

УДК 336.714

DOI: 10.30857/2786-5398.2022.5.9

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**TOOLKIT OF PUBLIC DIPLOMACY IN UKRAINE: EDUCATIONAL EXCHANGE
PROGRAMS AT THE CURRENT**

The main goal of the presented work is to consider public diplomacy from the point of view of its wide application, using the example of the educational sphere. Thus, in the course of the work, it was proved that the concept of "public diplomacy" can be used as a general term to characterize the activities of the highest authorities in the international arena in such areas as education, culture, economy, politics and information. Researchers characterize public diplomacy as a mechanism for establishing relations between governments and their main audience – the foreign public. It also follows that this is a mechanism of informational pressure or influence on the foreign public in a non-violent way. The presented work also substantiates that public diplomacy is based on "soft power", i.e., methods associated with non-violence, openness and effective mechanisms for the dissemination of necessary information are used. Therefore, the public diplomacy of each state is a complex state foreign policy activity that includes such methods as propaganda, informational influence, and digital diplomacy. Thus, the study proved that academic mobility in the field of public diplomacy in Ukraine is at a low level. However, it should be noted that there are also positive developments related to the latest activities of the Ministry of Foreign Affairs of Ukraine. Much of society still lives in the past, in which conversation was not as valued as guns or anything else. In order for prospects to appear, it is necessary to immediately start actively doing everything in order to reach a qualitatively new level of public diplomacy: carefully study the experience of other countries, improve media communications by diversifying communication channels, conduct outreach among foreigners abroad. and in Ukraine to improve the study of foreign languages, adapt the educational system to world standards of higher education, organize special funds and create state programs for the development of academic mobility, it is possible to open educational branches abroad.

Keywords: public diplomacy; academic mobility; actor; globalization; international community; implementation.

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**ІНСТРУМЕНТАРІЙ ПУБЛІЧНОЇ ДИПЛОМАТІЇ В УКРАЇНІ:
СУЧАСНІ ОСВІТНІ ПРОГРАМИ ОБМІНУ**

Основною метою представленої роботи є розгляд публічної дипломатії з точки зору її широкого застосування на прикладі освітньої сфери. Таким чином, в ході роботи було доведено, що поняття «публічна дипломатія» може використовуватися як узагальнюючий термін для характеристики діяльності вищих органів влади на міжнародній арені в таких сферах, як освіта, культура, економіка, політика та інформація. Дослідники характеризують публічну дипломатію як механізм налагодження відносин між урядами та їхньою основною аудиторією – іноземною громадськістю. З цього також випливає, що це механізм інформаційного тиску чи впливу на іноземну громадськість ненасильницьким шляхом. Представлена робота також обґрунтовує, що публічна дипломатія базується на «м'якій силі», тобто використовуються методи, пов'язані з ненасильством, відкритістю та ефективними механізмами поширення необхідної інформації. Отже, публічна дипломатія кожної держави – це комплексна державна зовнішньополітична діяльність, що включає такі методи, як пропаганда, інформаційний вплив, цифрова дипломатія. Таким

чином, дослідження засвідчило, що академічна мобільність у сфері публічної дипломатії в Україні знаходиться на низькому рівні. Проте слід зазначити, що є й позитивні зрушення, пов'язані з останньою діяльністю Міністерства закордонних справ України. Значна частина суспільства все ще живе в минулому, в якому розмова не так цінувалася, як зброя чи щось інше. Щоб з'явилися перспективи, необхідно негайно почати активно робити все, щоб вийти на якісно новий рівень публічної дипломатії: уважно вивчати досвід інших країн, удосконалювати медіакommunікації шляхом диверсифікації каналів комунікації, проводити роз'яснювальну роботу серед іноземців за кордоном. а в Україні покращити вивчення іноземних мов, адаптувати освітню систему до світових стандартів вищої освіти, організувати спеціальні фонди та створити державні програми розвитку академічної мобільності, можливе відкриття освітніх філій за кордоном.

Ключові слова: публічна дипломатія; академічна мобільність; актор; глобалізація; міжнародна спільнота; реалізація.

Introduction. With the development of international relations, diplomacy began to play one of the biggest roles. It acts as an important tool for realizing the interests of any country in the international arena.

The very concept of "public diplomacy" means a complex form of organization of external political, economic, and cultural interaction with foreign society. To better understand the essence, let's take a closer look at the individual components – "diplomacy" and "public". In a narrow sense, diplomacy is an activity aimed at establishing relations between states. In a broad sense, it is a complex type of organization that is coordinated at the highest state level and is aimed at realizing external interests without the use of military force. As you know, the government in every country must be legitimate. The principles of modern democratic international politics are based on this. Legitimacy cannot be achieved without taking into account public opinion or other manifestations of public activity. This is the foundation of publicity – the formation of public opinion, which is realized through the choice of the authorities in the country. Public diplomacy and its concepts are based on the activities of governments, which, with the help of the public, can change the direction of international politics.

In addition to the fact that public diplomacy uses propaganda, public communication, it is also important to note that it forms a kind of marketing dimension. Humanity is in the era of economic globalization, so all things can theoretically be bought and sold. In other words, public diplomacy can form and promote a brand, proving to the world that the country, citizens, and nation deserve more positive attention from other states and peoples.

Formation of the state's image and brand is an important prerequisite for realizing its future interests. The better the product sells, the greater the demand for it, the greater the supply – the usual law of the market. Therefore, diplomats try to "create" such a bright picture in the minds of foreigners about the accrediting state, so that everything produced by this state has the highest possible price. It is important to note that the formation of the country's image cannot take place only thanks to words, and therefore words must be followed by action. Therefore, developing the image of their state, diplomats use not only propaganda, but also export and import policy, cultural exchange between countries, etc. That is, public diplomacy is a kind of agent of the national product, which must be distributed in the international arena.

Also, it can be noted that public diplomacy is a new stage, which, although it has the same goals as traditional diplomacy, but at the same time has a wider range of action and influence on foreign communities. Regarding this, the researcher V. Repetsky said that "New diplomacy has freed itself from the "old" diplomacy, which paid the main attention to the ceremonial and protocol

function, aristocracy. Today, diplomacy is no longer defined as the art of intrigues, espionage, as an activity in which for achieving the goal, all means are allowed".

Unlike the outdated, traditional approach to the development of international relations, public diplomacy uses all the possibilities of the modern world. It is the newest system that uses various technologies inherent to other actors and institutions in order to calculate and implement the best diplomatic strategy, which, in turn, will influence the public of another country, and therefore the mechanism of political decision-making there.

Even before the beginning of the world wars, many specialists and congressmen used the word "polite" as a synonym for the word "public" diplomacy. In my opinion, this is not quite the right synonym, as it is not correct to call polite ways of manipulating society. Such names as "open diplomacy" and "honest diplomacy" were also introduced. But these are not entirely accurate terms given the role and functions of public diplomacy. In my opinion, the most accurate characterization that can be applied to this diplomatic concept is the one once expressed by the American diplomat Edmund Gullion: "Public diplomacy affects the attitude of the foreign target audience towards foreign policy; it shapes public opinion in other countries; it establishes communication between diplomats and journalists; and it forms intercultural communication", which actually means political, cultural and social communication and propaganda (informational manipulation of mass opinion).

Given the importance of public diplomacy, a large number of scientists have been researching this aspect of international politics for many years, putting forward their theories and proposing strategies for the formation of mechanisms for the development of public diplomacy. For example, the works of J. Nye, E. Gullion, M. McFaul, G. Kelman, S. Cohen, G. Malone, etc., are particularly notable in this area. The issue of academic mobility and the development of public diplomacy was also dealt with by domestic scientists, such as M.M. Lebedeva, M.V. Kharkevich, A.I. Podberezkin, E.S. Zinovyeva, T.V. Zonova. Also, it is impossible not to mention leading Ukrainian politicians, such as D. Kuleba, P. Klimkin, K. Hryshchenko, A. Yatsenyuk, P. Poroshenko and many others. The main sources used in the work were official reports of the Ministry of Foreign Affairs of Ukraine, the Ministry of Education and Science of Ukraine, information from the new project of the Ministry of Foreign Affairs "UkraineNow", laws of Ukraine (in particular, the law of Ukraine "On the Principles of Internal and Foreign Policy"), materials on academic mobility of Ukrainians universities. All the listed sources make it possible to form an idea of the state of public diplomacy of Ukraine and exchange programs as its key element at the current stage. However, almost all of these sources are of an official nature, and therefore show the subject, for the most part, in a positive, favorable light for their authors. Therefore, in order to see the real picture, it is important to consider these sources in the context of the general picture of the development of public diplomacy in Ukraine and the world, and with the use of expert assessments of researchers. Separately, we can note the public legal sources, namely the laws of Ukraine, the advantage of which is a real reflection of the official state of public diplomacy in Ukraine.

Aims. Today, the issue related to the organization of exchange programs in the dimension of public diplomacy is gaining more and more relevance. Nowadays, well-established international relations occupy more and more space in the life of society, and most importantly in its development. Qualitatively built diplomatic relations have many advantages, which are so important in the modern international arena. It is with diplomacy that the country's path to active use of all the resources that the modern world can offer begins. More often than not, relations that have a good foundation under them are the main criteria for the productivity and power of the state. If we did not talk about the fact that the one with more weapons is stronger in this world, we still

have to admit that the word and friendly attitude at the international level is one of the most powerful mechanisms for forming a country's reputation.

That is why the purpose of this study is to generalize the theoretical provisions, to define the Ukrainian programs of educational and academic exchanges as a component of the construction of modern public diplomacy, to find out ways to improve this direction.

Presenting main material. As noted, public diplomacy encompasses many different activities. Among them, various exchange programs are the most effective, widespread and effective.

There are various exchange programs, educational programs, which always carry more political influence than it might seem. For example, if we take exchange programs between universities, they have their own political significance, and are implemented with the aim of establishing future long-term cross-border relationships, which in turn can minimize conflict situations at the international level.

The best examples of exchanges are the Franco-German student programs organized after World War II. These programs helped to normalize relations between these countries, which were very tense at the time. In general, these programs have helped these two countries, which have been in conflict with each other for centuries, to reach a new level of mutual relations and begin to establish closer ties.

All such programs began to be implemented after the world wars. Another textbook example is the cooperation of the Soviet Union with the German government after the First World War, when many German officers studied in Soviet military schools.

It cannot be said that exchanges are realized only with the participation of people, because it can also be an exchange of ideas, thoughts, cultures, etc. Of course, a lot of intentions, actions, and achievements are forgotten, but such informal contacts, all the same, have great political significance in the matter of maintaining long-term good relations between the countries.

If the political situation is favorable, there is a possibility that the specialists who were sent for exchange will be able to establish closer ties and start the process of negotiations on one or another issue.

In my opinion, in a broad sense, any exchange program is a complex system that is related to public diplomacy, being the embodiment of its main principles, and organized, consciously or not (because the initiator of the exchange program can be, say, a university that comes from one's own educational interests, not from state considerations), in order to initiate open dialogue and cooperation between state governments or other international actors.

As in any foreign policy actions, there are always risks. They are inevitable, and therefore you have to take into account that not every exchange will be successful in terms of starting burnouts, etc. A famous example of this kind of risk is the path taken by the Egyptian official Said Qutb. A man who wanted to change the education situation in his country as best as possible, went to the United States to study the system there in order to gain experience for carrying out reforms in Egypt. Instead of a positive experience, he received complete disappointment, because American pragmatism, the construction of the American dream, did not correspond at all to what he wanted to see and what he had heard about before. Returning home to Egypt, he later became an influential figure in the creation of anti-Western fundamentalism.

This example shows that intentions do not always lead to the expected result, and therefore incorrectly designed exchange projects can lead to the opposite effect, which can even be negative from the point of view of public diplomacy. Many such examples can be given, starting from, in my opinion, the unsuccessful International Leadership Guest Program, which, by the way, was also implemented on the initiative of the USA, ending with the so-called programs "creating a leader of public opinion." Sometimes it happens that the individual nature of the experience gained during the

exchange can lead to negative consequences, in particular, it can provoke, in some sense, social isolation. Since everything depends on many conditions, the key of which is the one to which socio-cultural group this or that individual belongs.

The paradox of American soft power was revealed in the "Report of the US Advisory Service, Group on Public Diplomacy for the Arab and Muslim World", also known as the Djerejian Report, for former US ambassador to Syria and Israel Edward Djerejian, who led the delegation. A 2003 report stated: "Polls show that Arabs and Muslims admire the universal values that the United States stands for. They also admire our technology, our entrepreneurial spirit, and the achievements of Americans. In our travels to Arab countries, we have been told many times, what, we love Americans, but not what the American government does. This distinction is unrealistic because Americans elect their government and broadly support foreign policy, but saying we like you but don't like your politics offers hope for a transformed public diplomacy. Arabs and Muslims seem to support our values, but we believe that our policies do not correspond to them. The main project of public diplomacy is to resolve this contradiction through effective communication and intelligent monitoring of public opinion" [1, 5, 8, 15, 20].

Exchanges can function as a means of creating a good neighborly zone. As a rule, it concerns the implementation and association of individuals and institutions working in the same field. The exchange of experts between the Soviet Union and Eastern Europe was based on this approach and the possible antagonism between the socialist countries. Exchange can also take place in the form of organizing international group visits to discuss a specific topic. Thus, different people from different countries established cooperation among themselves, and thus their countries became culturally and spiritually closer [2, 3, 19].

Despite certain shortcomings, one of the most successful practices of implementing exchange programs in terms of public diplomacy is the experience of the US State Department. This network includes many students, Nobel laureates and actual heads of state. They participate in various scientific, cultural, economic and political exchanges. Programs are also created for teachers and schoolchildren, journalists from different countries of the world.

One of the good examples is the structural division called "Institute of American Studies on National Policy Formation in the Field of National Security". From the very beginning of its creation, it was focused on issues of formation of national and foreign policy of the United States. Paying attention to his exchange programs, you can see a clear plan of action:

- 1) determining the place of the United States in the international arena;
- 2) worldwide coverage of political events from the point of view of the USA;
- 3) search for a balance of forces in international relations;
- 4) implementation of programs with refugees.

It is important to note that the participants of this project received not only experience, but also a result – the creation of their own community. A community that will unite people from all countries and encourage them to support the concept of US national and international security. So, it is possible to cite many more examples of how these or other programs influenced the development of international relations, but summing up a little, we can say that exchange programs of various levels are the most modern and effective means of public diplomacy. One of the largest centers of exchange programs is the United States and the European Union. Their programs are very attractive to society, as exchange program participants get valuable experience, access to various databases, libraries, opportunities to find work. Exchange programs are important for students, because for them it is not only an opportunity to gain new knowledge, but also to see abroad and possibly prove themselves in another country.

As for Ukraine, such a phenomenon as public diplomacy is quite new for our country. Starting from 2015, the mass media could hear about the institutionalization of this direction and its

practical application. Although, in my opinion, even then everything remained at the level of words, since no specific changes took place then. Despite the fact that political interest is drawn more and more in this direction, almost nothing is done specifically to put public diplomacy into action. Only certain actions take place, which are more aimed at information coverage, and not at specific implementation.

As noted by the current Minister of Foreign Affairs Dmytro Kuleba: "Where official diplomacy is forced to speak behind closed doors, public diplomacy speaks openly – in conference halls, galleries, apartments, concert halls, squares and streets. Where the door will not be opened to official diplomacy, public diplomacy will be hospitably invited to enter." It is true, but a kind of vacuum still exists in Ukraine. Public diplomacy is often interpreted incorrectly, perceiving it as a one-sided "policy", an "instrument" of traditional diplomacy, etc. In addition, the terms public and cultural diplomacy or public diplomacy and soft power are sometimes used interchangeably; experts also pointed out this problem [9].

It is worth remembering that public diplomacy is a communication strategy of the state. Therefore, this direction should be integrated into the communication system, spread by the state to the international arena, so that its foreign policy interests are realized. As Vasyl Myroshnychenko said, "Cultural diplomacy is a part of public diplomacy, which is much broader. In addition to the cultural, within the framework of the public there are expert, scientific and sports ones. The role of civil society and business is important. Public diplomacy is closely related to the development of the media, because public diplomacy is primarily communication. The emergence of social networks has created new opportunities for the state to communicate with citizens of foreign countries in real time without any extra costs." The Ministry of Foreign Affairs of Ukraine is not the only one working to shape public diplomacy with its exchange programs. Currently, many institutions are being created in Ukraine, which in one way or another contribute to the development of public diplomacy in Ukraine. The creation of these institutions of a new model helps Ukraine to conduct work in the diplomatic sphere more productively, qualitatively, and efficiently. An example of such an institution is the National Research Fund of Ukraine. The fund was established in 2018 with the aim of ensuring the integration of the national research space of Ukraine into the world one, including and through scientific representation abroad. After all, at this stage, academic mobility, as well as high-quality scientific research, is most often financed by foreign donors, and the presence of scientists who are affiliated with Ukrainian, not foreign institutions, at well-known international scientific events is limited.

Despite the fact that the activities of the Ukrainian Institute of National Remembrance, which has existed since 2014, are mostly perceived in Ukraine through the prism of domestic tasks, this institution is also important for public diplomacy of Ukraine. It is the Ukrainian Institute of National Remembrance, among others, that is involved in the creation of messages that Ukraine broadcasts to the world. It is primarily about historical narratives related to Ukraine, popularization of outstanding historical personalities, defense of human rights and freedoms. By organizing international conferences, the Institute promotes the process of knowledge exchange [4].

In addition to these institutes and the Ministry of Foreign Affairs, it is very important that the public itself takes an active part in promoting its own interests and shows maximum activity. In Ukraine, there are various public organizations, cultural centers, Ukrainian diasporas all over the world, as well as people who in one way or another tell about the history of our country, traditions, starting with writers, ending with actors, musicians.

Perhaps 400 years ago, only force was valued in international relations. Now, at the modern stage, education and knowledge are decisive for any society. In connection with regionalization and globalization, the formation of a single global educational space is simply necessary. If we take into

account the European region, then a joint educational program can contribute to the growth of mobility of students and schoolchildren or professionals of their trade (teachers, technicians, etc.).

Academic mobility increases a person's opportunities to acquire professional skills, self-realization becomes much easier, and it also contributes to improving the quality and quantity of labor resources for the national economy. There can be only one conclusion, the number of students who would study and receive education abroad should be increased. Because youth is the very foundation on which a country can be built.

Returning to the European Union, we can say that educational mobility here is provided by a number of programs that have very good funding [11–13, 18]. One of the most famous is the Erasmus program, which has been used by more than 1 million citizens of EU countries. On the one hand, it is very profitable, and on the other hand, despite all the advantages, support and funding from the EU, many higher education institutions of Ukraine ignored this opportunity and only units that have connections with foreign universities used it.

It is necessary to make some investments and, in general, replenish the national budget of the country. If we take professors and teachers into account, then in this case mobility will help to avoid one of the main problems that exists in every post-Soviet country - the backwardness of the domestic university system, which occurs either due to insufficient qualifications, or due to a lack of funding and lack of special equipment for conducting seminars, lectures, etc.

Adaptation of the education system to European criteria will allow Ukraine to better ensure the development of academic mobility in higher education. At the current stage, the development of academic mobility in Ukraine involves: 1) the opening of international branches in the university system; 2) creation of an information base on the spread of academic mobility; 3) dissemination of educational plans; 4) development of web cooperation; 5) creation of various systems that would help to use the theoretical principles of academic mobility in practice; 6) organization of services for adaptation of students; 7) ensuring a decent level of training of our students; 8) professional development; 9) subordination of the Ukrainian system to international standards.

So far, all this remains more at the declarative level, and therefore it is difficult to talk about any great experience and large-scale and systematic use of these principles in practice.

Integrating into the international space of higher education and research space, contributing to the development and improvement of their educational qualifications, higher educational institutions can enter into direct agreements with foreign institutions of higher education. This contributes to the mobility of students and the development of cooperation between universities.

Thus, we can conclude that Ukraine needs to very quickly, and most importantly qualitatively, follow the points and conditions of the so-called Bologna process, which aims to create a system of national academic mobility, its base.

It is positive that Ukraine cooperates with such prominent countries as the USA, Great Britain, China, etc. This is due to the fact that these countries provide more opportunities for students, graduate students to acquire relevant, and not only basic, knowledge. teachers We should also not forget about cooperation with such less rich countries as Poland, Moldova, etc. These countries are neighbors with which it is very important to cooperate at the regional level. A faster integration of our educational systems, and therefore an increase in the effectiveness of international cooperation between us, is possible precisely through academic mobility. Academic mobility is the most developed form of internationalization of education, which contributes to the integration of a person into the world community within the framework of educational systems. It provides access to educational achievements of all countries of the world, and also contributes to the formation of competences, which are one of the components of an individual's self-realization in society. A properly formed system of academic mobility will become one of the key tools of Ukraine's public diplomacy, maximizing its foreign policy development.

Results. Ukrainian diplomacy is certainly a very important mechanism in the implementation of academic mobility of students. On the one hand, diplomacy is a complex system that is implemented in the foreign policy arena and affects the development of close relations between the governments of states. In turn, academic mobility is a separate component based on gaining experience and some internationalization of the educational program of Ukraine.

This year will be 30 years of Ukraine's independence. It has come a long way from one of the republics of the Soviet Union to an individual actor on the international stage. It is impossible not to note that the path was thorny and had many obstacles. In order to draw conclusions and determine the prospects for the development of Ukrainian diplomacy, it will be appropriate to consider the stages of the formation of Ukrainian diplomacy and academic mobility of students during this period of time.

In fact, in 1991, Ukraine announced to the world that it was becoming a new independent state claiming a position in the international community. At that time, it was difficult to say anything about prospects, since Ukrainian society had only a word and a desire to step on the right path and achieve high positions on the world stage. However, many steps were declarative or half-hearted.

A vivid example of this can be the not very productive diplomatic negotiations regarding Ukraine's accession to the EU.

During the presidency of L. Kuchma, when this process began, it was as if conscious, but remained only a declaration. From the point of view of the government at that time, all this was supposed to reconcile the people and stabilize the position of the ruling apparatus. A significant problem was also the fact that the authorities, trying to fulfill one clause of the contract, lost in another. .

In the past, Ukrainian diplomacy and academic mobility were at a very low level. There was no strategy for the implementation of the principles and directions of the foreign policy strategy. There were not only resources that would be needed for this, but also people who could raise the diplomatic vector of development to a qualitatively new level. There were no schools that could teach the use of the word as a modern weapon; there were no mechanisms through which it would be possible to explain to the community what was really necessary.

The situation today has changed, but no significant changes have taken place. Experts believe that in the period from 2015 to 2019, there was a real breakthrough in Ukrainian diplomacy, in particular public diplomacy, which is a qualitative turn compared to the past. This direction began to acquire a systemic character, thanks to the active activity of the Ministry of Foreign Affairs of Ukraine.

In the average mind, not everyone still understands how public diplomacy can be properly used and what is its potential and necessity for every developed country in the conditions of globalization. That is, the actions of Ukrainian representatives abroad are not always properly coordinated, and programs that introduce foreigners to Ukrainian culture in one way or another are not developed and are almost never financed.

For example, various monitoring activities were carried out in Ukraine, although the development of the very model of building Ukrainian public diplomacy has not been completed. This can also be observed in the election campaigns of all presidents. Referring to the law of Ukraine, namely "On the principles of domestic and foreign policy", public diplomacy is not mentioned as the main vector of development, but it is clarified that foreign policy is aimed at increasing the reputation and authority of Ukraine in the international arena.

In 2015, the Ministry of Foreign Affairs of Ukraine announced a new direction of its work - public diplomacy. A new unit is being created, which means that they are starting to implement public diplomacy as the main mechanism for popularizing Ukraine in the world: "Public diplomacy

of Ukraine has become a reality. Taking into account the experience already gained, together with other authorities and public diplomacy, we will be even more active in telling the world about Ukraine ", noted Pavlo Klimkin in connection with the creation of the Office [7, 11].

This concept of public diplomacy has the following tasks:

- 1) development of relations with the community, associations and foreign media;
- 2) improving the image, creating projects that are broadcast abroad;
- 3) coordination, support and financing by the authorities of actions aimed at popularizing the image of Ukraine in the world.

One could think that the matter started from a dead point, but this project was very quickly frozen for a long five years.

In 2020, the Ministry of Foreign Affairs of Ukraine for the first time begins work on the formation of a strategy for the implementation of public diplomacy. At the first meeting of experts and politicians, methods of strengthening Ukraine's influence on the international community, counteracting the negative stereotypes formed in the world community about Ukraine, and improving the competence of Ukrainian diplomats in various parts of the world were considered [12].

During this meeting, experts in the fields of foreign policy, diplomacy, and communication worked on how to properly use the opportunities of the modern world and minimize costs for unnecessary content. However, it is still too early to draw conclusions about the effectiveness of the implementation of expert opinion. However, the latest actions of the Ministry of Foreign Affairs of Ukraine are inspiring. At least there are concrete non-declarative steps in the implementation of the strategy of public diplomacy. On January 14, 2020, the Ministry launched the bright "UkraineNow" website. Considering that the public diplomacy strategy was formed only in the fall of 2020, the launch of such a thoughtful and bright site already in January 2021 seems to be a great and lively start. Consider that since 2015 there have been almost no steps.

Regarding academic mobility as a specific tool of Ukrainian public diplomacy, positive developments have already begun to take place. Already from this "UkraineNow" website, it can be seen that the Ministry of Foreign Affairs of Ukraine has focused on three areas in its strategy: tourism, investment and training. The foreign audience can now personally see the benefits of studying in Ukraine, having the main information in front of them, concentrated on one site. "Today, the formation of a positive image of Ukraine abroad is associated with a number of challenges, including those caused by the pandemic. But closed borders and quarantine restrictions should not stand in the way of advancing Ukraine's foreign policy interests. On the contrary, thanks to global digitalization, new opportunities are opening up for Ukraine, in particular, the creation of digital content", – emphasized the First Deputy Minister of Foreign Affairs, Emine Japarova.

Whether the creation of the site is only the first step in the development of academic mobility as a tool of public diplomacy, or whether it is another action without a systematic continuation, the future will show.

At the height of diplomatic relations:

1. Rethinking "public diplomacy". Public diplomacy is understood as the interaction of two different cultures in order to maintain and improve the social life of the population. Now we have what some ordinary citizens understand by diplomacy to be completely different, namely, ordinary diplomacy, which requires a lot of expenses. Although it seemed that the world survived two world wars, everything ended with the implementation of public diplomacy strategies (for example, mutual exchanges of students between France and Germany), which means that it is an incredibly important and integral component of every modern system of international relations.

A clear example of the correct use of this concept is the US system. A whole network of diplomatic missions, associations, institutions, etc. operates in the United States. They

systematically work in the right direction, because they have a clear task – spreading information about American culture, promoting the "American dream", that is, they are engaged in advertising their country, which has a very positive effect on the creation of stereotypes and makes foreigners want to visit America. In American society, it is not often that you hear that a person wants to leave the USA forever and go, for example, to Ukraine or some underdeveloped country, because they may have certain prejudices against Ukraine. Conversely, our society, in particular, most students always dream of visiting the USA, living and working there. This shows that the promotion of public diplomacy according to the American system is happening correctly, which cannot be said about Ukraine. Therefore, to begin with, it is necessary to start work on the analysis of conceptual categories and then start from opportunities, improve information strategies for the development of diplomacy.

2. Using the language factor. Knowledge of language plays one of the most important roles in building relations between countries. In Ukraine, a very small number of people, officials, and most importantly students know at least one foreign language at a high level. This is a very big problem, because public diplomacy is based on what a person says, how a person says it, and most importantly, to whom they say it. A vivid example that demonstrates how knowledge of a language or its study affects the construction of a diplomatic strategy is the cooperation between China and Moldova. It was the language factor in 2002 that played an important role in the acceptance of Chinese culture by Moldovan society. A faculty was opened, where all information, plans, and education were read in Chinese. The presence of Chinese studios in the country became one of the factors that helped the local community to better perceive Chinese culture. Now there are systematic events held between these countries, which indicates good diplomatic relations.

Therefore, it is very important to develop the system of learning foreign languages in Ukraine. This is very important for students, especially those studying in specialties related to the development of international relations.

3. Promotion of academic mobility. Academic mobility directly results from whether a student, student or teacher knows a foreign language and whether universities have funding and cooperation with a foreign contingent. This is a problem of almost every university in the country, that there are very few programs and a small number of participants who can take part in these programs. S. Kuznets, this university cooperates with French universities, there are various employment programs, job fairs, etc. Also, the university actively cooperates with the international youth organization IAESec, which every year works to increase student internships and training in different countries of the world. Still, this is not enough to say that the academic mobility of students is at a normal level. The state needs to promote exchanges more, increase funding for such events, adopt the European system of higher education. Youth is the future engine of progress, and if they are not given the opportunity to develop, the country can stand still forever.

4. Review of the diplomatic strategy and its implementation in practice. At the moment, Ukraine has a foreign policy strategy that in no way corresponds to modern conceptual principles. Politics is not moving forward in terms of the development of new technologies for building relationships, which is now noticeable. Therefore, you need to immediately review your priorities and set yourself the following tasks:

- spread positive stereotypes about Ukraine;
- begin to use all possibilities of political levers;

The most important thing to do is to build a system that will not only work on words, but will show its competitiveness on the international stage. According to the ambassador for extraordinary assignments Dmytro Kuleba, "the foundation of public diplomacy should be the triad of key practices: culture, image, mass media. These components need to be combined into one structure so that they work in a synergistic effect. The press service should not be the old state press

service that deals with the distribution of statements, the organization of briefings and answers to journalists' inquiries. The new name of the department ("media relations") means a new function: the departments of image projects and cultural diplomacy generate content that the press service employees have to convey to the media in a broad sense – so that the information reaches online platforms, opinion leaders, social networks, mass media"

So that foreigners understand what Ukrainian culture is, and most importantly, what new and better things they can borrow from Ukraine.

5. Broadcasting to the Ukrainian society the plan of cooperation in the international arena. When it comes to public diplomacy, academic mobility, in general, the government cannot solve all the questions about how to introduce or implement this or that principle, independently behind closed doors. There is always a need for dialogue at the public level. The public must be involved, because in this way a significant knowledge base can be gathered, which can then be used to create a plan that will meet all the requirements and will be effective within the country's capabilities.

6. Implementation of a specific plan of action on the international arena. The last and very important stage, in my opinion. The action plan for the implementation of public diplomacy should be started with neighboring countries that have already cooperated in one way or another, are more or less familiar with Ukrainian society, and are culturally close to us. Therefore, it will be easier to establish contact and convince that Ukraine is starting a new page in history.

The main thing is to set priorities, to accept the fact that public diplomacy will take a lot of time, because the country's reputation can take decades to develop. It will be necessary to always modernize, use your maximums and develop.

An example of how the results of such a form of public diplomacy as exchanges can manifest can be found in a review by researcher Philip Seib: "Consider the example of a 19-year-old girl who comes to your country for a year as part of an academic exchange program that is part of your public diplomacy. A young girl gets a good experience and returns home with positive thoughts about your country. What result of this can be seen later? Now let's say that she becomes the prime minister of her country for 30 years in a row, and her policy towards your country is strongly influenced, in a positive way, by her experience gained while participating in that exchange program. This is a success of public diplomacy, but it will take 30 years before the result can be seen... Unlike the elements of modern diplomacy, which require lightning-fast actions and quick results, the seeds sown by exchange programs need time to germinate and bear fruit" [15, 16, 20].

Thus, it can be argued that exchange programs and public diplomacy in Ukraine are at a low level. However, it should be noted that there are also positive developments related to the recent activities of the Ministry of Foreign Affairs of Ukraine. A large part of society still lives in the past, in which conversation was not as valued as weapons or something else. In order for prospects to appear, it is necessary to immediately start actively doing everything in order to reach a qualitatively new level of public diplomacy: carefully study the experience of other countries, improve media communications by diversifying communication channels, conduct outreach work among foreigners abroad and in Ukraine, improve the study of foreign languages, adapt the educational system to world standards of higher education, organize special funds and create state programs for the development of academic mobility, possibly open educational branches abroad.

Discussions & Conclusions. The work considered, analyzed and systematized the modern component of public diplomacy. The main object of analysis was the public diplomacy of Ukraine. The peculiarities of the current situation with exchange programs in the context of the development of public diplomacy of Ukraine were determined.

Recommendations on improving the system of exchanges and establishing public diplomacy of Ukraine were also proposed. Thanks to the implementation of the given recommendations for improving the system of public diplomacy, it seems possible to effectively build the reputation of

Ukraine on the international arena in the future. Correctly set tasks, increased interest in this political component on the part of the government, and further improvement of the strategy will make it possible to attract the attention of the mass foreign public to Ukraine.

It was found that the main problems of Ukraine on the way to the implementation of public diplomacy are the prevalence of declarativeness and the lack of large-scale state funding of academic mobility programs that can actually cooperate with a foreign contingent.

As an example of the implementation of high-quality public diplomacy for comparison with the public diplomacy of Ukraine, the public diplomacy of the USA with its specialized institutes and exchange programs aimed at supporting and improving the reputation of this country in the international arena was considered. As a conclusion, it can be argued that Ukraine should not completely copy the US exchange system. A similar mechanism already exists in Ukraine, but it simply does not work at its maximum capacity yet.

Official Ukrainian sources dealing with public diplomacy were analyzed, and based on them, tasks were formulated, the fulfillment of which could lead to the improvement of the modern Ukrainian system of exchanges. Research in this direction can be continued. It can be a study not only of what role exchange programs play in public diplomacy, but also how they influence or may influence the politics of Ukraine in the future.

The prospects of further research, according to the author, consist in a more detailed study of all the nuances of building a diplomatic strategy of Ukraine in the context of various programs. Since it is the nuances that make it possible to study the problem more qualitatively and to form several ways of solving it, because in such important matters, alternativeness and variability are always important.

The practical significance of this research lies in the fact that the analysis made in the work and the results obtained became the basis of my recommendations for improving the system of exchanges as a tool of public diplomacy of Ukraine.

Thus, the concept of public diplomacy was analyzed in the work, taking into account different interpretations; the importance and significance of the active application of public diplomacy is revealed; taking into account the experience of leading countries (USA and EU countries), the advantages and risks of using exchange programs were considered; the past development, current state and prospects of Ukrainian public diplomacy are analyzed with an emphasis on promising exchange programs in Ukraine; developed and systematized methodological recommendations for improving the status of exchange programs as a tool of public diplomacy of Ukraine.

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