK] - ukraine*. ReliefWeb. Retrieved April 26, 2023, from <https://reliefweb.int/report/ukraine/ministry-agrarian-policy-and-food-ukraine-strengthen-agriculture-sector-undp-support-enuk>
45. UNDP, Bokova, I. G., & Helen, C. (2013). *Creative economy report 2013 special edition: Widening Local Development Pathways*. UNCTAD.
46. UNFCCC. (n.d.). *The Paris Agreement*. UNFCCC. Retrieved April 26, 2023, from <https://unfccc.int/process-and-meetings/the-paris-agreement>
47. USF. (n.d.). *Mission*. studfreedom.org. Retrieved April 26, 2023, from <https://studfreedom.org/about/>
48. Waller, J. M. (2007). *The public diplomacy reader*. Institute of World Politics Press.
49. Zhao, John Hongxin, Seung, K., Kim, & Du, J. (2003). *The impact of corruption and transparency on foreign direct investment: an empirical analysis*. *MIR: Management International Review*. Retrieved April 25, 2023, from <https://www.jstor.org/stable/info/40835633>

ANNEXES