

**Ministry of Education and Science of Ukraine
Lutsk National Technical University**



**GLOBAL INITIATIVES AND INTERNATIONAL
DEVELOPMENT PRACTICE**

Methodical instructions
for practical classes and independent work for applicants
of the second (master's) level of higher education
of the educational program "International Economic
Relations"
Field of knowledge – C “Social Sciences, Journalism, and
Information”
Specialty – C1 “Economics and International Economic
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Head of the Department of Economics and International Economic Relations _____ O.M. Shubalyi

Compiled by: _____ L.V. Korolchuk, PhD in Economics, Associate Professor of the Department of Economics and International Economic Relations, Lutsk National Technical University.

Reviewer: _____ A. I. Hordiichuk, PhD in Economics, Associate Professor of the Department of Economics and International Economic Relations, Lutsk National Technical University.

Responsible for the issue: _____ O.M. Shubalyi, Doctor of Economics, Professor, Head of the Department of Economics and International Economic Relations, Lutsk National Technical University.

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The publication contains an introduction, thematic planning of students' practical work, assignments, methodological advice, tests, questions for discussion, glossaries of key terms, questions for the examination recommended reading.

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INTRODUCTION

Contemporary international development takes place in an interconnected global environment characterized by economic interdependence, global inequality, geopolitical changes, technological transformation, environmental challenges and growing demands for sustainable development. These processes affect the development opportunities of countries and regions and require coordinated action by states, international organizations, financial institutions, businesses, civil society and local communities.

Global initiatives and international development cooperation are important instruments for addressing common challenges and supporting economic, social and environmental progress. They include financial assistance, technical cooperation, infrastructure development, institutional capacity building, innovation, trade and investment, and cross-border cooperation. Their effective implementation requires an understanding of international actors, financing mechanisms, project approaches, development diplomacy, geoeconomic factors, and monitoring and evaluation.

The purpose of the discipline is to form theoretical knowledge of the principles, mechanisms and instruments of international development and to develop practical skills in analysing, planning, implementing and evaluating international development initiatives at international, national, regional and local levels.

The main tasks are to master the basic concepts and approaches to international development; understand the role of international actors and development diplomacy; study development cooperation and financing mechanisms; acquire practical skills in project planning and implementation; analyse European initiatives, regional development and cross-border cooperation; understand the relationship between geopolitics, geoeconomics and development; and develop skills in monitoring and evaluating development initiatives, including those related to the recovery and development of Ukraine.

The object of study of the discipline is global and international development processes and initiatives at different levels of the global economic system.

The subject of study is the theoretical and practical principles, mechanisms and instruments of international development cooperation, development financing, development diplomacy, project implementation, European and regional initiatives, geoeconomic interaction, and monitoring and evaluation of development initiatives.

THEMATIC PLANNING OF THE COURSE

MODULE 1. GLOBAL FOUNDATIONS AND MECHANISMS OF INTERNATIONAL DEVELOPMENT

Practical Class 1

Topic 1. Global Development and the Contemporary International Development Agenda

Purpose of the practical class

The practical class aims to develop students' ability to understand the main concepts of global and international development, analyse global inequalities and contemporary development challenges, and apply the Sustainable Development Goals (SDGs) as a framework for analysing development problems.

Learning outcomes

After completing the practical class, students should be able to:

- explain the concepts of global and international development;
- identify major changes in approaches to international development;
- analyse differences in development levels between countries and regions;
- identify major global development challenges;
- explain the role of the SDGs;
- apply development indicators to a practical case;
- formulate conclusions based on economic and social evidence.

2. Instructions for Practical Work

Before completing the tasks, students should review the lecture material on:

- the concepts of global and international development;
- the evolution of development approaches;
- global inequality;
- contemporary development challenges;
- the Sustainable Development Goals;
- current trends in international development.

When analysing a development problem, students should consider at least three dimensions:

Economic → Social → Environmental

Students should support their conclusions with relevant statistical indicators, examples or other available evidence.

3. Practical Tasks

Task 1. Understanding the Concept of Development

Complete the table by explaining how the understanding of international development has changed over time.

Development approach	Main characteristics	Main priorities
Economic growth approach		
Basic needs approach		
Human development approach		
Sustainable development approach		
Contemporary integrated approach		

Instruction: Identify the main difference between an approach focused primarily on economic growth and an approach based on sustainable human development.

Task 2. Comparing Development Levels

Select **two countries with different levels of economic and social development**.

Compare them using at least five indicators, for example:

- GDP per capita;
- economic growth;
- unemployment;
- life expectancy;
- poverty;
- education;
- access to basic services;
- environmental indicators.

Complete the table:

Indicator	Country A	Country B	Main difference
GDP per capita			
Life expectancy			
Unemployment			
Poverty			
Education indicator			

Instruction: Do not limit the analysis to GDP. Explain why economic development cannot be fully measured by one economic indicator.

Task 3. Analysis of Global Inequality

Consider the following situation:

Country A has relatively high income per capita, developed infrastructure and broad access to education and healthcare. Country B has considerably lower income, limited infrastructure and restricted access to some basic services.

Identify at least **four possible causes of the development gap** between the countries.

Consider:

- historical factors;
- access to resources;
- institutions and governance;
- human capital;
- infrastructure;
- international trade and investment;
- geographical conditions;
- technological development.

Then answer:

Which factors can be influenced by international development cooperation, and which are more difficult to change in the short term?

Task 4. Major Global Development Challenges

Choose **one contemporary global development challenge**, such as:

- poverty and inequality;
- climate change;
- food insecurity;
- energy insecurity;
- migration;
- limited access to healthcare;
- digital inequality;
- unemployment;
- water scarcity.

Analyse it according to the following scheme:

Problem → Causes → Consequences → Countries/regions affected
→ **Possible international responses**

Prepare a short conclusion explaining why the selected problem requires international cooperation.

Task 5. Sustainable Development Goals

Select **three SDGs** that are particularly relevant to the development of a country or region of your choice.

For each SDG, identify:

1. the development problem it addresses;

2. the main target of the SDG;
3. possible indicators of progress;
4. examples of international development initiatives that could contribute to its achievement.

Use the following structure:

SDG	Development problem	Possible indicator	Possible international initiative
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4. Analytical Case

Case: Development of a Peripheral Region

A peripheral region has relatively low investment, limited transport connectivity, a high proportion of small enterprises and a declining working-age population. At the same time, the region has tourism potential, agricultural resources and a geographical position that could facilitate cross-border trade.

An international development programme is considering financial support for the region.

Tasks

1. Identify the main **economic, social and environmental development problems**.
2. Identify the region's main **development opportunities**.
3. Propose three priorities for international development support.
4. Select two or three relevant SDGs.
5. Suggest three indicators that could be used to evaluate the results of the programme.
6. Explain what risks could prevent the initiative from achieving its objectives.

Expected result

Students should prepare a short **development profile of the region** and present their proposed priorities and indicators.

5. Questions for Discussion

1. What is the difference between global and international development?
2. How has the concept of development changed over time?
3. Why is economic growth alone insufficient to measure development?
4. What are the main dimensions of sustainable development?
5. What are the major sources of global inequality?
6. Which global development challenges are most interconnected?
7. Why is international cooperation necessary for addressing global development problems?

8. What is the role of the SDGs in the contemporary international development agenda?
9. How can international development initiatives contribute to reducing regional inequalities?
10. Why should development policies consider economic, social and environmental factors simultaneously?

6. Independent Work of Students

Task 1. Theoretical Preparation

Prepare concise written answers to the following questions:

1. Define global development and international development.
2. Explain the main stages in the evolution of development approaches.
3. Identify the main dimensions of sustainable development.
4. Explain the concept of global inequality.
5. Describe the role of the SDGs in international development.

Task 2. Individual Analytical Assignment

Choose **one country or region** and prepare a short development profile. The profile should include:

- general economic characteristics;
- major social characteristics;
- key environmental challenges;
- main development problems;
- development opportunities;
- relevant SDGs;
- possible international development priorities.

Recommended length: 2–3 pages.

Task 3. Independent Research

Select one current international development initiative and analyse:

1. Who implements the initiative?
2. Who finances it?
3. What development problem does it address?
4. Who are the target groups?
5. What are the expected results?
6. Which SDGs does it support?
7. How could its effectiveness be evaluated?

Students should use reliable statistical or institutional sources.

7. Self-Assessment Tests

Test 1

Which concept refers to the improvement of economic, social and environmental conditions over time?

- A. International trade
- B. International development
- C. Economic competition
- D. Market integration

Correct answer: B

Test 2

Which of the following best explains why GDP per capita alone cannot fully measure development?

- A. GDP does not measure international trade
- B. GDP does not reflect all social, environmental and quality-of-life dimensions
- C. GDP can only be calculated for developed countries
- D. GDP measures only government expenditure

Correct answer: B

Test 3

Which three dimensions are traditionally associated with sustainable development?

- A. Economic, social and environmental
- B. Political, military and technological
- C. Financial, commercial and diplomatic
- D. Industrial, agricultural and financial

Correct answer: A

Test 4

Which statement best describes global inequality?

- A. Differences only in GDP between countries
- B. Unequal distribution of income, resources, opportunities and development conditions
- C. Differences only in international trade
- D. Differences in population size

Correct answer: B

Test 5

What is the main purpose of the Sustainable Development Goals?

- A. To regulate international trade
- B. To provide a global framework for sustainable development
- C. To replace national development policies
- D. To establish a single global economic system

Correct answer: B

Test 6

Which of the following is an example of an output of an international development project?

- A. Increased regional competitiveness
- B. Improved quality of life

- C. 200 people completing a training programme
- D. Reduced regional inequality

Correct answer: C

Test 7

A development programme improves access to education, healthcare and employment opportunities. Which concept best describes this approach?

- A. Human development
- B. Trade liberalisation
- C. Financial integration
- D. Market competition

Correct answer: A

Test 8

Which factor can contribute to persistent differences in development between countries?

- A. Human capital
- B. Institutional capacity
- C. Infrastructure
- D. All of the above

Correct answer: D

Test 9

Why is international cooperation important for sustainable development?

- A. Global development challenges often cross national borders
- B. National governments cannot have development policies
- C. International organisations replace national institutions
- D. Sustainable development concerns only international organisations

Correct answer: A

Test 10

Which of the following is an example of an environmental dimension of development?

- A. Export growth
- B. Employment growth
- C. Reduction of greenhouse gas emissions
- D. Increase in foreign investment

Correct answer: C

8. Glossary of Key Terms

Term	Definition
Global development	The process of economic, social, institutional and environmental change at the global level.

Term	Definition
International development	Cooperation and actions aimed at improving development conditions across countries and regions.
Sustainable development	Development that meets present needs while preserving the ability of future generations to meet their needs.
Global inequality	Unequal distribution of income, resources, opportunities and development outcomes among countries, regions or population groups.
Human development	An approach that focuses on expanding people's opportunities, capabilities and quality of life.
Economic growth	An increase in the production of goods and services in an economy over time.
Development cooperation	Cooperation between countries and international actors aimed at supporting economic, social and institutional development.
SDGs	Sustainable Development Goals adopted as a global framework for sustainable development.
Development indicator	A measurable variable used to assess development conditions or progress.
Poverty	A condition in which individuals or households lack sufficient resources to meet basic needs and participate fully in society.
Human capital	Knowledge, skills, education and abilities that contribute to individual and economic productivity.
Globalisation	The increasing interconnectedness of economies, societies and markets across countries.
Inequality	Unequal distribution of income, resources, opportunities or outcomes.
Development challenge	A major economic, social, environmental or institutional problem that limits development.
Development agenda	A set of major priorities, objectives and actions shaping international development policy.
Sustainable development goals	A set of global goals addressing major economic, social and environmental development challenges.

9. Expected Student Competencies

After completing the practical and independent work for Theme 1, students should be able to:

- interpret basic development indicators;
- compare development conditions between countries and regions;
- identify major development problems and their causes;
- distinguish economic growth from broader development;
- apply the economic, social and environmental dimensions of sustainable development;
- connect development problems with relevant SDGs;
- formulate evidence-based conclusions;
- identify possible areas for international development cooperation.

Recommended reading: [2, 3, 4, 5, 7, 8 basic; 11 additional]

Practical Class 2

Topic 2. Global Initiatives, International Actors and Development Diplomacy

Purpose of the practical class

The practical class aims to develop students' understanding of global initiatives and the main actors involved in international development. Students will learn to identify the functions and interests of different actors, analyse stakeholder relationships and understand the role of development diplomacy in international cooperation.

Learning outcomes

After completing the practical class, students should be able to:

- explain the concept of a global initiative;
- identify the main actors of international development;
- distinguish between states, international organisations, international financial institutions and non-state actors;
- explain the role of the EU and regional integration organisations;
- identify the main functions of development actors;
- explain the concept of development diplomacy;
- analyse stakeholder interests and relationships;
- propose mechanisms for international partnership and coordination.

2. Instructions for Practical Work

Before completing the tasks, students should review the lecture material on:

- global initiatives and their main types;

- international development actors;
- states and international organisations;
- international financial institutions;
- regional integration organisations;
- the EU as an international development actor;
- non-state actors;
- development diplomacy;
- international partnerships and stakeholder coordination.

When analysing an international development initiative, students should identify:

Actors → Interests → Functions → Resources → Relationships → Possible cooperation

It is important to distinguish between an actor's **formal role** and its **actual contribution** to a development initiative.

3. Practical Tasks

Task 1. Identifying International Development Actors

Classify the following organisations and institutions according to their role in international development:

- national government;
- United Nations;
- World Bank;
- European Union;
- European Investment Bank;
- local government;
- non-governmental organisation;
- multinational corporation;
- university;

Complete the table:

Actor	Type of actor	Main function	Possible contribution to development
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Instruction: Explain why international development usually requires interaction between several types of actors.

Task 2. Actors, Interests and Resources

Choose one international development initiative and identify at least four participating actors.

Analyse them according to the following scheme:

Actor	Main interest	Main resources	Expected
Government			
International organisation			
Private sector			
Local authority/NGO			

Instruction: Identify areas where the interests of the actors coincide and areas where they may differ.

Task 3. Stakeholder Mapping

Imagine that an international project is being prepared to improve transport connectivity between two neighbouring regions.

Identify at least eight stakeholders.

Place them into a **Power–Interest Matrix**:

High interest Low interest

High power

Low power

Then answer:

1. Which stakeholders should be closely involved?
2. Which stakeholders should be regularly informed?
3. Which stakeholders may require additional motivation?
4. Which stakeholders may create risks for implementation?

Task 4. Development Diplomacy

Analyse the following situation:

A donor country intends to finance a regional development programme in a partner country. The recipient government wants to prioritise infrastructure, while the donor places greater emphasis on environmental standards, institutional reform and transparency.

Answer the following questions:

1. What are the main interests of the donor?
2. What are the main interests of the recipient?
3. Where can their interests overlap?
4. What issues may require negotiation?
5. What diplomatic mechanisms could help achieve agreement?
6. How can mutual interests be incorporated into the project?

4. Analytical Case

Case: International Partnership for Regional Development

A Ukrainian border region plans to establish an international programme supporting small and medium-sized enterprises. The proposed initiative involves a regional authority, local municipalities, an EU institution, an international financial institution, universities and private companies.

Tasks

1. Identify the main stakeholders.
2. Define their interests.
3. Identify the resources that each stakeholder can provide.
4. Determine the potential conflicts of interest.
5. Propose a coordination mechanism.
6. Identify which actors should participate in strategic decision-making.
7. Explain how development diplomacy could contribute to the implementation of the initiative.

Expected result

Prepare a **stakeholder map** and a **short partnership strategy** for the proposed initiative.

5. Questions for Discussion

1. What is a global development initiative?
2. What types of global initiatives can be distinguished?
3. Who are the main international development actors?
4. What functions do international organisations perform?
5. What is the role of international financial institutions?
6. Why are regional integration organisations important for development?
7. What role can local authorities play in international development?
8. What is development diplomacy?
9. How does development diplomacy differ from traditional diplomatic activity?
10. Why can the interests of donors and recipients differ?
11. What is stakeholder coordination?
12. Why is mutual accountability important for international partnerships?

6. Independent Work of Students

Task 1. Actor Profile

Choose one international development actor and prepare a short profile including:

- institutional status;
- main objectives;
- areas of activity;
- financial or other resources;

- development instruments;
- geographical scope;
- examples of development initiatives.

Task 2. Global Initiative Analysis

Choose one international development initiative and analyse:

1. Who initiated it?
2. Who implements it?
3. Who finances it?
4. Who are the beneficiaries?
5. What are the main objectives?
6. What interests do the main actors have?
7. What mechanisms of coordination are used?

Task 3. Development Diplomacy

Prepare a short analytical note on the role of diplomacy in supporting an international development initiative.

The analysis should include:

- the actors involved;
- their interests;
- possible areas of negotiation;
- mechanisms of coordination;
- expected results.

Recommended length: 2–3 pages.

7. Self-Assessment Tests

Test 1

Which of the following is an international development actor?

- A. Only national governments
- B. Only international organisations
- C. Governments, international organisations, businesses and civil society
- D. Only financial institutions

Correct answer: C

Test 2

What is an international financial institution primarily concerned with?

- A. Providing financial and development support through loans, investments or other instruments
- B. Conducting diplomatic negotiations only
- C. Regulating national elections
- D. Managing local government administration

Correct answer: A

Test 3

What is bilateral development cooperation?

- A. Cooperation between two countries
- B. Cooperation between several international organisations
- C. Cooperation only between private companies
- D. Cooperation between two municipalities within one country

Correct answer: A

Test 4

What is development diplomacy?

- A. The use of diplomatic interaction to support development cooperation and international partnerships
- B. The replacement of economic policy by foreign policy
- C. The regulation of domestic taxation
- D. The management of international trade statistics

Correct answer: A

Test 5

Who is a stakeholder in an international development project?

- A. Only the project manager
- B. Any actor that can affect or be affected by the project
- C. Only the project donor
- D. Only government institutions

Correct answer: B

Test 6

What is the main purpose of stakeholder analysis?

- A. To identify actors, their interests, influence and possible involvement
- B. To calculate GDP
- C. To determine exchange rates
- D. To eliminate all project risks

Correct answer: A

Test 7

Which principle is important for effective international partnerships?

- A. Mutual accountability
- B. Complete independence of all participants
- C. Absence of coordination
- D. Exclusion of local stakeholders

Correct answer: A

Test 8

Why can development initiatives involve diplomatic negotiations?

- A. Because actors may have different interests and priorities
- B. Because development projects cannot have financial components
- C. Because international organisations cannot cooperate directly
- D. Because local authorities cannot participate in development projects

Correct answer: A

8. Glossary of Key Terms

Term	Definition
Global initiative	An organised international effort aimed at addressing a development problem or achieving a common development objective.
International development actor	An institution, organisation or other stakeholder that participates in international development processes.
International organisation	An organisation established by states or other international actors to pursue common objectives.
International financial institution (IFI)	An institution that provides financial resources and other support for development and investment.
Regional integration organisation	An organisation through which countries cooperate and integrate economically or politically within a region.
Development diplomacy	Diplomatic activity aimed at supporting development cooperation, partnerships and shared development objectives.
Stakeholder	An individual, group or organisation that can affect or be affected by a project or policy.
Coordination	The organisation of activities and decisions among different actors to achieve common objectives.
Mutual accountability	The principle that partners are jointly responsible for commitments, results and the use of resources.
Donor	A country or organisation providing financial, technical or other development support.
Recipient	A country, institution, region or organisation receiving development support.
Non-state actor	An actor other than a national government, such as an NGO, business, university or civil society organisation.
Power–Interest Matrix	A tool used to classify stakeholders according to their influence and level of interest.
International partnership	Cooperation between actors from different countries or international institutions to achieve shared objectives.

Recommended reading: [2, 7, 9 *basic*; 1, 2, 6 *additional*; 1, 5, 7 *online resources*]

Practical Class 3

Topic 3. International Development Cooperation and Development Financing

Purpose of the practical class

The practical class aims to develop students' ability to distinguish the main forms and instruments of international development cooperation and to select appropriate financing mechanisms for different development initiatives.

Learning outcomes

After completing the practical class, students should be able to:

- explain the principles of international development cooperation;
- distinguish bilateral and multilateral cooperation;
- explain the concept of Official Development Assistance (ODA);
- distinguish grants, loans and technical assistance;
- explain the role of development finance institutions;
- understand the concept of blended finance;
- identify the interests and priorities of donors;
- select an appropriate financing mechanism for a development project.

2. Instructions for Practical Work

When analysing a development financing mechanism, students should consider:

Purpose → Recipient → Financing instrument → Conditions →

Risks → Expected results

The choice of financing instrument should depend on the nature of the project, its expected economic and social returns, the capacity of the recipient and the risk level.

Students should distinguish between **financing**, **technical support** and **institutional capacity building**, as these instruments can be combined within one development initiative.

3. Practical Tasks

Task 1. Forms of Development Cooperation

Compare bilateral and multilateral development cooperation.

Criterion	Bilateral cooperation	Multilateral cooperation
Number of main partners		
Typical actors		

Criterion	Bilateral cooperation	Multilateral cooperation
Decision-making		
Financing		
Advantages		
Possible limitations		

Instruction: Explain why countries may use both forms of cooperation simultaneously.

Task 2. Comparing Financing Instruments

Complete the table:

Instrument	Main characteristics	Repayment required?	Typical use
Grant			
Loan			
Concessional loan			
Technical assistance			
Guarantee			
Blended finance			

Then answer:

Which instruments are more appropriate for projects that generate direct financial returns, and which may be more appropriate for social or institutional development?

Task 3. Selecting a Financing Instrument

For each situation, select one or more potentially appropriate financing instruments.

Situation A

A municipality needs funds to reconstruct a school and improve energy efficiency.

Situation B

A small innovative company needs support to develop a new digital product.

Situation C

A developing region needs technical expertise to reform its public administration.

Situation D

A large infrastructure project requires significant long-term investment and involves substantial financial risks.

For each case, explain your choice.

Task 4. Donor and Recipient Priorities

Imagine that a donor organisation is considering financing a regional development programme.

The donor is interested in:

- sustainable development;
- transparency;
- institutional capacity;
- measurable results.

The recipient region is interested in:

- infrastructure;
- employment;
- investment;
- economic growth.

Identify:

1. common interests;
2. different priorities;
3. possible areas of negotiation;
4. possible financing instruments;
5. mechanisms for monitoring results.

4. Analytical Case

Case: Financing a Regional Development Project

A border region plans to implement a €10 million development project combining:

- transport infrastructure;
- SME support;
- digitalisation;
- professional training;
- environmental improvements.

The project involves a public authority, an international financial institution, a donor organisation and private businesses.

Tasks

1. Identify which components could potentially be financed through grants.

2. Identify which components could potentially use loans.

3. Determine where technical assistance would be useful.

4. Explain where private capital could be involved.

5. Propose a possible combination of financing instruments.
6. Identify the main financial and implementation risks.
7. Explain why blended finance could be considered.

Expected result

Prepare a **preliminary financing structure** for the project and justify the proposed combination of instruments.

5. Questions for Discussion

1. What is international development cooperation?
2. What are its main principles?
3. What is the difference between bilateral and multilateral cooperation?
4. What is Official Development Assistance?
5. What is a grant?
6. How does a loan differ from a grant?
7. What is technical assistance?
8. What is the role of development finance institutions?
9. What is blended finance?
10. Why can private capital be important for development?
11. What factors influence donor priorities?
12. Why can the interests of donors and recipients differ?
13. Why is financing structure important for project sustainability?

6. Independent Work of Students

Task 1. Financing Instrument Analysis

Choose one financing instrument and prepare a short analytical description covering:

- definition;
- main characteristics;
- advantages;
- limitations;
- typical areas of application;
- potential risks;
- example of application in international development.

Task 2. Donor Profile

Choose one international development donor or development finance institution.

Analyse:

- main areas of activity;
- geographical priorities;
- financing instruments;
- target beneficiaries;

- types of projects supported;
- main development priorities.

Task 3. Project Financing Proposal

Develop a preliminary financing plan for a hypothetical international development project.

The proposal should include:

- project objective;
- estimated financing requirement;
- proposed financing instruments;
- possible donor(s);
- possible private-sector participation;
- expected results.

Recommended length: 2–3 pages.

7. Self-Assessment Tests

Test 1

What is bilateral development cooperation?

- A. Cooperation between two countries
- B. Cooperation among several international organisations
- C. Cooperation only between private companies
- D. Cooperation between two projects

Correct answer: A

Test 2

Which statement best describes a grant?

- A. Financial support that normally does not require repayment
- B. A commercial loan with market interest
- C. A guarantee provided by a private company
- D. A form of technical assistance only

Correct answer: A

Test 3

What is a loan?

- A. Financial resources that normally must be repaid according to agreed conditions
- B. A non-financial advisory service
- C. A donation that cannot have conditions
- D. A stakeholder analysis tool

Correct answer: A

Test 4

What is technical assistance?

- A. Provision of expertise, knowledge, training or advisory support
- B. A form of commercial lending

- C. A tax instrument
D. A trade agreement

Correct answer: A

Test 5

What does ODA generally refer to?

- A. Official Development Assistance
B. Official Domestic Administration
C. Organisation for Development Analysis
D. Overseas Development Agreement

Correct answer: A

Test 6

What is blended finance?

- A. Combining public or development finance with private capital or other financing sources
B. Financing provided exclusively by commercial banks
C. A system based only on grants
D. A form of international taxation

Correct answer: A

Test 7

What is one important function of development finance institutions?

- A. Supporting development and investment through financial instruments and expertise
B. Organising national elections
C. Managing diplomatic missions
D. Regulating cultural policy

Correct answer: A

Test 8

Which factor should influence the choice of a financing instrument?

- A. Project objectives and financial characteristics
B. The colour of the project logo
C. The number of project pages
D. The personal preferences of the project coordinator only

Correct answer: A

8. Glossary of Key Terms

Term	Definition
International development cooperation	Cooperation among countries and other actors aimed at supporting economic, social and institutional development.
Bilateral cooperation	Development cooperation between two countries or their institutions.

Term	Definition
Multilateral cooperation	Cooperation involving several countries or international institutions.
Official Development Assistance (ODA)	Official external assistance intended to support the economic development and welfare of developing countries and territories.
Grant	Financial support that generally does not require repayment.
Loan	Financial resources provided with an obligation to repay according to agreed conditions.
Concessional loan	A loan provided on more favourable terms than those normally available on commercial markets.
Technical assistance	Expertise, training, advisory services and other forms of non-financial support.
Development finance institution	An institution that provides financing and other support for development and investment.
Donor	An actor providing financial, technical or other development assistance.
Recipient	An actor receiving development assistance or financing.
Private capital	Investment resources provided by private companies, investors or financial institutions.
Blended finance	The strategic combination of development finance with private or other sources of finance.
Guarantee	A financial instrument that reduces the risk of loss for a lender or investor under specified conditions.
Development financing	Financial resources mobilised to support development projects, programmes and institutions.
Financing mechanism	A method or structure through which financial resources are provided and managed.

Recommended reading: [2, 4, 6, 8 *basic*; 6, 10, 13 *additional*; 3, 5, 9 *online resources*]

Practical Class 4

Topic 4. Implementation of International Development Initiatives: From Problem Identification to Sustainability

Purpose of the practical class

The practical class aims to develop students' practical skills in designing and planning international development initiatives. Students will learn to identify development problems, analyse needs and stakeholders, formulate objectives and expected results, plan activities and resources, and identify risks and sustainability mechanisms.

Learning outcomes

After completing the practical class, students should be able to:

- apply the project approach to international development;
- identify development problems and their causes;
- conduct a basic needs analysis;
- identify target groups and stakeholders;
- formulate SMART objectives;
- distinguish activities, outputs, outcomes and impact;
- prepare a basic implementation plan;
- identify and assess project risks;
- propose sustainability mechanisms.

2. Instructions for Practical Work

When developing a project proposal, students should follow the logical sequence:

Problem → Needs → Target groups → Objectives → Activities → Outputs → Outcomes → Impact

The proposed project should demonstrate a clear relationship between the development problem and the expected results.

Students should avoid confusing:

- **activities** with outputs;
- **outputs** with outcomes;
- **outcomes** with impact.

Objectives should be specific and measurable whenever possible.

3. Practical Tasks

Task 1. Problem Tree

Choose one development problem, for example:

- youth unemployment;
- limited SME competitiveness;
- weak transport connectivity;
- digital inequality;

- insufficient energy efficiency;
- environmental degradation.

Construct a **Problem Tree** containing:

Main problem → Causes → Consequences

Then identify:

1. the central development problem;
2. at least three direct causes;
3. at least three consequences;

4. which causes could be addressed through an international development project.

Task 2. Needs and Target Groups

Based on the problem identified in Task 1, determine:

- the main development needs;
- direct target groups;
- indirect beneficiaries;
- institutions involved;
- groups that may be particularly vulnerable.

Complete the table:

Category	Description
Main problem	
Main need	
Direct target group	
Indirect beneficiaries	
Relevant institutions	
Other stakeholders	

Task 3. Formulating Objectives and Results

Transform the identified problem into a project objective.

Develop:

1. one overall objective;
2. three specific objectives;
3. several activities for each objective;
4. expected outputs;
5. expected outcomes.

Use the following structure:

Objective → Activities → Outputs → Outcomes

Then formulate one objective according to the **SMART** principle.

Task 4. Planning Activities and Resources

Choose one specific objective and prepare a basic implementation plan.

Activity	Responsible actor	Resources	Time period	Expected output
----------	-------------------	-----------	-------------	-----------------

Identify:

- human resources;
- financial resources;
- material resources;
- information and knowledge resources;
- partner contributions.

Task 5. Risk Register

Identify at least five risks that could affect the project.

Risk	Probability	Impact	Response	Responsible actor
------	-------------	--------	----------	-------------------

For each risk, select an appropriate response:

- avoidance;
- mitigation;
- transfer;
- acceptance.

Task 6. Sustainability

Identify how the project could continue producing benefits after external financing ends.

Analyse four dimensions:

- financial sustainability;
- institutional sustainability;
- social sustainability;
- environmental sustainability.

Complete:

Sustainability dimension	Proposed mechanism
--------------------------	--------------------

Financial

Institutional

Social

Environmental

4. Integrated Analytical Case

Case: Cross-Border SME Support Initiative

Two neighbouring regions want to establish a joint initiative to support small and medium-sized enterprises.

The regions face several problems:

- limited access to markets;
- insufficient cooperation between SMEs;
- lack of information about international funding;
- limited digital skills;
- weak cross-border business networks.

The proposed project may include:

- training programmes;
- business networking events;
- digital tools;
- advisory services;
- joint business promotion;
- cooperation between universities and businesses.

Tasks

Develop a preliminary project concept.

1. Formulate the main development problem.
2. Identify its causes.
3. Identify the target groups.
4. Formulate one overall objective.
5. Formulate three specific objectives.
6. Propose at least five activities.
7. Identify expected outputs.
8. Identify expected outcomes.
9. Identify at least five risks.
10. Propose sustainability mechanisms.
11. Suggest three indicators for monitoring project progress.

Expected result

Prepare a **mini project concept** containing a problem tree, objectives, activities, expected results, risks and sustainability mechanisms.

5. Questions for Discussion

1. What is the project approach to international development?
2. What are the main stages of the project life cycle?
3. Why is problem identification important?
4. What is needs analysis?
5. Who are target groups?
6. How do target groups differ from stakeholders?
7. What is a problem tree?
8. What makes an objective SMART?
9. What is the difference between an activity and an output?
10. What is the difference between an output and an outcome?

11. Why is resource planning important?
12. What is a project risk?
13. What is a risk register?
14. What are the main strategies for responding to risks?
15. What does project sustainability mean?
16. Why should sustainability be considered during project design rather than only after project completion?

6. Independent Work of Students

Task 1. Project Concept Note

Develop a short concept note for an international development project. The concept note should include:

- project title;
- development problem;
- needs;
- target groups;
- overall objective;
- specific objectives;
- main activities;
- expected outputs;
- expected outcomes;
- main stakeholders;
- potential risks;
- sustainability mechanisms.

Recommended length: 3–4 pages.

Task 2. Theory of Change

Prepare a simple Theory of Change for the proposed project:

Inputs → Activities → Outputs → Outcomes → Impact

For each stage, provide at least two examples.

Task 3. Risk and Sustainability Analysis

Prepare:

- a risk register containing at least five risks;
- proposed responses;
- sustainability measures;
- responsible actors.

Task 4. Individual Project Analysis

Choose an existing international development project and analyse its project cycle:

1. problem identification;
2. needs assessment;
3. project design;

4. implementation;
5. monitoring;
6. evaluation;
7. sustainability.

7. Self-Assessment Tests

Test 1

What is the first important step in designing a development project?

- A. Identifying the development problem and needs
- B. Purchasing equipment
- C. Conducting the final evaluation
- D. Closing the project

Correct answer: A

Test 2

What is a problem tree used for?

- A. Identifying problems, their causes and consequences
- B. Calculating project expenditure
- C. Selecting project staff
- D. Measuring exchange rates

Correct answer: A

Test 3

Who are direct target groups?

- A. Groups that directly benefit from or participate in project interventions
- B. All people in the world
- C. Only project donors
- D. Only government officials

Correct answer: A

Test 4

Which characteristic is part of the SMART approach?

- A. Specific
- B. Subjective
- C. Simple only
- D. Symbolic

Correct answer: A

Test 5

Which of the following is an output?

- A. A training programme delivered to 200 participants
- B. Increased competitiveness of participating firms
- C. Improved regional employment
- D. Long-term economic transformation

Correct answer: A

Test 6

Which of the following is an outcome?

- A. A training session conducted
- B. A report published
- C. Participants applying newly acquired skills in their work
- D. Project funds allocated

Correct answer: C

Test 7

What is a risk register?

- A. A structured record of identified risks and planned responses
- B. A list of project employees
- C. A financial statement
- D. A list of project beneficiaries only

Correct answer: A

Test 8

Which of the following is a risk mitigation strategy?

- A. Reducing the probability or impact of a risk
- B. Ignoring the risk
- C. Eliminating all project activities
- D. Increasing project uncertainty

Correct answer: A

Test 9

What does project sustainability mean?

- A. The ability of project benefits or results to continue after external support ends
- B. Completion of all activities within one month
- C. Spending the entire project budget
- D. Increasing the number of project documents

Correct answer: A

Test 10

Which sequence correctly represents the basic project logic?

- A. Problem → Needs → Objectives → Activities → Outputs → Outcomes
- B. Outputs → Problem → Activities → Needs
- C. Activities → Problem → Funding → Objectives
- D. Budget → Impact → Problem → Activities

Correct answer: A

8. Glossary of Key Terms

Term

Definition

Project

A temporary set of coordinated activities designed to achieve specific objectives and results.

Term	Definition
Project cycle	A sequence of stages through which a project is identified, designed, implemented, monitored and evaluated.
Needs assessment	A systematic analysis of existing problems, needs and gaps that require intervention.
Target group	The group directly intended to benefit from a project intervention.
Beneficiary	A person, group or organisation that receives direct or indirect benefits from a project.
Stakeholder analysis	The process of identifying stakeholders and analysing their interests, influence and potential involvement.
Problem tree	A tool for analysing a central problem, its causes and its consequences.
Objective	A specific result that a project seeks to achieve.
SMART objective	An objective that is Specific, Measurable, Achievable, Relevant and Time-bound.
Activity	An action undertaken to produce a planned project output.
Output	A direct and usually measurable product or service delivered by project activities.
Outcome	A change or benefit resulting from the use of project outputs.
Impact	A broader and longer-term change to which the project contributes.
Indicator	A measurable variable used to assess progress or achievement.
Baseline	The initial situation against which project progress can be measured.
Target	The planned level of achievement of an indicator.
Resource	Human, financial, material, technical or informational input required for implementation.
Work plan	A structured plan of activities, responsibilities, resources and time periods.
Milestone	A significant point or event used to monitor project progress.
Risk	An uncertain event or condition that may affect project objectives.

Term	Definition
Risk register	A structured document recording identified risks, their assessment and planned responses.
Risk mitigation	Actions aimed at reducing the probability or impact of a risk.
Risk avoidance	Changing the project approach to eliminate a particular risk.
Risk transfer	Shifting responsibility for managing a risk to another party, where appropriate.
Risk acceptance	A decision to tolerate a risk when further action is not justified or possible.
Sustainability	The capacity of project benefits and results to continue after external support ends.
Theory of Change	A logical explanation of how project activities are expected to contribute to outputs, outcomes and longer-term impact.
Project implementation	The process of carrying out planned activities and delivering project results.
Project monitoring	Continuous or regular collection and analysis of information about project implementation and progress.
Project evaluation	A systematic assessment of the relevance, effectiveness, efficiency, impact and sustainability of a project.

Recommended reading: [2, 9 *basic*; 6, 8, 9, 10 *additional*]

MODULE 2. GEOECONOMIC AND PRACTICAL DIMENSIONS OF INTERNATIONAL DEVELOPMENT

Practical Class 5

Topic 5. European Initiatives and Regional Development

Purpose of the Practical Class

The practical class aims to examine the role of the European Union in international development and neighbourhood cooperation; identify the main EU instruments and programmes supporting development; analyse Global Gateway and other strategic investment initiatives; understand the role of Interreg and cross-border cooperation; examine development initiatives targeted at peripheral and border regions; and develop students' skills in analysing the European and regional dimensions of international development initiatives.

Learning Outcomes

After completing the practical class, students should be able to:

- explain the role of the EU in international development and neighbourhood cooperation;
- identify major EU development instruments and programmes;
- distinguish different forms of EU financial and technical support;
- explain the main objectives of Global Gateway;
- describe the role of Interreg in regional and cross-border development;
- identify specific challenges and opportunities of peripheral and border regions;
- explain the role of regions and local communities in European development initiatives;
- assess the relevance of European development initiatives to Ukraine and Ukrainian regions.

3. Instructions for Practical Work

When analysing a European development initiative, students should consider the following sequence:

EU policy framework → Instrument/programme → Objectives → Actors → Financing → Target territory/groups → Expected results → Regional impact

Students should pay particular attention to the **territorial dimension** of development. An EU initiative may operate at the European, national, regional or local level, and different actors may have different responsibilities.

When assessing applicability to Ukraine, students should consider:

- development needs;
- institutional capacity;
- geographical and cross-border factors;
- infrastructure;
- economic potential;
- financing opportunities;
- sustainability;
- potential benefits for local communities.

4. Practical Tasks

Task 1. EU Instruments and Programmes

Identify the main EU instruments and programmes relevant to international development and regional development.

Complete the table:

EU instrument/programme	Main purpose	Main type of support	Main beneficiaries	Regional relevance
NDICI–Global Europe				
Interreg				
Global Gateway				
EIB financing				
Other programme				

Instruction: Explain how the instruments differ in terms of objectives, financing and beneficiaries.

Task 2. European Development and Neighbourhood Policy

Analyse the role of the EU in supporting development in neighbouring countries.

Identify:

1. main objectives of EU neighbourhood cooperation;
2. key areas of cooperation;
3. main types of support;
4. participating institutions;
5. possible benefits for partner countries;
6. possible implementation challenges.

Prepare a short scheme:

EU policy → Instruments → Partners → Projects → Development results

Task 3. Global Gateway

Analyse the **Global Gateway** initiative.

Identify:

- its main objectives;
- priority areas;
- possible financing mechanisms;
- participating European institutions;
- potential partner countries;
- expected development effects.

Complete:

Dimension

Analysis

Main objective

Priority sectors

Dimension**Analysis**

Financing mechanisms

Main actors

Potential development effects

Possible risks/challenges

Then explain why strategic infrastructure and connectivity can be important for international development.

Task 4. Interreg and Cross-Border Cooperation

Choose a cross-border development problem and propose an Interreg-type project to address it.

Possible areas:

- transport;
- environment;
- tourism;
- SME development;
- innovation;
- education;
- healthcare;
- digitalisation.

Complete:

Project element**Proposed solution**

Cross-border problem

Participating regions

Target groups

Main objective

Main activities

Expected outputs

Expected outcomes

Possible partners

Task 5. Peripheral and Border Regions

Choose one peripheral or border region.

Identify:

- economic challenges;
- social challenges;
- infrastructure problems;

- environmental issues;
- opportunities created by cross-border cooperation;
- European programmes that could support development.

Explain how the border can function simultaneously as:

a barrier → a filter → a connector

5. Analytical Case

Case: European Support for a Ukrainian Border Region

A Ukrainian border region has significant agricultural and tourism potential but faces problems with transport connectivity, limited investment, weak SME internationalisation and insufficient cooperation between local institutions and neighbouring EU regions.

A European development initiative is being considered to support the region.

Tasks

1. Identify the main development problems.
2. Identify the region's main development opportunities.
3. Select two or three potentially relevant EU instruments or programmes.
4. Explain why these instruments are appropriate.
5. Identify possible European, national, regional and local partners.
6. Propose three priority project activities.
7. Identify expected outputs and outcomes.
8. Identify potential implementation risks.
9. Explain how the initiative could contribute to long-term regional development.
10. Assess its potential relevance to Ukraine.

Expected Result

Prepare a **European Regional Development Initiative Profile** containing:

- development problem;
- selected EU instrument/programme;
- partners;
- activities;
- expected results;
- regional impact;
- risks;
- sustainability measures.

6. Questions for Discussion

1. What is the role of the EU in international development?

2. What is the relationship between EU development policy and neighbourhood cooperation?
3. Which EU instruments support international development?
4. What is the purpose of Global Gateway?
5. What are the main priority areas of Global Gateway?
6. What is Interreg?
7. Why is cross-border cooperation important for regional development?
8. What are the main challenges of peripheral regions?
9. How can cross-border cooperation transform peripheral regions?
10. What role can local governments play in European development initiatives?
11. Why is local ownership important?
12. Which European development instruments are potentially relevant to Ukrainian regions?

7. Independent Work of Students

Task 1. EU Programme Profile

Choose one EU programme or instrument and prepare a profile covering:

- objectives;
- priority areas;
- beneficiaries;
- financing mechanisms;
- participating institutions;
- territorial scope;
- potential relevance to Ukraine.

Task 2. Analysis of a European Initiative

Choose one European development initiative and analyse:

1. development problem;
2. objectives;
3. target groups;
4. financing;
5. implementing actors;
6. expected results;
7. regional effects;
8. sustainability.

Recommended length: 2–3 pages.

Task 3. Regional Applicability

Choose one Ukrainian region and identify:

- three major development needs;
- two relevant European initiatives or instruments;
- possible partners;

- expected benefits;
- potential implementation challenges.

8. Self-Assessment Tests

Test 1

What is one of the main roles of the EU in international development?

- A. Supporting development through policies, programmes, financing and partnerships
- B. Replacing all national development institutions
- C. Managing all national budgets
- D. Regulating global monetary policy

Correct answer: A

Test 2

What is Interreg primarily associated with?

- A. Cross-border and territorial cooperation
- B. Military cooperation
- C. Monetary policy
- D. National taxation

Correct answer: A

Test 3

Which area is associated with Global Gateway?

- A. Sustainable connectivity and infrastructure
- B. National election management
- C. Criminal justice only
- D. Agricultural taxation only

Correct answer: A

Test 4

Why are peripheral regions often targeted by development initiatives?

- A. They may face structural disadvantages in connectivity, investment and access to opportunities
- B. They always have lower environmental quality
- C. They are always economically isolated
- D. They cannot participate in international cooperation

Correct answer: A

Test 5

What is cross-border cooperation?

- A. Cooperation between neighbouring territories located in different countries
- B. Cooperation between companies within one city

- C. Cooperation between ministries of one country
- D. Cooperation only between international organisations

Correct answer: A

Test 6

What is local ownership?

- A. Meaningful involvement of local actors in designing and implementing development initiatives
- B. Exclusive control by an international donor
- C. Elimination of local institutions
- D. Financing only from local taxes

Correct answer: A

Test 7

Which actors can participate in a European regional development initiative?

- A. EU institutions, national governments, regions, municipalities, businesses and civil society
- B. Only EU institutions
- C. Only national governments
- D. Only private companies

Correct answer: A

Test 8

Which factor is particularly important when assessing whether a European initiative is applicable to a Ukrainian region?

- A. Development needs and institutional capacity
- B. The number of pages in the project proposal
- C. The size of the project logo
- D. The nationality of the project manager alone

Correct answer: A

9. Glossary of Key Terms

Term	Definition
EU development policy	EU policies and instruments aimed at supporting development, cooperation and sustainable development beyond the EU.
Neighbourhood cooperation	Cooperation between the EU and neighbouring partner countries aimed at supporting stability, development and closer relations.
EU instrument	A financial, institutional or policy mechanism used by the EU to achieve development and cooperation objectives.

Term	Definition
EU programme	An organised framework through which the EU provides support for specific policy or development objectives.
Global Gateway	An EU strategy supporting sustainable and reliable connectivity and investment in partner countries.
Interreg	EU framework supporting territorial and cross-border cooperation.
Cross-border cooperation	Cooperation between neighbouring regions or communities located in different countries.
Peripheral region	A region located relatively far from major economic centres and often facing structural disadvantages in connectivity or access to opportunities.
Border region	A territory located near or along an international border.
Territorial development	Development focused on the economic, social, institutional and environmental conditions of a specific territory.
Connectivity	The quality and availability of transport, digital, energy and other connections between territories.
Regional development	Economic, social, institutional and environmental development at the regional level.
Local ownership	Meaningful participation and responsibility of local actors in development initiatives.
Multi-level governance	Interaction and coordination among international, European, national, regional and local levels of governance.
Strategic investment	Investment directed towards sectors or infrastructure considered important for long-term development and connectivity.

Recommended reading: [2, 3, 5, 7 *basic*; 1, 2 *additional*; 1, 2, 3, 7, 9 *online resources*]

Practical Class 6

Topic 6. Geoeconomics and Diplomacy of International Development

Purpose of the Practical Class

The practical class aims to develop students' understanding of the relationship between geopolitics, geoeconomics and international development; analyse geoeconomic strategies of states from the perspective of national

economic interests; examine international development as an instrument of foreign and economic policy; understand the role of economic diplomacy and development diplomacy; identify competition for resources, markets, infrastructure and technologies; and analyse the strategic interests of donors and recipients.

Learning Outcomes

After completing the practical class, students should be able to:

- distinguish geopolitics and geoeconomics;
- explain their relationship with international development;
- identify major geoeconomic instruments;
- analyse national economic interests;
- explain the relationship between development cooperation and foreign policy;
- distinguish economic diplomacy from development diplomacy;
- identify areas of international economic competition;
- analyse the interests of donors and recipients.

3. Instructions for Practical Work

When analysing the geoeconomic dimension of an international development initiative, use the following sequence:

Actors → Resources → Economic interests → Strategic objectives → Instruments → Expected benefits → Possible conflicts

Students should distinguish between:

- **development objectives;**
- **economic interests;**
- **foreign-policy interests;**
- **strategic/geoeconomic interests.**

The same initiative may simultaneously have economic, development and diplomatic dimensions.

4. Practical Tasks

Task 1. Geopolitics, Geoeconomics and Development

Complete the table:

Concept	Main focus	Typical instruments	Relationship with development
Geopolitics			
Geoeconomics			
International development			

Then explain how the three concepts can interact in one international initiative.

Task 2. Geoeconomic Instruments

Identify how the following instruments can serve national economic interests:

- trade policy;
- foreign direct investment;
- development assistance;
- infrastructure financing;
- energy cooperation;
- technology partnerships;
- strategic connectivity.

Complete:

Instrument	Possible objective	economic	Possible effect	development
Trade				
Investment				
Infrastructure				
Energy				
Technology				

Task 3. Donor and Recipient Interests

Choose an international development initiative and identify:

Actor	Development interests	Economic interests	Strategic interests
Donor			
Recipient			
Regional/local actors			

Instruction: Identify areas of convergence and potential differences between the actors.

Task 4. Economic Diplomacy and Development Diplomacy

Compare the two concepts.

Criterion	Economic diplomacy	Development diplomacy
Main objective		
Main instruments		
Main actors		
Typical issues		

Criterion	Economic diplomacy	Development diplomacy
------------------	---------------------------	------------------------------

Expected results

Then explain why the two forms of diplomacy can overlap.

Task 5. Competition and Cooperation

Choose one area:

- critical resources;
- energy;
- transport corridors;
- digital infrastructure;
- technology;
- international markets.

Analyse:

1. Who are the main actors?
2. What are they competing for?
3. What are their economic interests?
4. What forms of cooperation are possible?
5. What risks may arise?

6. How can international development initiatives influence this relationship?

5. Analytical Case

Case: Strategic Infrastructure and Development

An international development institution proposes financing a major transport corridor connecting a landlocked region with international markets.

The project could:

- reduce transport costs;
- improve market access;
- attract investment;
- strengthen regional connectivity;
- create new trade opportunities.

At the same time, different countries may have different interests in the route.

Tasks

1. Identify the main stakeholders.
2. Identify their economic interests.
3. Identify possible geoeconomic interests.
4. Identify potential development benefits.
5. Identify possible areas of competition.
6. Identify possible areas of cooperation.

7. Explain the role of economic diplomacy.
8. Explain how development cooperation could support the project.

Expected Result

Prepare a **geoeconomic interest map** showing the main actors, interests, instruments and potential benefits.

6. Questions for Discussion

1. What is geopolitics?
2. What is geoeconomics?
3. How are geopolitics and geoeconomics related?
4. How can geoeconomic strategies influence development?
5. What are national economic interests?
6. Which instruments can states use to pursue geoeconomic objectives?
7. How can development assistance support foreign-policy objectives?
8. What is economic diplomacy?
9. What is development diplomacy?
10. How do economic diplomacy and development diplomacy differ?
11. Why do countries compete for resources and infrastructure?
12. Why are technologies increasingly important in geoeconomic strategies?
13. Why can donor and recipient interests converge?
14. Why can they also differ?

7. Independent Work of Students

Task 1. Geoeconomic Profile

Choose one country and analyse:

- major economic interests;
- key export markets;
- important resources;
- strategic infrastructure;
- investment priorities;
- technological interests;
- development cooperation priorities.

Task 2. Initiative Analysis

Choose an international development initiative and identify:

1. main participants;
2. development objectives;
3. economic interests;
4. strategic interests;
5. development instruments;
6. possible benefits;

7. potential conflicts.

Recommended length: 2–3 pages.

Task 3. Comparative Analysis

Compare the interests of a donor and recipient country in one international development project.

Identify:

- common interests;
- different interests;
- potential areas of negotiation;
- possible mutual benefits.

8. Self-Assessment Tests

Test 1

What is geoeconomics primarily concerned with?

- A. The use of economic instruments in pursuit of strategic interests
- B. The study of population growth only
- C. Domestic social policy
- D. Cultural exchange only

Correct answer: A

Test 2

Which is an example of a geoeconomic instrument?

- A. Infrastructure investment
- B. School examination
- C. Local cultural festival
- D. Population census

Correct answer: A

Test 3

What is economic diplomacy?

- A. Diplomatic activity supporting economic and commercial interests and relations
- B. Management of domestic education
- C. Administration of local governments
- D. Regulation of international tourism only

Correct answer: A

Test 4

What is one possible economic interest of a donor country?

- A. Supporting trade and investment opportunities
- B. Eliminating all international trade
- C. Preventing technological development
- D. Reducing economic connectivity

Correct answer: A

Test 5

What is one possible interest of a recipient country?

- A. Access to infrastructure, investment, technology and markets
- B. Reduction of development opportunities
- C. Elimination of international partnerships
- D. Restriction of all investment

Correct answer: A

Test 6

Why can development cooperation have a socioeconomic dimension?

- A. Development projects can influence trade, investment, infrastructure and connectivity
- B. Development cooperation has no economic effects
- C. Development projects are always political only
- D. Development cooperation excludes infrastructure

Correct answer: A

Test 7

What can create competition between countries?

- A. Access to resources, markets, infrastructure and technologies
- B. Similar educational programmes
- C. Academic cooperation alone
- D. Local cultural activities

Correct answer: A

Test 8

What is a possible basis for cooperation between donor and recipient?

- A. Convergence of development and economic interests
- B. Complete absence of interests
- C. Elimination of trade
- D. Refusal of investment

Correct answer: A

9. Glossary of Key Terms

Term	Definition
Geopolitics	The study of how geography, territory and strategic power influence international relations.
Geoeconomics	The use of economic instruments and relationships to pursue strategic and geopolitical objectives.
Geoeconomic strategy	A coordinated approach to using economic resources and instruments in pursuit of national strategic interests.

Term	Definition
National economic interest	An economic objective considered important for a country's prosperity, security and long-term development.
Economic diplomacy	Diplomatic activity aimed at supporting economic relations, trade, investment and other economic interests.
Development diplomacy	Diplomatic activity supporting international development cooperation and development partnerships.
Strategic interest	A long-term objective considered important for a country's economic, political or security position.
Economic instrument	A policy or financial tool used to influence economic relations or outcomes.
Infrastructure diplomacy	The use of infrastructure cooperation and investment as an instrument of international relations.
Resource competition	Competition among actors for access to economically or strategically important resources.
Market access	The ability of businesses or countries to enter and participate in a particular market.
Strategic connectivity	Connections through transport, energy, digital and other infrastructure that have long-term economic or strategic importance.
Technology transfer	The movement or sharing of technological knowledge, skills or technologies between organisations or countries.
Strategic partnership	Long-term cooperation based on shared or complementary strategic interests.
Mutual interests	Interests or objectives that are shared by two or more actors.

Recommended reading: [1, 2, 4, 9 *basic*; 2, 3, 5, 6 *additional*; 1, 4, 5, 8, 9 *online resources*]

Practical Class 7

Topic 7. Global Markets and International Development under Conditions of Instability

Purpose of the Practical Class

The practical class aims to develop students' understanding of international market conditions and the factors influencing their development; identify major global economic trends; analyse the effects of geopolitical conflicts, crises and sanctions on international markets; examine transformations

in global supply chains and international trade; introduce basic methods of analysing and forecasting market trends; and develop students' skills in scenario analysis and identification of risks and opportunities.

Learning Outcomes

After completing the practical class, students should be able to:

- identify the main factors affecting international market conditions;
- analyse major global economic trends;
- explain how geopolitical events affect markets;
- analyse the effects of crises and sanctions;
- identify changes in international supply chains;
- apply basic methods of market analysis;
- distinguish between forecasting and scenario analysis;
- identify development risks and opportunities under conditions of

instability.

3. Instructions for Practical Work

Market analysis should follow the sequence:

Market conditions → Main drivers → Trends → Risks → Opportunities → Possible scenarios

Students should consider both economic and geopolitical factors, including:

- economic growth;
- inflation;
- interest rates;
- exchange rates;
- energy prices;
- trade flows;
- investment flows;
- geopolitical tensions;
- sanctions;
- supply-chain disruptions;
- technological change.

When making a forecast, students should clearly distinguish between:

observed data → identified trend → assumptions → forecast/scenario

4. Practical Tasks

Task 1. Analysis of International Market Conditions

Choose one international market, such as:

- energy;
- agricultural commodities;

- transport services;
- information technologies;
- financial services;
- manufactured goods.

Identify the main factors influencing the market.

Factor	Direction of influence	Possible effect
Economic growth		
Demand		
Supply		
Prices		
Exchange rates		
Geopolitical factors		
Technology		

Task 2. Global Economic Trends

Identify three major global economic trends affecting international development.

For each trend, explain:

1. its main characteristics;
2. its causes;
3. its potential effects on countries;
4. possible opportunities;
5. possible risks.

Task 3. Geopolitical Shocks and Markets

Analyse a hypothetical geopolitical crisis affecting an important international trade route.

Determine:

- immediate market effects;
- medium-term effects;
- possible changes in prices;
- effects on trade;
- effects on investment;
- possible changes in supply chains;
- potential effects on developing economies.

Task 4. Supply Chain Analysis

Choose a product and map its international supply chain.

Identify:

Raw materials → Production → Processing → Transport → Distribution → Final market

Then identify:

1. critical points;
2. possible bottlenecks;
3. alternative suppliers;
4. alternative routes;
5. major risks;
6. possible diversification strategies.

Task 5. Forecasting Exercise

Select one market indicator, for example:

- commodity price;
- export volume;
- import volume;
- investment flow;
- exchange rate;
- demand.

Using available historical data, identify:

- general trend;
- periods of significant change;
- possible causes;
- short-term direction.

Prepare a simple forecast for the next period and clearly state the assumptions behind it.

Task 6. Scenario Analysis

Develop three scenarios for the selected market:

Scenario A — Relative stability

Scenario B — Moderate instability

Scenario C — Severe disruption

Complete:

Scenario	Main assumptions	Risks	Opportunities	Expected market effect
Stability				
Moderate instability				
Severe disruption				

5. Analytical Case

Case: International Development Project under Market Instability

An international development project aims to establish a logistics and trade-support centre in a border region.

The project was designed under relatively stable market conditions. During implementation:

- transport costs increase;
- energy prices become volatile;
- one important trade route becomes less reliable;
- investors become more cautious;
- demand in an important foreign market decreases.

Tasks

1. Identify the main external risks.
2. Explain how each risk can affect the project.
3. Identify which risks are short-term and which may be structural.
4. Develop three possible scenarios.
5. Identify opportunities that could emerge from market changes.
6. Propose measures to increase project resilience.
7. Explain how the project could be adapted to changing market conditions.

Expected Result

Prepare a **short market risk and scenario analysis** for the selected development initiative.

6. Questions for Discussion

1. What are international market conditions?
2. Which factors influence global market dynamics?
3. What are the main global economic trends?
4. How can geopolitical conflicts affect international markets?
5. What are the economic effects of sanctions?
6. Why are supply chains vulnerable to external shocks?
7. What is supply-chain diversification?
8. What is market forecasting?
9. What is the difference between a forecast and a scenario?
10. Why can forecasts be uncertain?
11. What is scenario analysis?
12. How can instability create development opportunities?
13. How can countries increase economic resilience?

7. Independent Work of Students

Task 1. Market Analysis

Choose one international market and prepare an analytical profile covering:

- market characteristics;
- recent trends;
- major influencing factors;
- geopolitical risks;
- trade and investment dimensions;
- development opportunities;
- possible future scenarios.

Task 2. Supply Chain Analysis

Choose one internationally traded product and analyse its supply chain.

Identify:

- main suppliers;
- production locations;
- transport routes;
- major markets;
- critical dependencies;
- possible disruptions;
- diversification options.

Task 3. Forecast and Scenario Analysis

Choose one market indicator and prepare:

- a brief historical analysis;
- identified trend;
- assumptions;
- short-term forecast;
- alternative scenario;
- key risks.

Recommended length: 3–4 pages.

8. Self-Assessment Tests

Test 1

Which factor can directly influence international market conditions?

- A. Exchange rates
- B. School curriculum
- C. Local cultural traditions only
- D. Number of university students

Correct answer: A

Test 2

What is a supply chain?

- A. A network of activities and actors involved in producing and delivering goods or services
- B. A national tax system

- C. A diplomatic agreement
- D. A financial market only

Correct answer: A

Test 3

What can geopolitical conflict cause?

- A. Disruptions in trade, investment and supply chains
- B. Automatic economic growth
- C. Elimination of market risks
- D. Guaranteed price stability

Correct answer: A

Test 4

What is supply-chain diversification?

- A. Reducing dependence on a single supplier, route or location
- B. Concentrating all production in one location
- C. Eliminating international trade
- D. Reducing the number of suppliers to one

Correct answer: A

Test 5

What is a forecast?

- A. An estimate of a future development based on data, assumptions and analytical methods
- B. A description of past events only
- C. A political statement without evidence
- D. A project budget

Correct answer: A

Test 6

What is scenario analysis?

- A. Examination of possible future situations based on different assumptions
- B. Calculation of one guaranteed future outcome
- C. Analysis of historical data only
- D. Elimination of uncertainty

Correct answer: A

Test 7

Why can sanctions affect international development?

- A. They can influence trade, investment, financial flows and access to goods or technologies
- B. They affect only cultural relations
- C. They have no economic effects
- D. They automatically increase investment

Correct answer: A

9. Glossary of Key Terms

Term	Definition
International market	A market in which economic transactions take place across national borders.
Market conditions	The combination of economic, financial, political and other factors influencing market activity.
Market dynamics	Changes in demand, supply, prices, trade and other market variables over time.
Global economic trend	A significant and relatively persistent direction of change in the global economy.
Geopolitical risk	The possibility that geopolitical events or tensions will negatively affect economic activity or development.
Economic crisis	A significant disruption in economic activity, often involving output, employment, finance or trade.
Sanctions	Restrictions imposed on countries, organisations or individuals to influence behaviour or policy.
Supply chain	A network of organisations, processes and routes involved in producing and delivering goods or services.
Supply-chain disruption	A significant interruption or delay in the normal functioning of a supply chain.
Diversification	The strategy of reducing dependence on a limited number of markets, suppliers, products or routes.
Market forecasting	The process of estimating future market developments using data and analytical methods.
Scenario analysis	Examination of possible future developments under different assumptions.
Market risk	The possibility that changes in market conditions will negatively affect an economic activity or project.
Economic resilience	The capacity of an economy or organisation to absorb shocks and adapt to changing conditions.
Trade flow	The movement of goods and services between countries or markets.
Investment flow	The movement of investment capital between countries or economic sectors.
Volatility	The degree to which a variable such as price or exchange rate changes over time.

Recommended reading: [1, 4, 5, 6, 8 *basic*; 4, 6, 12, 13 *additional*; 3, 4, 5, 8, 9, 10 *online resources*]

Practical Class 8

Topic 8. Monitoring and Evaluation of International Development Initiatives

Purpose of the Practical Class

The practical class aims to develop students' understanding of the principles and instruments of monitoring and evaluation of international development programmes and projects; distinguish between outputs, outcomes and impact; examine methods for assessing the effectiveness of development initiatives; assess risks and sustainability of development results; analyse the role of international development initiatives in Ukraine's recovery; and develop skills of conducting a comprehensive critical assessment of a real international development initiative.

Learning Outcomes

After completing the practical class, students should be able to:

- distinguish monitoring from evaluation;
- identify appropriate development indicators;
- distinguish outputs, outcomes and impact;
- assess project relevance, effectiveness and efficiency;
- identify risks affecting development results;
- assess the sustainability of project results;
- analyse development initiatives related to Ukraine's recovery;
- formulate evidence-based conclusions and recommendations.

3. Instructions for Practical Work

When evaluating an international development initiative, students should use the following sequence:

Objectives → Indicators → Baseline → Targets → Actual results → Evaluation criteria → Conclusions → Recommendations

Students should distinguish between:

- **monitoring** — regular tracking of implementation and progress;
- **evaluation** — systematic assessment of the initiative and its results.

When assessing effectiveness, students should compare **planned results with actual results** and provide evidence for their conclusions.

4. Practical Tasks

Task 1. Monitoring and Evaluation

Compare monitoring and evaluation.

Criterion	Monitoring Evaluation
------------------	------------------------------

Purpose

Timing

Main questions

Data

Main users

Typical result

Then explain why both functions are necessary for international development projects.

Task 2. Outputs, Outcomes and Impact

Consider the following project:

An international project provides digital skills training to unemployed young people.

Identify:

- three activities;
- three outputs;
- three outcomes;
- one or two potential long-term impacts.

Complete:

Level	Example
--------------	----------------

Activity

Output

Outcome

Impact

Task 3. Indicators

Develop indicators for the project described above.

Result	Indicator	Baseline	Target
---------------	------------------	-----------------	---------------

Training delivered

Skills improved

Employment opportunities increased

Instruction: Make indicators specific and measurable where possible.

Task 4. Evaluation Criteria

Assess a selected development initiative according to five criteria:

- relevance;

- effectiveness;
- efficiency;
- impact;
- sustainability.

Complete:

Criterion	Guiding question	Assessment
Relevance	Does the initiative address a real development need?	
Effectiveness	Were the objectives achieved?	
Efficiency	Were resources used appropriately?	
Impact	What broader changes resulted?	
Sustainability	Are the results likely to continue?	

Task 5. Risk and Sustainability Assessment

Identify five risks that could threaten the long-term results of a development initiative.

For each risk, determine:

- probability;
- potential impact;
- mitigation measure;
- effect on sustainability.

Task 6. International Development and Ukraine's Recovery

Choose one area of Ukraine's recovery:

- infrastructure;
- energy;
- housing;
- healthcare;
- education;
- business development;
- digitalisation;
- regional development;
- environmental recovery.

Identify:

1. major development needs;
2. possible international partners;
3. possible project objectives;
4. expected results;
5. indicators;

6. major risks;
7. sustainability mechanisms.

5. Analytical Case

Case: Evaluating an International SME Support Initiative

An international development initiative was designed to support small and medium-sized enterprises in a Ukrainian region.

The project planned to:

- train 300 entrepreneurs;
- provide advisory support;
- help enterprises develop export strategies;
- establish business networking activities.

At the end of the implementation period:

- 280 entrepreneurs completed training;
- 190 enterprises received advisory support;
- 75 enterprises developed export strategies;
- 40 enterprises entered new foreign markets.

Tasks

1. Identify the main outputs.
2. Identify possible outcomes.
3. Suggest indicators for measuring project performance.
4. Compare planned and actual results.
5. Assess the effectiveness of the project.
6. Identify information needed to assess efficiency.
7. Identify possible long-term impacts.
8. Assess the sustainability of the results.
9. Identify possible risks.
10. Formulate three recommendations for future initiatives.

Expected Result

Prepare a **short evaluation report** containing:

- results;
- indicators;
- assessment;
- risks;
- sustainability;
- conclusions;
- recommendations.

6. Questions for Discussion

1. What is monitoring?
2. What is evaluation?

3. What is the difference between monitoring and evaluation?
4. What are development indicators?
5. What are outputs?
6. What are outcomes?
7. What is impact?
8. Why are baseline data important?
9. What is effectiveness?
10. What is efficiency?
11. What is relevance?
12. What is sustainability?
13. Why is risk assessment important?
14. How can the effectiveness of development initiatives in Ukraine be evaluated?
15. What indicators can be used to assess regional recovery?
16. Why should evaluation include both quantitative and qualitative information?

7. Independent Work of Students

Task 1. Evaluation of a Real Initiative

Choose one international development project or programme and analyse:

- objectives;
- target groups;
- activities;
- outputs;
- outcomes;
- indicators;
- financing;
- risks;
- sustainability;
- overall results.

Task 2. Evaluation Matrix

Prepare an evaluation matrix containing:

- evaluation criterion;
- evaluation question;
- indicator;
- data source;
- method of assessment;
- expected conclusion.

Task 3. Ukraine Recovery Initiative

Choose one international initiative supporting Ukraine's recovery.
Analyse:

1. development problem;
2. target region/group;
3. international partners;
4. objectives;
5. financing;
6. expected results;
7. indicators;
8. risks;
9. sustainability;
10. contribution to regional or national development.

Recommended length: 3–4 pages.

8. Self-Assessment Tests

Test 1

What is monitoring?

- A. Regular collection and analysis of information about project implementation and progress
- B. Final judgement only
- C. Financial auditing only
- D. Project design

Correct answer: A

Test 2

What is evaluation?

- A. Systematic assessment of the relevance, effectiveness, efficiency, impact and sustainability of an initiative
- B. Daily recording of attendance
- C. Budget preparation only
- D. Recruitment of project staff

Correct answer: A

Test 3

Which is an output?

- A. 300 people completing a training programme
- B. Improved employment prospects
- C. Increased regional competitiveness
- D. Long-term economic transformation

Correct answer: A

Test 4

Which is an outcome?

- A. Training materials produced
- B. Participants applying newly acquired skills in their businesses
- C. Training session conducted
- D. Project website created

Correct answer: B

Test 5

What is an impact?

- A. A broader and longer-term change to which a project contributes
- B. A single project activity
- C. A training session
- D. A project meeting

Correct answer: A

Test 6

What does effectiveness measure?

- A. The extent to which planned objectives and results were achieved
- B. The number of project employees
- C. The size of the project office
- D. The number of meetings

Correct answer: A

Test 7

What does efficiency examine?

- A. The relationship between resources used and results achieved
- B. Only the number of beneficiaries
- C. The political importance of a project
- D. The duration of international negotiations

Correct answer: A

Test 8

What is sustainability?

- A. The likelihood that project benefits and results will continue over time
- B. Completion of all project activities
- C. Spending the entire budget
- D. Increasing the number of project documents

Correct answer: A

Test 9

Why is a baseline important?

- A. It provides the initial situation against which progress can be measured
- B. It determines the project logo
- C. It replaces project indicators
- D. It eliminates all project risks

Correct answer: A

9. Glossary of Key Terms

Term	Definition
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Monitoring	Regular collection and analysis of information on project implementation and progress.
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Term	Definition
Evaluation	Systematic assessment of the relevance, effectiveness, efficiency, impact and sustainability of an initiative.
Development indicator	A measurable variable used to assess development conditions or project progress.
Output	A direct product or service delivered through project activities.
Outcome	A change or benefit resulting from the use of project outputs.
Impact	A broader and longer-term change to which an intervention contributes.
Baseline	The initial level or situation used as a reference for measuring change.
Target	The planned level of achievement of an indicator.
Effectiveness	The extent to which an initiative achieves its intended objectives and results.
Efficiency	The relationship between resources used and results achieved.
Relevance	The extent to which an initiative addresses identified needs and priorities.
Impact assessment	Analysis of broader changes associated with an intervention.
Sustainability	The extent to which benefits and results continue after external support ends.
Risk assessment	Identification and analysis of factors that may negatively affect results.
Evaluation criterion	A principle or dimension used to assess the quality or performance of an intervention.
Evaluation method	A systematic approach used to collect and analyse evidence for evaluation.
Quantitative data	Numerical information that can be measured and statistically analysed.
Qualitative data	Non-numerical information such as interviews, observations and stakeholder perspectives.
Mixed-methods evaluation	An evaluation combining quantitative and qualitative methods.

Term	Definition
Recovery	The process of restoring and developing economic, social, institutional and physical systems after major disruption or crisis.
Development result	A measurable change produced or contributed to by a development intervention.
Evaluation recommendation	A practical proposal based on evaluation findings aimed at improving future actions.

Recommended reading: [2, 3, 7 *basic*; 6, 8, 9, 11 *additional*; 1, 5, 6, 7, 9 *online resources*]

Questions for the examination

1. The essence and concepts of global and international development.
2. Evolution of the international development agenda.
3. Global inequality and asymmetric distribution of world resources.
4. Global problems and contemporary challenges to international development.
5. Sustainable Development Goals as a global framework for international development.
6. Contemporary trends and priorities of global development.
7. The concept and types of global initiatives.

8. Main actors of international development and their functions.
9. The role of international organizations and international financial institutions.
10. States, the European Union and non-state actors in international development.
11. Development diplomacy and multilateral diplomacy.
12. International partnerships and coordination of stakeholders' interests.
13. The essence and principles of international development cooperation.
14. Bilateral and multilateral development cooperation.
15. Official development assistance and its main forms.
16. Grants, loans, technical assistance and other development financing instruments.
17. Blended finance and mechanisms for mobilizing private capital.
18. International donors, their priorities and mechanisms for attracting financing.
19. The project approach to international development and the project life cycle.
20. Problem identification, needs analysis and target groups.
21. Stakeholder analysis and international partnership building.
22. Formulation of objectives, tasks and expected results.
23. Planning activities, resources and implementation periods.
24. Risk management and sustainability of international development initiatives.
25. EU policy in the field of international development and neighbourhood cooperation.
26. Main EU instruments and programmes supporting development.
27. Global Gateway and strategic investment initiatives of the European Union.
28. Interreg and cross-border cooperation.
29. International development initiatives for peripheral and border regions.
30. The role of regions and local communities in implementing European development initiatives.
31. The relationship between geopolitics, geoeconomics and international development.
32. Geoeconomic strategies of states and national economic interests.
33. International development as an instrument of foreign and economic policy.
34. Economic diplomacy and development diplomacy.
35. Competition for resources, markets, infrastructure and technologies.
36. Geoeconomic interests of donors and recipients of international assistance.

37. International market conditions and factors determining their development.
38. Major global economic trends and international market dynamics.
39. The impact of geopolitical conflicts, crises and sanctions on international markets.
40. Transformation of global supply chains and international trade.
41. Methods of analysing and forecasting international market trends.
42. Scenarios of international market development: risks and opportunities for countries.
43. Monitoring and evaluation of international development programmes and projects.
44. Indicators of development performance: outputs, outcomes and impact.
45. Methods of evaluating the effectiveness of international development initiatives.
46. Assessment of risks and sustainability of development results.
47. International development initiatives and the recovery of Ukraine.
48. Practical evaluation of the effectiveness of an international development initiative.

NOTES

Recommended literature:

Basic

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2. OECD. Development Co-operation Report 2024: Tackling Poverty and Inequalities through the Green Transition. Paris : OECD Publishing, 2024. DOI: <https://doi.org/10.1787/357b63f7-en>.

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5. World Bank. World Development Report 2024: The Middle-Income Trap. Washington, DC : World Bank, 2024. URL: <https://www.worldbank.org/en/publication/wdr2024> (дата звернення: 04.09.2026).
6. World Bank. Global Economic Prospects, June 2024. Washington, DC : World Bank, 2024. URL: <https://www.worldbank.org/en/publication/global-economic-prospects> (дата звернення: 04.04.2026).
7. Human Development Report 2023–24: Breaking the Gridlock: Reimagining Cooperation in a Polarized World / United Nations Development Programme. New York : UNDP, 2024. URL: <https://hdr.undp.org/content/human-development-report-2023-24> (дата звернення: 04.04.2026).
8. Trade and Development Report 2023: Growth, Debt, and Climate: Realigning the Global Financial Architecture / UNCTAD. Geneva : United Nations, 2023. URL: <https://unctad.org/en/Pages/Publications/TradeandDevelopmentReport.aspx> (дата звернення: 04.04.2026).
9. Zelinska O. M., Liutak O. M., Baula O. V., Halaziuk N. M., Korolchuk L. V., Urban O. A. Mizhnarodni ekonomichni vidnosyny: mahisterskyi kurs : navchalnyi posibnyk [International Economic Relations: Master's Course : Study Guide]. Lutsk : Teren, 2023. 328 p. [in Ukrainian].

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2. European Commission. Global Gateway Strategy. Brussels : European Commission. URL: https://international-partnerships.ec.europa.eu/publications-library/global-gateway-strategy_en (дата звернення: 04.04.2026).
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- Actual Problems of Regional Economy Development. 2026. No. 1 (22). P. 286–296. DOI: <https://doi.org/10.15330/apred.1.22.286-296>.
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 9. OECD. Glossary of Key Terms in Evaluation and Results-Based Management for Sustainable Development. 2nd ed. Paris : OECD Publishing, 2023. URL: https://www.oecd.org/en/publications/glossary-of-key-terms-in-evaluation-and-results-based-management-for-sustainable-development-second-edition_632da462-en-fr-es.html (дата звернення: 04.04.2026).
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