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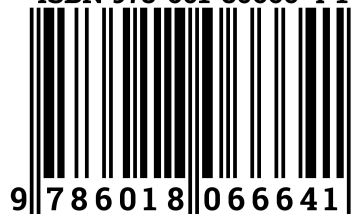


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BANG COLLEGE OF BUSINESS

“Determinants of Climate Change Reporting: Evidence from Kazakhstan”

Kogay Denis, ID 20201675, MACTA

Abstract:

This research investigates the impact of the variable factors on climate change disclosures included in the reports prepared by the companies of Kazakhstan. For the purpose of this research, I have collected a sample of 30 companies registered and listed on the Kazakhstan Stock Exchange (KASE) website. This elected sample covers the period from 2011 to 2022. As a result, this study found the significant and positive connection between the variables of firm size and the profitability, thus confirming my perception of these two variables as the main determinants of the climate change reporting.

Introduction and objective

As of today, IFRS does not establish a single explicit standard regarding climate on the climate change and associated risks and disclosures. With the increase in stakeholders' expectation for companies to provide the explanation of their consideration of climate-related matters in their financial statements, investors have also identified the companies' impact on environment as one of the factors influencing their investing decisions.

During the year of 2021, Glasgow Financial Alliance for Net Zero, has contributed up to 130 trillion US dollars of private capital for the explicit purpose of promoting the change to a zero-emissions economy by the year 2050.

There was also an observed increase in the focus of regulators on the requirement to properly disclose the information about the influence of climate risk over the financial statements. Additionally, that focus extended to matters such as the consistency of sustainability reporting with communication and the related disclosures in the financial statements.

On March 12, 2022, the USSEC has also moved to promote the amendments, which request that the registrants disclose certain aspects of the environmental information in in their annual reports. The main purpose of the amendments proposed lies in the promotion consistency, comparability and reliability of the information that would be made available to potential investors.

Literature review

The research by Griffin (2010) suggests that the disclosure of the Greenhouse Gas (GHG) emissions is the relevant value when it comes to investment decisions.

Additionally, Matsumura (2011) suggests that the investors could penalize the companies that do not disclose their environmental data. According to their research, there exists a possibility that the absence of the disclosure could be taken as the proof of the company's non-commitment to the reduction of their emissions and improvement of its practices.

Further, research by Griffin (2010) provides evidence that the financial statement users also take voluntary disclosures on carbon into account when making decisions. The research sees positive connections between of such disclosures and stock prices.

The conclusions and implications from Moroney (2012) and Braam (2016) works also show that companies, which disclose sustainability policies and data, incorporate information in higher volume

and better quality with regard to their climate change issues when comparing with the one that do not seek verification.

In the research, they propose the following control variables:

- corporate size,
- profitability,
- board of directors membership.

The companies' sales can serve as an indicator of the entity size as per Tauringana and Chithambo (2015). Return on Invested Capital (ROIC) can also be applied as a proxy for the entities' profitability in accordance with Gamerschlag (2011). The studies conducted by Siregar and Bachtiar (2010) present size (number of members) of the board of directors and its effect on the companies voluntarily disclosing information.

Corporate size is considered to be another determining factor that has a positive connection with the environmental disclosures of information, especially, in the context of the mitigation of and adaption to climate change findings.

In connection to profitability, a positive connection to climate disclosures is confirmed in several works. The results are consistent with the conducted empirical results provided by Gamerschlag et al. (2011). The results show that more profitable companies have the resources and skills to develop and implement the environmental policies.

According to the research on the influence of gender diversity on social and environmental reporting and performance of the Malaysian market by Hassanein, Alazzani and Aljanadi (2017), the corporate social performance is positively related to higher amount of female directors on the board.

Research methodology and data collection tool;

In the process of conducting this research, I have first searched for the articles on the climate change disclosures, their extent as well as the requirements related to them from the countries under the same economic conditions as Kazakhstan.

My main focus was on the countries with either developed economies with the focus on mining and agriculture sectors.

During this part of my research, I aimed to isolate the specific opinions formed regarding the contents and importance of such in various audit reports. Having done that, I would then identify the general ideas expressed by the authors of their works and other works to come up with the implications and potential challenges to their ideas.

In addition to the analysis of the existing works done on the topic, I have gathered the information on the thirty publicly-traded companies from Kazakhstan Stock Exchange as well as the websites of the companies in order to test my hypotheses outline above.

For the purposes of the research, I have taken the information from the annual reports and financial statements available for the period from 2011 to 2022. I have also searched the corporate social responsibility reports. However, as the majority of the companies selected did not prepare those, I have not included the data of those companies

Furthermore, I have excluded the financial institutions and similar entities from the selection of the companies.

After I have collected the data from annual reports for thirty companies over the period spanning from the year 2011 to the year 2022, the data was organized and used to produce the findings presented further.

Table 1. Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
ENVN	295	11.40	4.86	1	21
ENVN I	295	33.54	14.29	2.94	61.76
Board size	295	4.93	1.84	1	9
Board independence	295	0.49	0.25	0.2	1
Board gender diversity	295	0.07	0.12	0	0.40
Firm size	295	7.64	0.85	4.283	9.50
Firm age	295	19.90	12.04	0	59
Profitability	295	-0.04	5.22	-30.55	76.02
Leverage	295	2.28	15.44	0	201.05
Slack	295	0.12	0.76	0	13.01
Capital intensity	295	2.26	31.81	0	546.72

Table 1 presented above demonstrates the descriptive statistics of the sample of variables selected. The mean (median) number of ENVN is 11.40 with the standard deviation of 4.86. The mean (median) value of ENVN I is 33.54% with the standard deviation of 14.29%.

This indicates a relatively low amount of disclosures among the sample selected with the sample population reporting only to the third of the full capacity.

The mean (median) number of the directors on a board equals 4.93. The mean (median) percentage of the independent directors on a board is estimated to be 0.49% with the standard deviation of 0.25%.

The mean (median) percentage of women on a board of directors is estimated to be 0.07%, while standard deviation for this variable is 0.12%. The mean (median) value of Firm Size is 7.64 with the standard deviation of 0.85. The mean (median) age of a firm is 19.90 years with the standard deviation of 12.04 years.

The mean (median) value of Profitability, Leverage, Slack, Capital Intensity are (0.04), 2.28, 0.12 and 2.26 respectively.

Table 2. Board characteristics and disclosures

	(1)	(2)	(3)
	ENVN_I	ENVN_I	ENVN_I
Boardsize	-0.691 (-1.34)		
Boardindependence		-12.396*** (-3.77)	
Boardgenderdiversity			-8.249 (-1.12)
Firmsize	2.970** (2.18)	3.149** (2.46)	1.087 (0.73)
Firmage	-0.264*** (-3.76)	-0.303*** (-4.35)	-0.233*** (-2.68)
Profitability	0.395 (0.64)	0.331 (0.56)	0.622 (0.96)
Leverage	0.149 (0.92)	0.133 (0.87)	0.142 (0.85)
Slack	6.359 (0.75)	8.408 (1.02)	4.595 (0.49)

Capitalintensity	-0.263 (-1.08)	-0.303 (-1.28)	-0.263 (-1.00)
Constant	19.058* (1.95)	20.798** (2.06)	30.297*** (2.61)
N	295	295	295
R-squared	0.042	0.107	0.015
F-statistics	2.841	5.311	1.602

t statistics in parentheses

* $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$

Table 2 provides the results of our analysis of the board-specific characteristics.

Board Independence bears the significant negative effect on the companies' climate change disclosures. Similarly, the Firm Age is also negatively correlated with the environmental disclosures. Meanwhile, Firm Size is significantly and positively correlated with the companies' climate change disclosures.

Profitability, Leverage, Slack, Board Size and Board Gender Diversity are not identified to have significant impact on the climate change disclosures.

Summary, conclusion and recommendations

To draw the conclusion, having taken into account the prior years' research as well as my own study, I have identified the following determinants of the climate change reporting for the companies of the Republic of Kazakhstan:

- firm size
- profitability
- board size

In my opinion, while the evidence collected shows the negative relationship between board independence and climate change disclosures, there is a potential further investigation into the improvement of independence requirements that could contribute to this variable becoming a valid determinant.

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“Carbon accounting in developing countries: a systematic literature review”

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Abstract

This abstract provides an overview on the importance of carbon accounting in developing countries, considering their substantial role in the global economy and the increasing significance of the issue in the contemporary world. The term of carbon accounting is widespread amongst scientists all over the globe and is frequently mentioned in the discussions related to integration of climate related matters into accounting. However, nowadays it is challenging to define carbon accounting precisely as it may involve a number of various practices. Therefore, this paper will focus on deriving the definition related to carbon accounting by implementing a systematic literature review with regards to financial and accounting industries. Developing countries, that are often associated with diverse economy and political systems and varying levels of technological advancement, play a crucial role in world's attempt to mitigate climate change and postponement of global warming effects. An increased attention will be given to Kazakhstan as one of the largest countries in central Asia that can apply a decent effort to prevent the overall increase of Co₂ emissions in the region and preserve the sustainability. Following the aforementioned relation of carbon accounting to the field of accounting and finance, this paper will also identify the significance and relevance of climate related disclosures in the financial statements of companies.

Introduction

The increasing presence of greenhouse gas emissions (GSG) in entrepreneurial activities is reaching masses and is attracting increasing attention mainly since emissions trading was introduced to the European Union (EU). In addition, recent work was published by the Intergovernmental Panel on Climate Change (IPCC), the Stern Report, and the Carbon Disclosure Project. Since the concept of emissions trading was introduced, it has become obligatory to include carbon dioxide (Co₂) allowances into annual financial statements (Kristin Stechemesser, Edeltraud Guenther, 2012). Business organizations are required to be accountable for the impact on the environment and society. National government and non-governmental organizations (NGO) have taken responsibility for convincing companies to decrease levels of carbon emissions (Le Luo, Qingliang Tang and Yi-Chen Lan, 2013).

According to (Long Yin a, Ayyoob Sharifi, 2022), the Global Paris agreement is focused on withstanding the climate change and reduction of GSG emissions. It aims to unite the world's nations so as to prevent the temperature rising to more than 2 °C (above pre-industrial levels) and attempt to reduce it to 1.5 °C.

In the face of fast-paced changes in terms of climate change and its arm's length consequences, it becomes paramount to monitor, analyze and investigate thoroughly the impact of GSG emissions on the environment to mitigate its effect to a minimum. One of the fundamental methods of preventing negative consequences of global warming is carbon accounting. This is a systematic and comprehensive approach that would provide valuable insights into the causes, trends and extent of emissions, taking into account sources of carbon dioxide and identifying their magnitude. As a result, it will make it possible to form an appropriate and relevant basis that could be used for further decision-making in the pursuit of a more sustainable and resilient future.

Carbon accounting encompasses several methodologies and techniques designed to measure and account for the carbon emissions of different entities, including countries, corporations, various

institutions and separate individuals (Bowen, Wittneben, 2011). By investigating the carbon footprint of the abovementioned entities, it offers a deep understanding of the complex interrelation between human activities and carbon volume (Wang, Zhang, Li, 2023). Therefore, this approach goes beyond mere identification of emissions but facilitates the development and implementation of appropriate strategies which could reduce or even nullify the effects of carbon emissions, contributing to the global efforts to prevent climate change.

Overall, it is essential to make a significant effort in the direction of reliable carbon accounting practices to achieve net-zero emissions and prevent the global temperature rise as the world progresses. These practices act as cohesive tool between creation of evidence-based policies that would help track progress towards environmental objectives and formulation of transparent and robust framework for international cooperation (Yin, Sharifi, 2022). Carbon accounting has become a unifying language for environmental negotiations between various countries, enabling a common understanding of our collective responsibility to combat climate change (Ascui, Lovell, 2012).

This brief introduction sets the tone for a detailed comprehension of the implications of carbon accounting, delving into relevant methodologies, challenges and key matters. By highlighting the evolving scope of carbon accounting, we embrace the journey to reveal the intricacies of our carbon footprint and develop the appropriate plan to pursue a sustainable and bright future for future generations.

Preliminary Methodology

This paper will comprise perspectives and conclusions from various studies and provide its own points of view on the selected topic. This will be done by systematic literature review of relevant articles and case studies. The paper will perform critical evaluation of the findings and the conclusion regarding carbon accounting will be ultimately formed.

In order to form an opinion, detailed research will take place following critical assessment of other authors' ideas and suggestions. The paper will analyze a range of articles from high quality journals such as Elsevier, Emerald, Springer etc. Main ideas and perspectives will then be assessed, interpreted, and included in the thesis. All other authors' ideas and evaluations on the topic will be complemented by the thesis author's own opinion and suggestions.

Carbon accounting literature has identified several benefits which could be derived from sharing responsibility for greenhouse gas emissions based on consumption rather than on production. It is based mostly on the grounds of risen emissions coverage, incentives for more sustainable production practices, political appropriateness, and equity and justice.

Overall, proponents of this method assume that its adoption would allow the international community to make a further step towards accomplishing the ultimate objective of the UNFCCC of avoiding hazardous climate shift.

Findings

Carbon accounting definition

First, the literature review commences by defining the concept of carbon accounting. The term "carbon accounting" was the most efficient since most relevant variants were discovered with this phrase. Other appropriate articles were found by phrases including "carbon emission accounting", "carbon accounting in emerging markets", "carbon management accounting", "carbon accounting in corporations", and "full or partial carbon accounting" (Kristin Stechemesser, Edeltraud Guenther, 2012). Therefore, based on the research results it could be concluded that various climate related gases

were included in publications. Gases such as GHG were the most common. On the other hand, sources related to Co₂ and Kyoto gases contained the least number of relevant articles.

The world economy is divided into two main segments depending on the levels of carbon emissions. Those segments consist of either carbon revenues which represent positive values or carbon deficits that include negative values. This represents the amount of CO₂ that remains for a country to emit. Countries with surplus amount of CO₂ available are allowed to emit CO₂ on a regular basis by 2050 whereas countries with carbon deficits are prohibited to generate new carbon emissions (Yi-Ming Wei a,b, Lu Wang a,b, Hua Liao a,b, Ke Wang a,b, Tad Murty c and Jinyue Yan d, 2014). Therefore, by increasing focus amidst companies on the importance of this matter, the timely efforts could be implemented so that levels of pollution are reduced at the initial stage (Carmen Cordova, Ana Zorio-Grima and Paloma Merello, 2021). This would hopefully preserve the environment for generations to come, allowing a better future for everyone.

Analysis of the current situation

Kazakhstan has faced the negative outcomes of climate change for decades since the mid-20th century. As a result, the country's average annual temperature has risen by approximately 0.28°C every decade since 1940. Particularly, the temperature rise took place in the period of autumn (0.31°C). Meanwhile, the average annual precipitation has fallen by more than 0.2 mm over the last 10 years.

The economic situation during the last decade of the 20th century resulted in a reduction of fuel energy resources consumption which subsequently led to a decrease in the volume of GHG emissions.

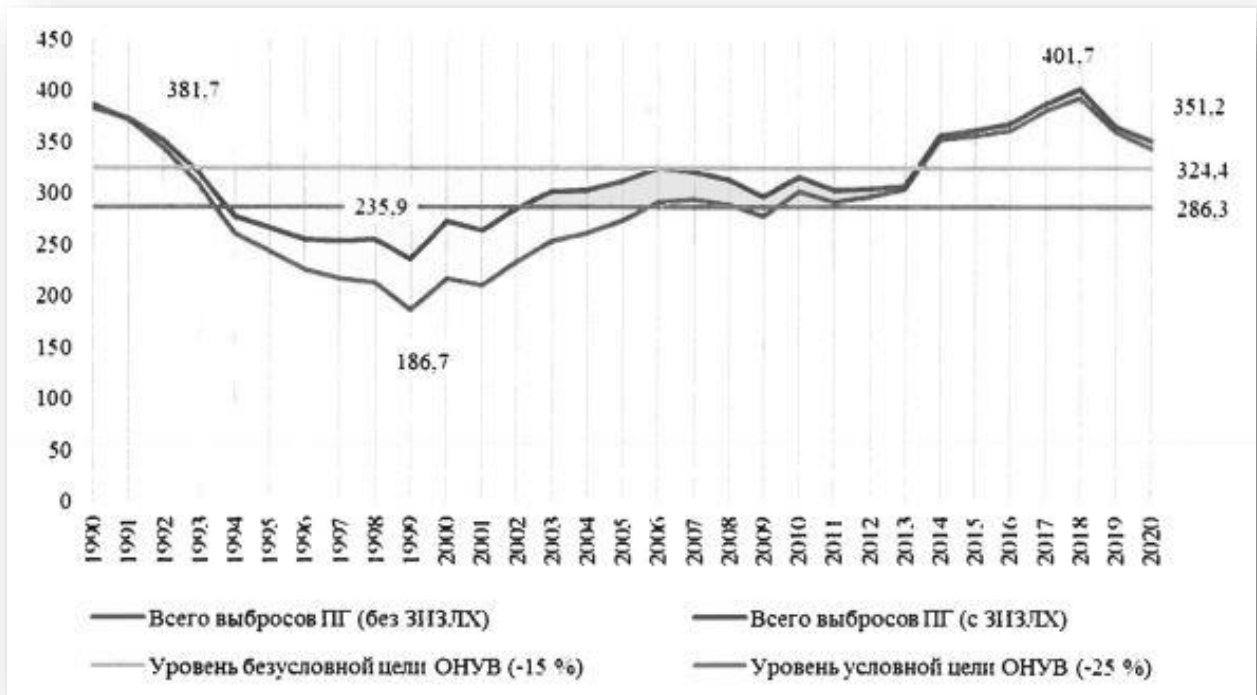
The economic situation in the country started to recover since the early 2000s, leading to a growing trend in the amount of GHG emissions until the global food and financial crisis happened in 2008.

In 2018, the volume of net emissions exceeded 401 million tons of CO₂ equivalent. The level of net emissions in 2018 exceeded the 1990 emissions level by 5.2%.

In 2019, there was a downward trend in GHG emissions: their volume amounted to 364.7 million tons of CO₂-eq, which was 9.2% lower than in 2018 and 4.5% lower than in 1990. The reduction in emissions was due to a decrease in fuel consumption.

In 2020, net Co₂ emissions in the country amounted to 351 million tons which were below the 2018 emissions level by 12.6%, 1990 - by 8%. The decrease is due to the COVID-19 pandemic. (GOV.KZ, 2023).

The graph below illustrates the level of carbon emissions for the past three decades.



Introduction of ESG related principles to the financial sector of Kazakhstan

The Agency of the Republic of Kazakhstan for Regulation and Development of Financial Market (ARDFM RK) states that sustainable business development on the basis of ESG fundamental principles is one of the leading trends on the agenda of the global and financial community. Its implementation is concentrated on fulfilling countries' obligations according to the Paris Climate Agreement and accomplishing the UN Sustainable Development Goals (ARDFM RK, 2021).

As such, the financial sector is a key player in terms of the successful implementation of ESG principles, as it provides financing for the green economy and has an important lever in driving the transformation of organizations considering ESG risks.

Therefore, the growing role of the financial sector in relation to a sustainable economy is very significant.

According to experts, the entire debt financing market will change substantially towards green financing over the next few years. (Hyoungkun Park & Jong Dae Kim, 2020). High demand in the green bond market could be observed, which notably exceeds the current supply of green instruments. According to the international organization Climate Bonds Initiative (CBI), as of August 2023, the global volume of issued green, social, sustainability, transition, and sustainability linked (GSS+) debt bonds exceeded \$2.5 trillion, and by the end 2025 their volume is expected to reach \$5 trillion (Luiza Mello, 2023). Currently their issue already accounts for approximately 5% of the global debt market. Therefore, sustainable finance instruments which align with ESG principles are expected to become a major segment of the capital market in the near future.

In this regard, the implementation of ESG principles in financial institutions, as well as the development of the green finance market, are a priority in the agenda of financial regulators and central banks over the globe (Hyoungkun Park & Jong Dae Kim, 2020).

International organizations which establish standards for financial regulation and supervision are actively searching and exploring new regulatory approaches which include ESG.

Overall, there are three main directions related to ECG requirements that could be distinguished:

(1) disclosure and reporting of ESG risks,

(2) development of internal ESG risk management systems,

(3) the presence of a green finance market in which standards for issuance and circulation of green bonds are determined and subsequent verification of compliance with those standards is performed.

The most important standards at the international level that draw the attention of national regulators include recommendations developed by the TCFD (Task Force on Climate-related Financial Disclosures) according to G20 Financial Stability Board on disclosure of information and risk management systems in the field of ESG (TCFD, 2017).

Principles and standards created by the International Capital Market Association (ICMA) and the Climate Bonds Initiative (CBI) are applied by regulators for green finance.

In this regard, Kazakhstan, as a party to the Paris Climate Agreement, is actively involved in the process of implementation of global initiatives to combat global warming due climate change and reduce its negative consequences.

According to the monthly digest №16 from October 2023 from PriceWaterhouseCoopers (PWC) Kazakhstan, financial institutions in Kazakhstan will be obliged to submit ESG statements from 1 January 2025. This was stated by the Deputy Chairman of the Agency for Regulation and financial market development (ARDFM) Maria Khadzhieva at the Digital Bridge forum, which took place on October 13, 2023.

Currently, the legal environment for issuing green financing instruments has been established. A new Environmental Code was adopted in January 2021, resulting in the introduction of a “green” projects taxonomy. A legislative definition of “green” finance was given that included “green” bonds, “green” loans and other financial instruments (ARDFM RK, 2021).

Overall, the taxonomy, approved by the Government, has identified eight categories that include “green” projects such as renewable energy, energy efficient consumption, prevention of pollution and pollution level control, sustainable water/waste use, sustainable agriculture, zero emissions transport, transition activities.

The Kazakhstan regulator ARDFM RK has developed procedures and rules for registration of “green” bonds issues. As such, issuers are required to disclose information regarding compliance with principles related to green finance. In addition, the Agency intends to provide conditions for the free issue and circulation of social and sustainable bonds.

Meanwhile, the green finance market in Kazakhstan is underdeveloped at the moment. During the period of 2021-2022, the Asian Development Bank raised 62 million USD (or 29 billion KZT) on the KASE platform, and another 260 million KZT on the AIX platform.

The approval by the Government of the Republic of Kazakhstan of a taxonomy of “green” projects has launched the verification process of green projects and provided additional impetus to further development of the green finance market in Kazakhstan.

Another material aspect is the impact of ESG risks on financial stability.

Climate change will impact significantly on the business model and financial stability, especially of banks (Hyoungkun Park & Jong Dae Kim, 2020). Thus, there are various ways of influence, including changes in the financial condition of bank borrowers due to climate anomalies as well as limited access to the global capital market.

Nowadays, many Kazakh financial institutions are already independently implementing ESG principles (Halyk Bank, KASE). KASE was one of the first companies in Kazakhstan to introduce reporting disclosure that adhered to ESG principles (KASE, 2016). Currently, one the main objectives is to stimulate the transition to ESG standards at the system level and create the necessary methodological environment.

In this regard, the regulator has provided financial sector participants with methodological recommendations and Guidelines on the disclosure of information on the extent of exposure to ESG risks, as well as procedures for identification, assessment, and management of those risks.

This provided a better understanding of climate related risks impact on the activities of financial institutions as well as allowed to identify areas for improvement.

Secondly, it is necessary to develop requirements for improving internal risk management systems considering international principles and standards. It is important to integrate the principles and objectives of sustainable development into the strategies and business models of financial institutions. Thirdly, it will also entail changes to established corporate governance requirements. Increased involvement in ESG risk management will be required from management and the board.

The current steps made towards the principles of sustainable ESG financing, and the development of a green economy are just the beginning of Kazakhstan's global transition to sustainable development. In order to reach the full potential of this initiative, it becomes paramount to ensure coordinated work and close cooperation between regulators represented by the ARDFM and the National Bank, and the business community.

Achievement of carbon neutrality

As part of compliance with the obligations of the Paris Climate Agreement (United nations, 2016), on February 2, 2023, the Strategy for Achieving Carbon Neutrality by 2060 was adopted by Decree of the President of the Republic of Kazakhstan.

This strategy determines approaches, views and strategic course of state policy that would lead to the consistent transformation of the economy of Kazakhstan in the framework of achieving carbon neutrality by 2060.

Kazakhstan's choice in favor of low-carbon development and adherence to the objectives of the Paris Agreement is widely welcomed by IMF, World Bank and other international organizations. At the same time, the World Bank and the EBRD emphasize the importance of taking further steps to decarbonize the economy.

Conclusion:

Overall, the paper emphasizes the critical significance of the matter related to carbon accounting in developing countries, especially in the context of those countries that play substantial role in the global economy. The increasing importance of carbon accounting mentioned in the introduction demonstrates a growing awareness of the necessity to integrate climate-related issues into accounting practice.

The focus on developing countries, with particular emphasis on Kazakhstan, recognizes their diverse economies, political systems, and varying technological advances, emphasizing their key role in mitigating climate change.

The results of the literature review show that there is a problem in accurately defining carbon accounting in the modern world, where the term is widely used but does not have a uniform definition. The document's goal of achieving a comprehensive definition through rigorous research lays the foundation for understanding and addressing complex carbon issues.

The analysis of the current situation in Kazakhstan provides an insight into the climate change impact, highlighting the necessity for efficient carbon accounting practices and approaches. The country's journey over the decades, marked by fluctuations in GSG emissions, underscores the necessity for reliable and robust strategies to address climate change challenges.

The introduction of ESG principles in the financial sector of Kazakhstan reflects a proactive approach to sustainable business development. The significant role of the financial sector in driving the green

economy, coupled with growing demand for green finance instruments, highlights the potential for positive change. The Kazakh regulator's ongoing efforts to create an enabling legal environment, develop a taxonomy of green projects and stimulate the green finance market mark a step towards aligning financial practices with environmental sustainability.

As this paper reviews and evaluates the achievements and current challenges in the financial industry, it becomes vivid that the timely adoption of core principles of ESG is an important action to a sustainable development. In addition, it provides an appropriate response to the global agenda established by international agreements including the Paris Climate Agreement and the UN Sustainable Development Goals.

Kazakhstan's commitment focused on reduction of carbon emissions outlined in the 2060 Carbon Neutrality Strategy, represents a valuable contribution to global efforts concentrated on prevention of climate change. The efforts made by Kazakhstan were assessed positively by global organizations including IMF and the World Bank. This implied global recognition of the significance and importance of the transition from the current stage to a low-carbon economy.

In conclusion, the paper summarizes data and contributions to the ongoing process of discussions on carbon accounting by emphasizing its crucial role in the sustainable development of developing countries. By analyzing the unique opportunities and challenges in Kazakhstan, it highlights the requirement for consistent efforts from regulators, financial institutions, and the business community to achieve progress in mitigating climate change consequences and working towards a carbon-free future.

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“The Impact of Artificial Intelligence on Corporate Reporting”

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ABSTRACT

This paper aims to bridge the gap between theoretical understanding and practical application of artificial intelligence (AI) by gathering qualified opinions from associated parties' representatives on the relevance and opportunities for AI in Kazakhstan. The interview instrument is an exhibit in this study. All empirical findings are evaluated using Alvesson and Deetz's (2000) critical analysis paradigm.

The findings suggest that in Kazakhstan, many organizations recognize the value of innovation but lack corporate innovation tools and are unwilling to invest significant financial or human resources in it. The report shows how finance, auditing, and data analytics roles and skills are changing. It helps professionals learn how to improve their professions and adapt to AI. This study may help create legislation and regulations to use artificial intelligence responsibly in reporting and offer firms strategic insights by investigating how artificial intelligence affects corporate reporting methods. These insights may help organizations use AI technology to boost operational efficiency, decision-making, and competitiveness.

The limitations of this paper lie in the nature of the research. Experimental data alone supports empirical models.

1. INTRODUCTION

According to IT analytics, mankind cannot hold back the development of artificial intelligence today (ORDA, 2023). It is one of the main drivers of the fourth industrial revolution, referred to in world economic forums and studies (Panda, Mishra, Balamurali, Elngar, 2021). Although artificial intelligence is not a new term, it has been discussed for several decades. However, the rate of artificial intelligence development in Kazakhstan is shallow, which is visually confirmed by the Figure 2.

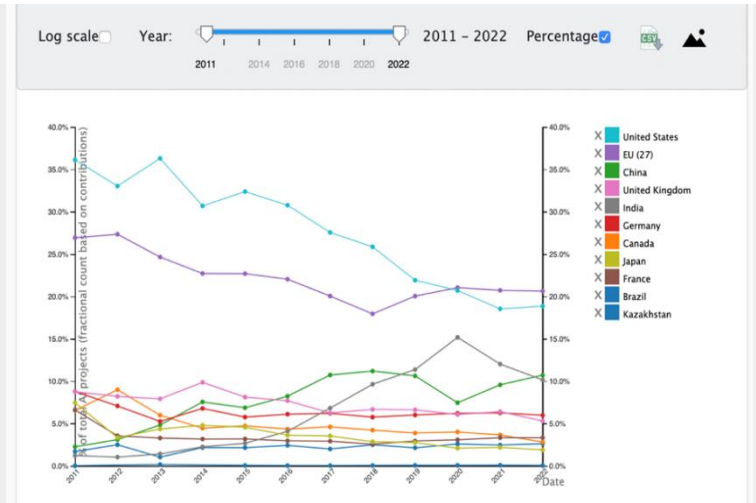


Figure 2: Contributions to Public AI Projects by Kazakhstan and Project Popularity

Therefore, Kazakhstan still must see many stages of its evolution and should have time to participate in the rapid development of AI at the initial stage. Generally, IT specialists observe that the same digitalization trends as for other countries are relevant for Kazakhstan. Nevertheless, there are some features in how these trends are developing. As usual, the telecommunications and financial sectors are pioneers in introducing artificial intelligence into processes (DIS Group Kz, 2023).

Today, AI technologies are already used in finance and reporting. The purpose of this paper is to form an understanding of the impact of artificial intelligence on corporate reporting to fill the gap between theoretical comprehension and practical application of AI by gathering qualified opinions about the relevance and opportunities for AI in Kazakhstan from associated parties' representatives.

The primary research question is, while AI has the potential to enhance the efficiency, accuracy, and strategic value of corporate reporting, how can the concerns about data privacy, bias, and the evolving roles of professionals in the field be addressed in Kazakhstan? By answering this question,

researching the influence of artificial intelligence on corporate reporting holds substantial importance, as it explores crucial dimensions of contemporary business and technology.

To achieve the objectives, 25 interviews were completed overall. The interview instrument is an exhibit in this study. Interviewees are presented by Big Four employees, University, CFOs of SMEs, KASE, and IT specialists - AI algorithm developers. All empirical findings are evaluated using Alvesson and Deetz's (2000) critical analysis paradigm. The model outlines a technique of critical analysis that consists of three distinct stages: insight (gaining deep understanding), critique (evaluating and questioning), and transformative redefinition (reshaping and redefining).

The economic implications of corporate reporting are significant as it serves as a fundamental component of financial markets and economic systems (IFAC, n.d.). There is a pressing need to understand the multifaceted impact of AI on corporate reporting and its implications for businesses and stakeholders. This thesis aims to provide insights into the strategies that businesses can employ to manage the problems mentioned earlier effectively and uphold their ethical and legal integrity. The academic importance of this thesis lies in its contribution to the investigation of AI's potential in corporate reporting in the scope of Kazakhstan, and doing so establishes a solid groundwork for future investigations in this dynamic domain. To summarize, the importance of doing a thesis on the influence of artificial intelligence on corporate reporting goes beyond mere intellectual interest. It tackles practical issues and potential prospects that arise from the convergence of technology, commerce, and ethical considerations.

2. CONCLUSION

SWOT analysis summarizes all findings about AI's impact on Kazakhstan's corporate reporting practices.

Strengths

The capabilities of AI show that tasks requiring extensive analysis cannot be done by humans alone. AI's ability to handle large amounts of firm financial and non-financial data makes it ideal for reporting.

Corporate reporting data analysis and interpretation has improved efficiency, accuracy, and comprehensiveness with AI implementation.

AI technology can replace monotonous and time-consuming tasks, boosting productivity, according to research. Enhancing workloads with artificial intelligence can increase job performance and efficiency.

Respondents believe AI can help monitor and protect assets, especially sensitive data and intellectual property, from cyberattacks and unauthorized entry.

Weaknesses

Regarding AI shortcomings, experts express a general sense of worry stemming from the lack of transparency and comprehension regarding the functioning of this new technology. Additional concerns include the dependence of AI on data and the potential risk of financial reporting misalignment with business strategy.

AI relies heavily on data, so data quality and security are the biggest technological challenges. To avoid bias in AI training and development data, data cleansing protocols must be followed. Additionally, financial, and personal data must be protected from cyberattacks. Not only is IT responsible, but so is management.

The unpreparedness of internal corporate processes for rapid testing and integration of external solutions slows AI growth in corporate reporting. The introduction of AI is a continuous process,

rather than a single event. Therefore, one-time measures will have low impact and effectiveness. It takes time to create a solution and observe the benefits often not immediate in Kazakhstan.

Opportunities

Since Kazakhstan is still developing, opportunities dominate the analysis. If practitioners seize these opportunities and believe in AI's success, corporate reporting will improve.

The research participants noted that AI algorithms' predictive capabilities enable firms to use AI in regulatory compliance, decision-making, and strategic planning. AI will help companies improve financial operations, reduce human errors, and provide more timely and accurate reporting.

In Kazakhstan and worldwide, AI presents an opportunity for IFRS and regulations expansion. Artificial intelligence can help authorities enforce corporate reporting rules. It helps companies make informed decisions, comply with regulations, and gain practical insights from their financial data while maintaining transparency and accountability to stakeholders. Regulatory body can also be helpful in collaboration with international regulators and organizations to develop common standards and approaches for using AI in reporting to speed up the establishment of regulatory frameworks and avoid duplication of efforts.

ESG and sustainability reporting may be the most important AI application in corporate reporting. AI can gather data from internal and external sources and minimize human intervention to manipulate results, so ESG and sustainability reporting will accurately reflect the company's ecological and social impact. It may hurt the company's market position in the short term, but it starts a change that will benefit Kazakhstan's ecology.

Threats

The main concern before practitioners associated with the application of AI is the reorganization of the existing financial labour market, resulting in a decrease in work opportunities and an escalation in the level of qualifications required. There is evidence that the number of students entering the Audit and Accounting, Finance and Economics specializations is declining dramatically in recent years in CIS countries and in Europe (Finprom.kz, 2018). However, it is widely assumed that the profession of finance professional or accountant would not become obsolete in the current environment.

IT professionals' next major challenge is the lack of managerial support, known as technology leadership, and a long-term perspective on designing a systematic approach to innovations. Local management culture discourages experimentation and learning from mistakes, delaying decision-making, bureaucracy, and confidence in domestic solutions.

AI-integrated corporate reporting has costs. AI technologies, whether developed internally or purchased, can be expensive to integrate into existing systems. To determine whether AI in corporate reporting is cost-effective, organizations should conduct a cost-benefit analysis.

The next action needs to be balanced is how much AI should be used and given access to sensitive data, which depends on system characteristics, application, risk assessment, and regulatory requirements. Companies must balance AI's potential benefits with data security.

There are also concerns about who will be responsible for AI-generated content. AI-generated text may concentrate power among tech-savvy people while excluding other stakeholders (De Villiers, Dimes, Molinari, 2023).

It is anticipated that in the next 5-10 years, all opportunities regarding decision-making, regulatory expansion, and ESG reporting popularization will turn into the strengths of AI.

Implementing technological breakthroughs requires patience, especially when setting data privacy, transparency, and ethical standards. Along with, by asking the right questions, AI installation can be built like any other project.

“THE IMPORTANCE OF ISLAMIC BANKING IN ECONOMIC DEVELOPMENT OF KAZAKHSTAN”

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ABSTRACT

Over the last decades, the Islamic finance sector has been gaining popularity even among countries with minor Muslim population. Kazakhstan, with a 70% Muslim population, has a 15-year history of Islamic finance sector activity. However, so far, the market coverage is only 0.2%. Country where more than 5% of the adult population does not have a bank account due to religious beliefs. Country with only 2 full-fledged Islamic banks. Country that positively supports the development of the Islamic Finance sector to create a regional hub. However, what is the reason for this poor state of development?

Many countries gaining economic benefits, attracting investments and stimulating economic growth of the country through introduction Islamic Banks, but the situation of this industry in our country has been stagnant for a long time. Low awareness of Halal investments not only on the part of the population, but also on the part of the Clergy of Kazakhstan led to low attractiveness of this financial system. The huge Muslim population along with low financial literacy leads to the habitual use of the traditional system. Hence what benefits, besides ethicality, will bring the development of the Islamic banking sector to the economic development of Kazakhstan?

This study aims to explore the benefits of developing the Islamic banking sector in Kazakhstan. Both available papers previously researched in this area and interviews with Islamic finance professionals of Kazakhstan were studied. As a result, there is a belief that sector has great potential to expand, and its products and services will contribute to growth of country's economy and the business environment. Possibly, development of Islamic Banks will not have a direct impact on the economic growth of Kazakhstan, but expected to experience indirect positive impact from offered Islamic Bank's advantages.

RESEARCH BACKGROUND

Today, we can assume that the financial system of the world is slowly changing. The most widespread financial system in the world is the financial system that is considered by the society as traditional. However, in recent decades there has been a rapid growth of an alternative type of finance - Islamic Finance. The main feature of this type of finance is that all the operational activities of the institution are conducted under full compliance with Shariah Law. In turn, Shariah is a legal system described in the Holy Book Quran, which belongs to the global religion Islam. Following the Shariah Laws, the operations of Islamic Financial Organizations, including Islamic Banks prohibit interest related activities. In addition to the prohibition of operations with interest, which is labelled in Islamic finance as "riba", it is also forbidden to finance projects that are harmful to society according to Islamic laws such as the production of tobacco, alcohol or pork. In addition, funding of projects related to bars, nightclubs, and gambling activities are not permitted, including the provision of funding to initiatives where managers are associated with gambling.

The beginning of the history of the Islamic banking sector in Kazakhstan dates back to 2009, when amendments to the legislation of the Republic of Kazakhstan were introduced allowing the operation of an Islamic finance institutions. In the same year the first Islamic Bank in Kazakhstan was founded, named Al-Hilal, which is a fully owned subsidiary of the UAE bank under the same name. Kazakhstan is the first country in the CIS region to introduce Islamic Finance in its market. In addition,

in 2012 Development Bank of Kazakhstan became the first company among post-Soviet countries to issue Islamic securities called Sukuk.

Notwithstanding the 14 years of development of the market, as well as government support, this sector of Kazakhstan's economy remains underdeveloped. According to the well-known agency Fitch ratings (Web-3; 2023), Islamic banks in Kazakhstan currently occupy only 0.2 % of the total banking sector. These figures may be insignificant in many countries, but I believe that in the case of Kazakhstan it is essential for future economic growth. Clearly, our country is legislatively secular, with no main state religion. However, according to Rafiq (Web-7; 2023), today the number of Muslims in Kazakhstan has reached a record 70%. In addition, according to many sources, the Islamic financial system is growing annually by 15-20% globally. Consequently, it is surprising to see less than 1% coverage of this system in Kazakhstan's market, given the global growth, government support, and Muslim population of the country.

I believe that the development of this sector in the country can stimulate the growth of Kazakhstan's economy. Therefore, the purpose of my work is to understand what economic benefits Islamic banking and its products can bring to the market. In general, this topic is under researched in our region. I believe that results of my research can help students as well as professionals to increase awareness about Islamic banking and to create interest in further researching of this sector.

I hypothesize that as a result of my work, it will be possible to observe more indirect positive effects of Islamic banks on the economy of the country. However, the difficulty in doing this work is the limited amount of publicly available information, the low development of the sector in the country, and the small presence of Islamic financial institutions in the Kazakhstan market.

LITERATURE REVIEW

As stated earlier, Islamic banks provide services that are fully in accordance with the principles of Shariah. That is, the prohibition of operations with interest rates, provision of funding to businesses related to prohibited under Shariah activities such as production of alcohol, tobacco and so on. Hence, Islamic banks provide unique contracts that are analogous to the financing options available in conventional banks. In this paper, the most common and popular ones such as Mudarabah, Musharakah, Murabahah and Ijarah will be discussed in detail. Apart from these, there are also other bank products like Takaful, Wadiah, Wakalah and the previously mentioned Sukuk. In a nutshell, Takaful is the insurance analogy of traditional finance; Sukuk is Islamic securities based on assets which makes them less risky compared to traditional bonds; Wadiah and Wakalah are deposit analogues, where the latter is mostly designed to invest the deposited money for profit.

Regarding the main funding instruments in Islamic banks,

Mudarabah is a contract that implies the creation of a cooperation between the parties, where one party provides financing and the other party is committed to manage the project by providing human and entrepreneurial resources. In this cooperation, the profits are shared, but in case of loss of money, the investor's side remains liable.

Musharakah involves a contract resulting in the creation of a common enterprise between two or more parties. Each party provides an investment, depending on which of the parties divide a proportionate profit and losses. In addition, unlike Mudarabah, in this case any of the parties can manage the project depending on the arrangements. This type of financing is mainly used for long-term projects.

Murabahah is the most common contract in Islamic finance. This contract procedure consists of the bank buying a certain product on behalf of its customer and then reselling the product to the client at a markup previously negotiated between the parties.

Ijarah is a leasing contract between the bank and the client. Similar to Murabahah, the bank buys on behalf of the client a property, both immovable and movable, and then leases the asset to the client. As a result, at the end of the contract, the client has the rights to renew it, or to refuse to renew the lease, opening the opportunity for the bank to find a new client for the asset. However, if it is an Ijarah wa Iqtina contract, then upon reaching a payment level commensurate with the price of the property, the client has every right to take possession of the property. Often Ijarah is used to acquire expensive properties such as factories, finance construction and others.

It is important to consider the positive and negative aspects of Islamic banks. In general, the benefits of Islamic Finance are financial justice, avoiding harmful production, supporting small and medium sized businesses and others.

I believe the most benefit of Islamic Banks, is that it is available to everyone regardless of your religion in contrast to traditional banks. According to Alameri (Web-1; 2020), more than 800 million Muslim adults do not have bank accounts worldwide. In addition, this is also a problem in our country. According to Fitch ratings (Web-3; 2023), today approximately 5% of the adult population of the country do not have bank accounts due to religious reasons. Moreover, besides banning investments in harmful products like tobacco production, alcohol and other, Islamic banks aim at improving the national welfare of the country, hence investing first in socioeconomically important businesses in the market. Following the words of Muhammed Ali Jinnah (Web-6; 2023), Islamic financial institutions prioritize financing small and medium sized companies focusing on daily use products. Moreover, Maulidar et al. (2021) states that Islamic Banks survived the global crisis of 2008 better compared to other banks. This is explained by avoiding investment in uncertain and risky projects. Hence, Islamic Banks may be more sustainable than the traditional ones in crisis situations.

Apart from the benefits of these banks, they also face their own challenges. According to the Thomson Reuters (2016), the community has a poor understanding of Islamic banks and their products, which makes them unattractive to customers. Especially, the difficulty is the understanding of Shariah law by customers who are not practicing Islam. In addition, this sector requires unique legal regulations to properly operate in the country. However, not all governments are willing to provide legislative support for this system. Also, one of the big problems of Islamic banks is the lack of a single supervisory authority in the world.

Nevertheless, we can see a tremendous global growth in the sector, which shows its attractiveness despite all the possible downsides. According to The Banker (Web-8; 2023), the assets of Islamic finance as a result of 9.4% growth reached the \$3 trillion mark in 2023.

Obviously, globally, Islamic finance is mostly popular in countries where Islam is the state religion. However, due to many different reasons, this sector is also gaining popularity in Western countries that do not practice Islam to a large extent. Such reasons may be the interest of countries in sustainable alternative financial instruments, providing bank services to minority groups, attracting foreign investments and others. One of the first Western countries to support Islamic banking is the UK. Besides 5-6% of the Muslim population, other clients are also interested in Islamic banking instruments. For example, according to Daily Trust (Web2-; 2018), in 2017, more than 90% of customers who opened accounts with Islamic Al Rayan Bank were non-Muslims. This is attributed to the fact that the deposit returns at Al Rayan Bank were the highest in the market, which attracted many customers. In addition, Muslim investors were responsible for the construction of the famous Olympic Park Stadium and Shard Skyscraper in London. Despite the equal market size of Islamic Banks in the UK and Kazakhstan, today more than 70 UK universities offer professional degrees in Islamic Finance, while only one higher educational institution provides same services in Kazakhstan.

Islamic finance has different levels of development in different countries than conventional banks. In some cases, Islamic banks are even perceived negatively by governments. For example, the

Chinese government is concerned about the possibility of financing terrorist organizations through such institutions, so they are not ready to introduce this type of financing in their country. However, even in the case of Chinese Banks, some of them provide Islamic finance windows in other countries in cooperation with Islamic banks. Hence, it demonstrates interest on the part of businesses in provision of finance products that are highly demanded in the market.

There are also countries such as Turkey or Nigeria, which are secular on the one hand, but also as in the case of Kazakhstan, have a large Muslim population. In such countries there is also a strong demand for Islamic finance instruments. According to Kaya and Yusupov (Web-5; 2023), the volume of Islamic finance in Turkey has already exceeded 90 billion dollars. Hence, many Gulf countries have invested in Islamic Banks presented in the Turkish market. In addition, Jobarteh and Ergec (2017), note that Islamic Finance had an immediate positive effect on Turkey's economic growth. In addition, Ledhem & Mekidiche (2020), also note the impact of this sector on Turkey's economic growth and also directly on the country's GDP. According to Fitch Ratings (Web-4; 2023), Turkey as of 2021 had about 15% of the population without bank accounts due to religious reasons. On this basis, the development of the Islamic banking sector in Turkey has not only affected the growth of the economy directly, but also indirectly, such as creating more jobs, as well as providing services to customers who have previously been unbanked. There have also been positive effects from the Islamic banking sector in Nigeria. As a country with over 200 million population and a 50% Muslim population, Nigeria is a market with high potential for the development of Islamic Finance. According to Lawal & Imam (2016) the introduction of Islamic Banking has been able to stimulate the growth of the Nigerian economy, through the provision of affordable finance, embracing new customers, lowering unemployment, attracting investment into the country and so on.

According to the experience of different countries around the world, we can identify some effects of Islamic banking sector on the growth of the economy. In my opinion, these effects can often have indirect effects on the economy. Firstly, due to the focus of Islamic banks in developing medium and small enterprises and improving the community's socioeconomic condition, many new workplaces will be created, subsequently lowering unemployment and increasing the purchasing power of the population. Secondly, due to the support of the government and the development of the Islamic banking market, the attractiveness of the country for foreign investment by Islamic community will increase. Third, based on the fact that Islamic finance is accessible to everyone, anyone can become a customer, as well as Muslims who previously did not have a bank account due to religious reasons. Fourth, economic growth is not possible without a stable system, hence it is generally assumed after the global crisis of 2008 that the Islamic banking system is less risky and more stable. Fifth, in the case of Kazakhstan, there is a strong demand for Halal (Shariah permissible) products in the country's market which is good for Islamic banks aimed to invest in acceptable projects, eventually stimulating growth of domestic market. Sixthly, it is believed that Islamic finance is fair and transparent, which will help to avoid situations like corruption causing economic downfall. At seventh, contracts such as Musharakah will allow the creation of joint venture for large and long-term projects that will result in the creation of new jobs, income to the country's economy, increased competitiveness in the market, and the development of domestic production. Finally, Islamic Banks are interested in investing in the real sector of the economy, which will contribute to the growth and stability of the country's economic condition by avoiding investments in risky projects and economic bubbles.

As previously mentioned, despite the support from the government, the Islamic banking sector has only 0.2% of the domestic market coverage. The population of the country is more accustomed to using conventional financial instruments, as it is difficult to understand the terminology and operational process of Islamic banking products. Currently, only one university in Kazakhstan offers

a degree in Islamic finance. However, in order to promote the Islamic banking sector in the country, a special department for Islamic banking development has recently been established on the basis of Astana International Finance Center. In order to popularize Islamic finance, this department, in cooperation with Asian Development Bank has created a guidebook in Islamic Finance and designed strategy for the development of the sector in Kazakhstan. Currently, there are 2 full-fledged Islamic banks in Kazakhstan - Al Hilal and Zaman Bank. Additionally, there are Islamic financial institutions such as Kazakhstan Ijarah Company, Al Saqr and Tayyab. The latter is a representative of an Islamic fintech providing e-banking services.

PRIMARY ANALYSIS

For the primary analysis a qualitative method of data collection was used. In order to obtain quality results, several professionals in the Kazakhstan market with high knowledge in the field of Islamic Finance were selected. Therefore, interviews were conducted with professionals from different organizations on the topic of the research with pre-arranged questions. First of all, an interview was conducted with Aidyn Kairanov, Head of Financial Analysis Department of Kazakhstan Ijarah Company. The next interviewee was Daniyar Uspanov, co-founder of Islamic fintech Tayyab. The third interviewee was Madina Tukulova, Head of Islamic Finance at AIFC, who is also one of the most respected women in Islamic Finance sector worldwide.

The interviews were conducted in an online format through applications of Zoom and WhatsApp. More than 15 interview questions related to my research topic were used to gather qualitative data.

As a result of the interview, it can be concluded that all respondents agree that the level of development of the Islamic financial sector in Kazakhstan despite 14 years of history is at the early stage. In fact, 14 years is not a long period for the development of the financial system according to Madina Tukulova. She said that even in Malaysia, where this system is recognized at the highest level, it took dozens of years to get proper consideration, thus only by the 90s of the last centuries began a full transformation of the system, which eventually brought support to the economic development of the country.

Regardless of the low level of progress in this sector, the interviewed professionals believe that Islamic finance is very promising, both from a global perspective and within our country. According to them, currently there are already ongoing many processes towards the expansion of this field, including the development of religious awareness and financial literacy training. According to experts, the problem in the full-fledged expansion of this industry is the limitations of legislation. Certainly, compared to many countries, Kazakhstan is one of the few that has provided legislative amendments for Islamic banks, but currently there is no legislation supporting the operation of Islamic MFOs, as well as the Islamic securities market. According to Madina Tukulova, only 3 types of Islamic securities can be issued on KASE today, which limits the full development of these products. At present, the work with regulators is underway so that Islamic MFOs could start their operations on the platform of AIFC. Currently, there are few players in the market of Islamic banks in Kazakhstan, which complicates the development of this sector. However, with the legislation on Islamic MFOs, the market is expected to be boosted as these institutions require less financial capital and human resources.

Importantly, no specialized degrees are required to enter the field of Islamic Finance, but basic knowledge or additional certifications are appreciated. In addition, it is not necessary to be a practicing Muslim to work in Islamic finance and banking or to become a client of these organizations. The challenge with the underdevelopment of this sector in Kazakhstan is that there is a low level of public awareness of Islamic banking services and products. Also, despite 70% of the population of Muslims

in the country, relying on Daniyar Uspanov only 16% of them are full practitioners of the religion. Due to the low awareness of population and the Clergy of Kazakhstan with halal investments because of the low level of financial literacy, many people use the products of traditional banks, which are not ethically suitable with Shariah law. Only a limited number of Islamic finance products are available in the market of Kazakhstan, which makes this sector less competitive in comparison with the products of conventional banks. Not all people are ready to overpay for ethicality of services, and in some cases, there is no possibility to do so, which results in choosing conventional banks with better terms. Professionals also point out the importance of developed interface of banks for customers with the current standards aimed on simplification of customer's daily life.

At the moment there is a shortage of experts in the field of Islamic Finance in Kazakhstan. However, the low awareness of the population as well as the low interest of educational institutions leads to the lack of professional training of human resources in this field. It is expected that increased demand for the products will lead to interest growth on the part of universities. According to Madina Tukulova, at the moment there are attempts to revitalize the previously existing Association for the Development of Islamic Finance to conduct trainings with the public and businesses on Islamic financial products and services. In addition, at the moment online training options with certification in collaboration with foreign universities are under consideration.

Islamic banks, just like conventional ones, are interested in maximizing profits. All professionals agreed that the importance of Islamic banks is their commitment to invest in the real sector of the economy, which will stimulate the growth of the country's economy. Such investments will help in the creation of new enterprises, which implies new workplaces for the citizens. Moreover, targeting the real economy sector will prevent the funding of economic bubbles, which will secure the stability of the economy in the long run. Islamic banking contracts can also help attract the right investments in ambitious and large projects to support long-term operations. Taken together, all experts note the importance of Islamic Banks to the people and the country as a tool to obtain high-quality and fair banking services, as well as a sector with potential impact on the country's economy.

It is expected that with the development of the Islamic finance sector, Kazakhstan can attract international Islamic banks from Turkey, Malaysia and other countries. Strong investors and industry participants are important for the comprehensive expansion of the system in Kazakhstan. Specialists note the importance of inclusion of Islamic finance in various government programs. Alternative finance banks do not target only small and medium-sized businesses, but also work successfully with large corporate sectors, as in the case of Al Hilal bank. Transparency, fairness, risk sharing and relative stability are key reasons for non-Islamic customers to choose Islamic banks. Also, according to Madina Tukulova, during the Covid pandemic Al Hilal bank completely canceled several months of contract payments for its clients, showing understanding and support.

Over the past year, Kazakhstan has become one of the top 15 Islamic economies in the world, largely due to its large market for Halal products. It is important to note that there are currently no regulations indicating that only Halal investments are required for Halal businesses. However, in recent years, there is a trend in Malaysia to change the regulations. Hence, it is important for the future of the halal product and manufacturing market to develop the Islamic Finance sector. In principle, professionals agree that Islamic banks, as well as conventional banks, have an impact on the development of the business environment in the country, providing quality service and products to their customers, as well as stimulating the growth of the country's economy. At the moment, work is being done to increase public awareness of Islamic financial products, as well as to attract interest from foreign institutions and investors. For this purpose, today, in cooperation with AIFC and Islamic Development Bank, market research on Islamic finance and banking in Kazakhstan is being carried out to compile a country report.

All interviewed specialists agree that it is important to develop the Sukuk market in Kazakhstan. Sukuk is a less risky type of investment compared to traditional bonds, which is what makes it attractive to many western countries. It is good tool to attract investment and liquidity to Islamic financial institutions, and the asset-based nature makes it more stable in case of default. Based on the words of Daniyar Uspanov, Tayyab are planning to issue their first Sukuk in the near future. Citing the example of the UK, it is important in the early stages of development of the Islamic banking sector to issue sovereign Sukuk, i.e., those securities owned by the state. This step may serve as a positive sign for foreign investors and banks, showing the government's commitment to support expansion of new financial system. It may attract foreign direct investments into the country, possibly attracting interest from domestic investors as well. According to professionals, it is important to attract domestic entrepreneurs and investors to participate in the development of the market. As previously mentioned, in the near future there will be an opportunity for Islamic MFOs to operate in the market of Kazakhstan, which opens up the possibility to participate in the market with less investment compared to opening a bank. The stagnation of the sector may be the result of the limited products available in the market, so the introduction of MFOs will help to address this issue.

ANALYSIS, FINDINGS AND CONCLUSION

Analyzing all the findings from previous studies and implemented interviews during primary data gathering, we can recognize that the development of the Islamic banking sector in Kazakhstan is at a low level, or rather at the initial stage, since the first legislative acts in favor of this sector were adopted only 14 years ago. In near future, market expansion, introduction of MFOs, as well as attraction of both internal and external investments are expected. Islamic Banks are known for their stability, transparency and fairness, which is appealing not only to the Muslim community but also to many Western countries. In some cases, certain types of Islamic bank products may become most popular among the non-Muslim population, as has been the case in the UK.

Basically, because of the accessibility of Islamic banking to everyone, it is not only being appealing to all customers regardless of religion, but also to potential employees. It is not necessary to have a degree in Islamic finance, much less practice Islam, to be part of the Islamic banking sector. Hence, it may reduce unemployment by not only offering jobs but also investing in new projects, subsequently generating demand for workers.

As we know, Islamic banks are not focused on charity, as some may think, but on maximizing company's value, similarly to a conventional bank. With the interest of the new financial system in investment in the real sectors of the economy, we can expect an impact on the economic condition and business environment of the country. Despite the small number of Islamic banks in the country, Al Hilal bank has been successfully investing in large businesses for a long time, helping to develop the economy of Kazakhstan through provision of Halal funding. In addition, we assume that further development of Islamic banking will attract investments into sector from foreign institutions and businessmen, as well as from domestic players.

Strong support from the government and AIFC encourages a positive forecast for the future of the sector in Kazakhstan. Hence, not only legislative support from the government is expected, but also issuance of sovereign Sukuk is anticipated by experts. Sukuk as Islamic securities is important both to attract investment and liquidity to Islamic banks, as well as to raise the interest of international banks and investors in the Kazakhstan market. In the case of the UK, the issuance of sovereign Sukuk allowed to bring investments in the construction of facilities like Olympic Park stadium, and investments in the country's Islamic banks from international banks. Therefore, the same effect can be expected in the case of issuance of sovereign Sukuk, which according to professionals, is the most significant step for the development of the Islamic banking sector in Kazakhstan.

Despite the large population of Muslims, the number of fully practicing Muslims in the country does not exceed 16%. However, there is an upward trend of practicing Muslims, which is a positive sign for the development of the Islamic finance sector. Nevertheless, the awareness of Halal finance among the population is low, which needs to be remedied by increasing financial literacy among both the population and the Clergy. It is expected to increase the provision of Islamic banking training by universities in the process of sector growth. In addition, it is possible to launch online courses with certification from foreign universities.

With the increase in the products provided by Islamic banks and raising public interest, it is possible to boost the country's economy by creating a competitive environment through the provision of quality and more accessible services in the market. Consequently, it is possible to influence economic growth through the expansion of small and medium-sized businesses by providing more favorable investment conditions, as well as through the creation of cooperation for the development of large businesses. Eventually, the development of this sector will increase investment in the real sector of the economy. Consequently, it will not only allow to trigger the growth of the country's economy, but also secure the sustainability of the economy in the long run, as Islamic finance investments will not be targeted at economic bubbles that create the risk of crisis situations.

The challenge of conducting this research work was the limited number of publications on this topic, not only in our region, but also throughout the world. Obviously, this issue originates from the young nature of this sector which is gradually improving and developing, as well as the quantity and quality of works done on this topic. In addition, only a few Islamic financial institutions are represented in the market of Kazakhstan, which makes it difficult to conduct a qualitative data collection during the primary analysis.

Since I do not have sufficient expertise in Islamic Finance, I can only make recommendations based on the interview results. Therefore, it is essential to implement the following steps:

- 1) Issuance of sovereign Sukuk by the Government of Kazakhstan
- 2) Modifying the legislation to allow operational activity of Islamic Microfinance organizations
- 3) To increase public awareness about Islamic financial products through trainings and issuance of guidelines. Also, it is important to conduct trainings on financial literacy with the Clergy of Kazakhstan to convey the importance of Halal financial products for Muslim community.
- 4) Initiate human resource education, through online and offline trainings, certifications, providing degrees in Islamic finance and banking in higher education institutions
- 5) To expand Islamic Banks' services and product lines provided in the Kazakhstan market through the introduction of MFOs
- 6) Attract domestic investors in the development of Islamic Finance sector; Cooperation with international banks to establish a branch office in Kazakhstan
- 7) Renew the previously existed Association of the Islamic Finance Development.

In conclusion, it is difficult to predict what direct impacts the development of the Islamic banking sector may have on the economy of the country. However, as it has been studied, there are many indirect positive effects this sector will have on the growth of Kazakhstan's economy. It is important to realize that Islamic banks are not charitable organizations, but are just like traditional banks, aiming to generate profits. Consequently, these banks are as impactful as our previously recognized banks and can have a positive impact on both the growth of the economy and the development of the business environment in the country. However, it is important to realize that due to ethical rightness, these financial institutions provide services not only to ordinary customers, but also to those people who previously could not benefit from the services of traditional banks due to religious reasons. In addition to embracing a new clientele segment, the development of Islamic banks

and its products such as Sukuk will attract new internal and external investors interested in both profitability and stability of the financial market.

In my opinion, this sector has great prospects for development in Kazakhstan. The foundation for development in the form of major legislative changes has been in place since 2009, and further more active interest should be shown by investors and participants in the sector. The new system of finance, positively supported by the government, will attract both domestic and foreign businesses and investors in the future. I believe that with the new upcoming changes in the legislation, a new frontier of Islamic banking development will arrive and thereby the growth of the country's economy.

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“Exploring Trade Marketing Strategies in Kazakhstan's Pharmaceutical Sector: A Comprehensive Review”

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ABSTRACT

This article presents a comprehensive review of the trade marketing strategies in Kazakhstan's pharmaceutical sector. It explores the dynamic growth of the market, especially in the wake of the COVID-19 pandemic, and highlights the adaptation of global trade marketing strategies to the local context of Kazakhstan. The article delves into key strategies such as relationship management, digital marketing, educational programs, and pricing strategies, emphasizing their significance in the current market landscape.

Further, the article discusses the importance of regulatory compliance and ethical marketing in the pharmaceutical industry, underscoring the need for adherence to local and international standards, and prioritizing patient safety and ethical promotion practices. It identifies emerging trends, including the use of AI and big data for personalized marketing and the growing significance of digital and mobile health platforms.

Strategic recommendations are provided for pharmaceutical companies to optimize their trade marketing strategies in Kazakhstan, considering the unique challenges and opportunities of the market. The article concludes by summarizing key findings and discussing the potential long-term impacts of these strategies on Kazakhstan's pharmaceutical sector, including implications for market growth, patient engagement, and healthcare innovation. This review serves as a valuable resource for stakeholders in the pharmaceutical industry, offering insights into effective marketing strategies and future trends in the context of Kazakhstan's evolving healthcare landscape.

1 INTRODUCTION

Kazakhstan's pharmaceutical sector has been a subject of increasing interest in recent years, particularly in the wake of the global coronavirus pandemic. This article aims to provide a comprehensive review of trade marketing strategies within this rapidly evolving sector, highlighting how these strategies are uniquely adapted to the Kazakhstani context.

In 2020, Kazakhstan's pharmaceutical market displayed remarkable growth, with the market size for finished pharmaceutical products increasing to KZT460bn (\$1bn), a 22% year-on-year growth. This surge was largely attributed to a heightened demand for medicines, spurred by the COVID-19 pandemic, which led to a significant increase in the volume of purchases from medical institutions and pharmacies as part of the preparations for managing the pandemic (Web-1).

The pharmaceutical market in Kazakhstan has also been shaped by specific consumer demographics and drug consumption patterns. For instance, the average medicine buyer is predominantly female, accounting for 87% of all sales, with a significant portion of consumers being employed in sectors like education, finance, and government. The most purchased medicines are vitamins and minerals, cardiovascular drugs, gastrointestinal treatments, cold remedies, and antibacterial agents (Kireyeva et al., 2021).

Despite the growth, the market faces challenges, particularly in domestic production capabilities and international trade. Kazakhstan's pharmaceutical industry is largely import-dependent, with a significant proportion of medical products being imported. In 2019, the share of domestic producers in the market was 14%, which slightly increased to 16% by the end of 2020. The country ranks 72nd

out of 116 in the global ranking of pharmaceutical exporting countries, highlighting a low export orientation. However, there is a governmental push to enhance domestic production, with plans to launch more than 30 large pharmaceutical operations by 2025, aiming to increase domestic pharmaceutical production to 50% in physical terms (Aliyeva, 2019).

The technological level of pharmaceutical production enterprises in Kazakhstan is not high, compounded by a lack of professional training and qualifications due to staff shortages. There is also a noted disconnect between science and pharmaceutical production, which affects the development and production of pharmaceutical products.

A SWOT analysis of the Kazakhstani pharmaceutical industry reveals that while the industry benefits from state support and a stable network of domestic production leaders, it is challenged by low export potential and limited integration of science, production, and education. The formation of a single pharmaceutical market within the Eurasian Economic Union (EAEU) opens up opportunities for the Kazakhstani pharmaceutical industry, but also introduces competitive threats (Web-2).

In summary, the Kazakhstani pharmaceutical sector presents a landscape of rapid growth and evolving challenges. The implications of these dynamics for trade marketing strategies are profound, necessitating a nuanced understanding of the local market, consumer behavior, and the interplay between domestic capabilities and global market forces. This article will delve deeper into these aspects, exploring effective trade marketing strategies in the context of Kazakhstan's unique pharmaceutical landscape.

2 OVERVIEW OF KAZAKHSTAN'S PHARMACEUTICAL MARKET

The pharmaceutical market in Kazakhstan has shown substantial growth, especially in light of the COVID-19 pandemic. In the first 11 months of 2020, there was a 22% increase in the value volume of the market, considering retail sales and purchases for government-funded medical care. The retail sales of pharmaceutical products alone rose by 18%. This growth was primarily driven by an increased demand for medicines, rising drug costs, and the emergence of new pharmaceuticals aimed at managing the pandemic. This scenario prompted a quicker market entry for new drugs, impacting their pricing structures. By the end of 2020, the share of domestic producers in monetary terms rose to 16% of the total pharmaceutical market of Kazakhstan, indicating a 39% increase in domestic production value compared to 2019 (Web-3).

The consumption pattern in Kazakhstan reveals a consistent demand for antibiotics, anti-inflammatory, and anti-cold medications, as well as analgesics. The top five diseases by morbidity include respiratory, circulatory, genitourinary, digestive system disorders, and complications related to pregnancy. Notably, there has been an average increase of 4% in the incidence of these diseases over three years (2017-2019).

Challenges and Opportunities

The Kazakhstani pharmaceutical market remains significantly import-dependent, with about 80% of the market comprised of imports, mainly from Germany. In 2019, Kazakhstan ranked 72nd out of 116 countries in the global pharmaceutical exporting countries list, reflecting a low export orientation. However, the state's active policy to support domestic medicine production has fostered growth in this sector, with approximately 70% of local products being sold through state channels. Despite this, the export of medical devices saw a 16-fold decrease in 2019 compared to 2018 (Web-4).

Currently, there are 96 enterprises in Kazakhstan's domestic pharmaceutical industry, with a notable increase in production and investment in 2020. The industry is projected to grow by 10% until 2024, with particular growth expected in the budget segment due to increased purchases of expensive drugs

for outpatient care, especially for oncology and diabetes treatments. The retail sector's growth is likely to be driven by the demand for expensive original drugs.

The government aims to increase the share of domestic pharmaceutical products to 50% of the market by 2025 through production localization and collaboration with multinational companies. This ambition is supported by accelerated processes for the examination, registration, and safety assessment of domestic medicines and medical devices. Despite these efforts, the domestic pharmaceutical industry in Kazakhstan faces challenges such as weak integration of science, production, and education, a low degree of commercialization of domestic scientific developments, and a shortage of highly specialized narrow-profile specialists.

Kazakhstan's pharmaceutical market is characterized by rapid growth and evolving challenges. The market presents unique opportunities driven by state support and increasing domestic production, but it also faces hurdles like import dependence, low export potential, and the need for better integration of science and production.

3 TRADE MARKETING STRATEGIES: GLOBAL VS. LOCAL CONTEXT

Globally, trade marketing strategies in the pharmaceutical industry encompass a broad range of tactics aimed at promoting products to healthcare professionals and pharmacies. Key strategies include relationship marketing, evidence-based marketing, digital outreach, educational initiatives, and pricing strategies. These approaches focus on building long-term partnerships, leveraging clinical data to support product efficacy, embracing digital platforms for marketing and engagement, providing educational resources to healthcare professionals, and developing competitive pricing models (Saxena, 2010; Kalotra, 2014; Khoso, Ahmed, & Ahmed, 2014; Mohammadzadeh, Bakhtiari, Safarey, & Ghari, 2019; Narayan, Mohanty, & Kumar, 2020).

In the global pharmaceutical industry, trade marketing strategies are essential for promoting products effectively to healthcare professionals and pharmacies. These strategies encompass a diverse array of tactics, each targeting different aspects of the market and customer engagement.

Relationship Marketing

Relationship marketing is pivotal in the pharmaceutical sector. It involves building and maintaining long-term relationships with healthcare providers, pharmacists, and distributors. This approach prioritizes understanding and meeting the needs of these stakeholders, fostering trust and loyalty. Effective relationship marketing often leads to repeat business and referrals, which are crucial in an industry where personal recommendations and professional trust play significant roles (Saxena, 2010).

Evidence-Based Marketing

Evidence-based marketing is another core strategy. This approach relies on clinical data and scientific research to market products. Pharmaceutical companies often use data from clinical trials, research studies, and expert testimonials to demonstrate the efficacy and safety of their products. By providing healthcare professionals with concrete, research-backed information, companies can effectively communicate the value of their products, leading to informed decision-making by healthcare providers (Kalotra, 2014).

Digital Outreach

The rise of digital technology has transformed pharmaceutical marketing. Digital outreach strategies include the use of websites, social media, email campaigns, and online advertisements to reach a wider audience. These platforms offer pharmaceutical companies the opportunity to engage with healthcare professionals and consumers directly, providing timely information about new products, treatments,

and industry developments. Additionally, digital tools enable personalized marketing approaches, targeting specific audiences based on their preferences and behaviors (Khoso, Ahmed, & Ahmed, 2014).

Educational Initiatives

Educational initiatives are integral to pharmaceutical trade marketing. These initiatives may include seminars, workshops, webinars, and educational materials, aiming to inform healthcare professionals about new treatments, drug efficacy, and usage guidelines. Educational efforts not only help in building brand credibility but also ensure that healthcare professionals are well-informed, which is crucial for patient safety and effective treatment outcomes (Mohammadzadeh, Bakhtiari, Safarey, & Ghari, 2019).

Pricing Strategies

Finally, pricing strategies play a critical role. Setting the right price for pharmaceutical products is a complex process that involves considering production costs, market demand, competitor pricing, and regulatory constraints. Pharmaceutical companies often adopt pricing models that balance profitability with patient accessibility. Pricing strategies might also involve discounts, rebates, and tiered pricing systems to make products affordable for different segments of the market (Narayan, Mohanty, & Kumar, 2020).

Together, these strategies create a comprehensive approach to pharmaceutical trade marketing. By integrating relationship-building efforts with evidence-based marketing, digital outreach, educational initiatives, and thoughtful pricing strategies, pharmaceutical companies can effectively navigate the complex landscape of healthcare marketing, ensuring that their products reach the right audience in the most impactful way.

Adaptation to Local Market

In Kazakhstan, these global trade marketing strategies are being adapted to accommodate local market conditions, regulatory frameworks, and consumer preferences. The Kazakhstani pharmaceutical market, characterized by its heavy reliance on imported drugs and burgeoning domestic production, demands specific marketing strategies. Relationship building with local healthcare providers and pharmacies is crucial, considering the significant role of these stakeholders in the distribution and recommendation of pharmaceutical products. Emphasizing digital marketing strategies is also essential in Kazakhstan, given the increasing internet penetration and digital literacy among healthcare professionals and consumers (Nurpeisov et al., 2016; Aliyeva, 2019; Kireyeva et al., 2021).

Furthermore, educational initiatives tailored to the Kazakhstani market, focusing on prevalent diseases and treatments, are vital for engaging healthcare professionals. Pricing strategies need to consider the economic dynamics and purchasing power in Kazakhstan, with an emphasis on balancing affordability and value. Additionally, compliance with local regulatory requirements and understanding the nuances of the Kazakhstani healthcare system are integral for effective trade marketing in the region (Amangeldin et al., 2017; Frolova, Andreeva, & Abdurahmanova, 2017; Orazgaliyeva & Yessimzhanova, 2018; Tairova et al., 2020; Orynbet et al., 2023; Aliyeva, Manap, & Isabayev, 2020). Adapting global trade marketing strategies to the Kazakhstani pharmaceutical market involves customizing approaches to meet the unique requirements of the local market. This includes tailoring strategies to suit Kazakhstan's regulatory environment, consumer preferences, and the market's heavy reliance on imported drugs alongside growing domestic production.

Relationship Marketing

In Kazakhstan, relationship marketing takes on added importance due to the significant role of healthcare providers and pharmacies in product distribution and recommendation. Building strong, trust-based relationships with these key stakeholders is essential. Pharmaceutical companies should focus on understanding the specific needs of local healthcare professionals and pharmacies, providing them with tailored information and support. This might involve organizing local events, participating in medical conferences, and engaging in continuous dialogue to understand their challenges and preferences.

Digital Marketing

The increasing internet penetration and digital literacy in Kazakhstan make digital marketing an essential strategy. Pharmaceutical companies should leverage online platforms to reach healthcare professionals and consumers. This includes maintaining informative websites, utilizing social media for engagement, and using email marketing for direct communication. Digital platforms can also be used for virtual training and webinars, especially in remote or rural areas where access to in-person events might be limited.

Educational Initiatives

Education is a powerful tool in the pharmaceutical industry. In Kazakhstan, there's a need for initiatives that educate healthcare professionals about new drugs, treatments, and therapies. These initiatives could be in the form of continuing medical education (CME) programs, online courses, and informative materials that are culturally relevant and available in local languages. These programs not only help in building the company's credibility but also ensure that healthcare professionals are well-informed about the latest developments in pharmaceuticals.

Pricing Strategies

Given Kazakhstan's economic landscape, pricing strategies must be carefully considered. Pharmaceutical companies need to balance making their products affordable while ensuring profitability. This might involve implementing tiered pricing strategies to make drugs accessible to different segments of the population or offering special pricing for government-funded healthcare programs.

Regulatory Compliance

Adherence to local regulatory standards is paramount. Companies must ensure that their marketing practices comply with Kazakhstan's pharmaceutical regulations. This includes obtaining the necessary approvals for marketing materials and ensuring that all promotional activities are transparent and ethical.

Consumer Preferences

Understanding consumer behavior and preferences in Kazakhstan is crucial. Pharmaceutical companies should conduct market research to gain insights into the needs and preferences of Kazakh consumers. This information can then be used to tailor marketing strategies and develop products that meet the specific health needs of the local population.

In conclusion, adapting global trade marketing strategies to the Kazakhstani market requires a multifaceted approach that considers local cultural nuances, regulatory requirements, and the specific needs of healthcare professionals and consumers. By effectively localizing these strategies, pharmaceutical companies can better position themselves in this unique and evolving market.

4 KEY TRADE MARKETING STRATEGIES IN KAZAKHSTAN'S PHARMACEUTICAL SECTOR

Relationship Management

In Kazakhstan, building relationships with healthcare professionals, pharmacies, and distributors is a cornerstone of effective trade marketing. This involves fostering trust and understanding their unique needs and challenges. Engaging with local healthcare providers through regular interactions, offering them tailored support, and understanding their prescribing behaviors are crucial. Nurpeisov et al. (2016) highlight the importance of maintaining strong relationships with these stakeholders to facilitate the effective distribution and endorsement of pharmaceutical products.

Digital Marketing

Digital marketing has become increasingly relevant in Kazakhstan, with a growing trend of internet usage among healthcare professionals and consumers. Utilizing social media, online advertising, and e-commerce platforms is essential to reach a broader audience. As Kireyeva et al. (2021) point out, digital platforms offer pharmaceutical companies an opportunity to engage directly with healthcare professionals and consumers, providing them with timely and relevant information. This strategy can be particularly effective in reaching remote or rural areas where traditional marketing methods are less feasible.

Educational Programs

Educational and awareness programs targeting healthcare providers and consumers play a significant role in the Kazakhstani pharmaceutical sector. These programs, as discussed by Frolova, Andreeva, & Abdurahmanova (2017), are designed to inform healthcare professionals about new treatments and drug efficacy, contributing to informed prescribing practices and improved patient outcomes. Additionally, consumer-focused educational campaigns can increase awareness about health issues and available treatments, fostering informed decision-making among the public.

Pricing and Promotional Strategies

Pricing and promotional strategies need to be carefully tailored to the local market in Kazakhstan. As Khoso, Ahmed, & Ahmed (2014) note, pharmaceutical companies must balance affordability and profitability, considering the economic dynamics and purchasing power in Kazakhstan. This might involve tiered pricing strategies, discounts, and rebates to make products accessible to different market segments. Moreover, promotional activities should comply with local regulatory standards, as outlined by Tairova et al. (2020), ensuring that all marketing practices are ethical and transparent.

The adaptation of global trade marketing strategies to the Kazakhstani pharmaceutical market involves a deep understanding of local dynamics, including cultural nuances, economic conditions, and regulatory frameworks. By effectively employing these strategies, pharmaceutical companies can enhance their market presence and contribute to the overall health and well-being of the Kazakhstani population.

5 CASE STUDY: EUROPHARMA'S DIGITAL MARKETING CAMPAIGN IN KAZAKHSTAN

Background:

Europharma's sales data from 2019 to 2021 exhibits a remarkable upward trajectory in financial performance. The revenue growth from \$2.14 million in 2019 to \$6.7 million in 2021 signifies a

substantial expansion, with a notable 31% increase in 2021 alone. This growth is paralleled by a surge in online consumer engagement, as evidenced by the rising number of average monthly online orders, escalating from 8,190 in 2019 to 34,919 in 2021 (Web-5). The average transaction value also reflects consumer spending patterns, remaining relatively stable around the \$21-\$25 mark over the years (Diagram 1).

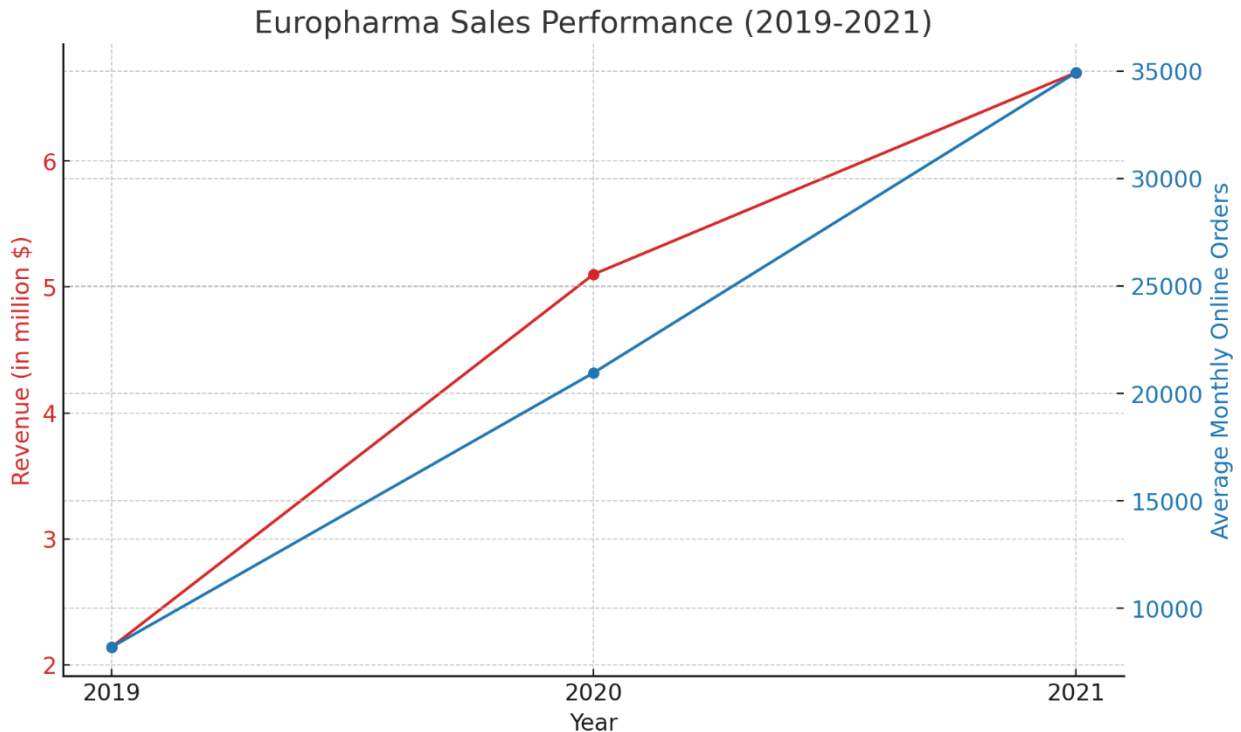


Diagram 1: Europharma sales performance (2019-2021)

The Diagram 1 illustrates Europharma's sales performance from 2019 to 2021, showing a clear upward trend in both revenue and average monthly online orders. The revenue, depicted in red, demonstrates a significant increase each year, reaching \$6.7 million in 2021. Concurrently, the average monthly online orders, shown in blue, also show a steady rise, indicating growing consumer engagement through digital platforms. This visual representation underscores Europharma's successful growth trajectory in the pharmaceutical market over these years.

The dynamic growth in revenue, particularly the 138% jump in 2020, might be attributed to several factors, including strategic trade marketing initiatives, expansion in online and retail presence, and possibly the impact of the COVID-19 pandemic on consumer buying behaviors in the pharmaceutical sector. The steady increase in online orders suggests a successful adoption of digital platforms by Europharma, aligning with global trends towards e-commerce in healthcare.

This data provides a valuable lens through which the effectiveness of trade marketing tools in the pharmaceutical industry can be assessed. The consistent increase in both revenue and online engagement suggests that Europharma's marketing strategies might be effectively resonating with their target audience, contributing to their growth in Kazakhstan's competitive pharmaceutical market. Europharma, a notable player in Kazakhstan's pharmaceutical industry, sought to enhance its market presence by embracing digital marketing strategies. This initiative aimed to reach a broader audience, including healthcare professionals and consumers, in a market that is increasingly digital.

Strategy:

- Developed a comprehensive digital marketing plan incorporating social media, SEO, and targeted online advertising.
- Created educational content and virtual platforms for healthcare professionals, focusing on product information, usage guidelines, and latest research findings.
- Launched an e-commerce platform to facilitate direct purchases, complemented by digital customer support.

Results:

- *Increase in Website Traffic and Social Media Engagement.* Digital technology transformations in healthcare are paralleled in other industries like media, retail, and banking. Mobile communications, the cloud, advanced analytics, and the Internet of Things are driving these changes, significantly impacting how pharmaceutical companies interact with their audience online.
- *Enhanced Brand Recognition Among Healthcare Professionals.* The evolving digital landscape has led to a shift towards outcomes-based care. Pharmaceutical companies are increasingly focusing on "beyond the pill" solutions, which include not just drugs but also digital tools to monitor patient conditions. Such initiatives are crucial for demonstrating drug efficacy and value, which in turn enhances brand recognition among healthcare professionals.
- *Increased Sales Through E-Commerce Platform.* The digitization of health information has empowered patients, making them less dependent on doctors for advice and more proactive in managing their health. This shift has increased the significance of e-commerce platforms as patients become more involved in evaluating healthcare products and services.
- *Positive Feedback from Healthcare Professionals on Educational Content.* Digital technologies have opened new channels for information dissemination, challenging the traditional control of pharma companies over information about their products. Online communities, apps, and advanced data analytics have become key tools in sharing drug-related information, enhancing the capacity for healthcare professionals to access and assess educational content.
- *Streamlined Business Processes and Responsiveness.* The adoption of advanced analytics and automation technologies in the pharmaceutical industry is expected to bring significant improvements in efficiency, speed, quality, and responsiveness. This aligns with the trend of real-time responsiveness and agility that is becoming increasingly important in various industries.
- *Challenges in Scaling Digital Initiatives.* Despite the adoption of digital capabilities, many pharmaceutical companies face challenges in scaling these initiatives. The lack of clear strategic direction and the fragmentation of resources across numerous small initiatives often impede the ability to achieve significant impact. This highlights the need for strategic planning and resource allocation in digital marketing endeavors (Web-6).

These global trends and insights provide a framework for understanding the potential impact of digital marketing strategies in the pharmaceutical sector, which can be applied the case of Europharma in Kazakhstan.

Comparative Analysis:

- Compared to similar campaigns in other emerging markets, Europharma's strategy was particularly effective due to its tailored approach to the unique digital landscape and consumer behavior in Kazakhstan. The emphasis on educational content reflected a deep understanding of the healthcare professionals' need for reliable and accessible drug information.

6 CHALLENGES AND ETHICAL CONSIDERATIONS

Regulatory Compliance

Adhering to local and international regulatory standards is crucial in the pharmaceutical industry, particularly in a rapidly evolving market like Kazakhstan. The transformation of Kazakhstan's pharmaceutical supply chain began around seven years ago, with the government issuing guidelines on labeling, marking, and requirements for accessing and uploading data to a central portal. This effort has evolved into the Special Information System for Marking and Traceability of Goods (IS MPT), which aims to enhance transparency and traceability in the pharmaceutical supply chain (Web-7).

The goals of Kazakhstan's pharma serialization include communicating product information to consumers, combating counterfeit and falsified products, and eliminating gray markets. These objectives align with regulatory goals in other countries, emphasizing the importance of regulatory compliance not only for legal adherence but also for consumer safety and confidence.

Furthermore, the Kazakh government has indicated that digital labeling will aid businesses in increasing productivity and market share, ultimately leading to increased revenue. This initiative also involves collaborating with the integrated system of the Eurasian Economic Commission (EEC) and operators in other Eurasian Economic Union (EAEU) states, underscoring the significance of aligning with both local and international regulatory frameworks.

Ethical Marketing

Ethical considerations in trade marketing are paramount, especially in the context of patient safety and ethical promotion practices. In the pharmaceutical industry, this entails a commitment to marketing products in a manner that prioritizes patient well-being above all else. Ethical marketing involves ensuring that all promotional activities are accurate, truthful, and not misleading, particularly when it comes to the efficacy and safety of pharmaceutical products.

Marketing strategies should be based on sound scientific evidence and should avoid overstatements or unverified claims. This is especially important in an era where information is readily available online, and patients are increasingly taking charge of their health decisions. Ethical marketing also involves full compliance with marketing regulations and standards set by healthcare authorities, ensuring that all marketing materials and activities are reviewed and approved as per the guidelines.

In addition, ethical marketing in the pharmaceutical sector should prioritize transparency. This includes disclosing potential conflicts of interest, being transparent about the risks and benefits of products, and ensuring that healthcare providers and patients have access to comprehensive, unbiased information to make informed health decisions.

By adhering to these ethical and regulatory standards, pharmaceutical companies can build trust with healthcare professionals, patients, and the broader community, ultimately contributing to the overall health and well-being of the population.

7 FUTURE TRENDS AND RECOMMENDATIONS

Emerging Trends

The use of AI and big data is increasingly becoming a game-changer in trade marketing within the pharmaceutical sector. AI algorithms can analyze vast amounts of data to identify patterns and insights that human analysis might miss. This technology is particularly useful in understanding patient behaviors, predicting market trends, and personalizing marketing efforts. AI can also enhance decision-making processes, optimize supply chain management, and improve the efficiency of research and development activities.

Tailoring marketing strategies to individual needs and preferences is becoming more feasible and effective with advancements in data analytics and machine learning. This approach involves segmenting the market based on detailed consumer profiles and delivering customized messages and solutions to each segment. In the pharmaceutical industry, this could mean providing personalized health and medication information to different patient groups.

With the increasing use of smartphones and wearable health devices, mobile health platforms are becoming a crucial part of healthcare. Pharmaceutical companies can leverage these platforms for direct patient engagement, medication adherence tracking, and delivering tailored health information. The growth of e-commerce extends to the pharmaceutical sector, with online pharmacies becoming more prevalent. This trend offers pharmaceutical companies new channels for direct-to-consumer sales and interactions.

Strategic Recommendations:

1. Pharmaceutical companies in Kazakhstan should invest in digital technologies to enhance their marketing strategies. This includes developing a robust online presence, utilizing social media for brand building and customer engagement, and implementing e-commerce solutions.
2. Companies should harness the power of data analytics to gain insights into consumer behavior, preferences, and market trends. This will allow for more targeted and effective marketing strategies.
3. Develop marketing strategies that are patient-centric, providing value and education to patients. This could involve creating patient support programs, health awareness campaigns, and informative content about diseases and treatments.
4. Ensure strict adherence to regulatory standards and ethical marketing practices. This involves transparent communication about product benefits and risks, and avoiding misleading claims.
5. Engage in collaborations with healthcare providers, tech companies, and other stakeholders. Partnerships can lead to innovative solutions and expanded market reach.
6. The pharmaceutical sector is constantly evolving. Companies should remain agile and open to learning, adapting their strategies in response to new market developments and technological advancements.

By focusing on these trends and recommendations, pharmaceutical companies in Kazakhstan can position themselves effectively for future growth and success in an increasingly digital and patient-focused healthcare landscape.

8 CONCLUSION

This comprehensive review of trade marketing strategies in Kazakhstan's pharmaceutical sector has highlighted several key insights:

1. Kazakhstan's pharmaceutical market has experienced significant growth, particularly influenced by the COVID-19 pandemic. This growth is characterized by increased demand, the emergence of new treatments, and a notable rise in domestic production.
2. Global trade marketing strategies such as relationship marketing, digital outreach, and educational programs have been adapted to the local Kazakhstani context. This adaptation is vital for addressing the unique market dynamics, regulatory environment, and consumer behavior in Kazakhstan.
3. Building relationships with healthcare professionals and pharmacies is crucial, alongside leveraging digital platforms to engage with professionals and consumers. These strategies are essential for enhancing market presence and brand recognition.
4. Adherence to local and international regulatory standards, along with ethical marketing practices focusing on patient safety, is paramount. These aspects are key to maintaining trust and credibility in the market.
5. The sector is witnessing emerging trends like AI and big data for personalized marketing, and the rise of digital and mobile health platforms. These trends are reshaping the marketing landscape in the pharmaceutical industry.

Implications for the Future

The long-term impact of these strategies on Kazakhstan's pharmaceutical sector is potentially transformative. The continued growth and adaptation of digital marketing strategies are likely to lead to more efficient and targeted marketing efforts, improved patient engagement, and enhanced drug adherence. The use of AI and big data will likely usher in a new era of personalized medicine, where marketing strategies are tailored to individual patient needs and preferences.

Moreover, the emphasis on ethical marketing and regulatory compliance is expected to bolster the sector's credibility and trustworthiness, which is crucial for sustainable growth. This approach is also likely to foster a more patient-centric healthcare environment in Kazakhstan.

The ongoing adaptation to digital trends and the increasing role of e-commerce platforms are expected to open new avenues for direct-to-consumer marketing and sales, potentially reshaping the traditional pharmaceutical supply chain.

Finally, the strategic focus on relationship building and educational initiatives will likely strengthen ties with healthcare professionals, leading to better-informed prescribing practices and enhanced patient care.

In conclusion, the strategic adoption of these marketing approaches and the alignment with emerging trends will not only strengthen the market position of pharmaceutical companies in Kazakhstan but also contribute to the overall advancement and innovation in the country's healthcare sector.

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Web-7: <https://rfxcel.com/kazakhstan-pharma-serialization/#:~:text=The%20%E3%80%9050%E2%80%A0pilot%E2%80%A0www,8%20medical%20institutions%20also%20participated>

“IMPACT OF KICK-SHARING SERVICES IN KAZAKHSTAN”

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ABSTRACT

This research delves into the integration of electric scooters within the urban transport framework of Kazakhstan, a subject that has not been extensively explored before. The study aims to fill a crucial knowledge gap by providing detailed insights into how e-scooters are being used and their impact on the urban transport landscape, particularly in cities like Almaty and Astana.

INTRODUCTION

In Kazakhstan, notably in urban hubs like Almaty and Astana, the public transportation system has significantly progressed over time, aligning with the evolving requirements of its urban residents. The initiation of bus and subway services marked a notable enhancement in public mobility, catering to the demand for cost-effective and dependable commuting options. Buses, with their widespread routes, have been pivotal in connecting disparate areas of these cities, broadening access for numerous inhabitants. Yet, their fixed routes and strict timetable adherence can sometimes hinder convenience and adaptability, especially during rush hours or in traffic-heavy locales.

Subways, introduced as an answer to some of these issues, offer the merits of swift and timely travel, effectively sidestepping the challenges of ground-level traffic congestion. This swift transit mode has substantially reduced commuting durations, although its effectiveness is somewhat restricted to those residing near the stations, leaving the more remote areas less catered for.

In response to these shortcomings, the adoption of bicycles and electric bicycles in the urban transport equation provided a more individualized and eco-conscious travel alternative. These transport methods are becoming increasingly favored, particularly among urbanites who are mindful of their health and the environment. Traditional bicycles, devoid of motorization, foster physical exercise and have a negligible environmental footprint, aligning with the worldwide trend towards sustainable living practices. Electric bicycles, with their motor-assisted pedaling feature, mitigate the effort involved and expand the achievable range compared to conventional bicycles, making them suitable

for longer journeys and appealing to a more diverse user group, including those who may find regular cycling strenuous.

Nonetheless, bicycles and electric bicycles are not without their challenges. The physical exertion involved, their vulnerability to weather elements, and safety concerns on bustling streets pose significant hindrances. Moreover, the cycling infrastructure in Kazakhstan's cities, such as specially designated bike lanes and parking areas, is still evolving, which poses additional challenges for cyclists.

However, the introduction of electric scooters (e-scooters) has added a new dimension to the urban mobility equation. As Gibson et al. (2022) noted, e-scooters have complicated the city transportation system by blurring the lines between mobility spaces and transport categories. This disruption began in the West, with the first significant deployment of e-scooter sharing services by "Bird" in Santa Monica, California, in late 2017, as highlighted by Field & Jon (2021). This novel mode of transportation quickly spread across the globe, including Kazakhstan, where it introduced a unique blend of convenience and accessibility.

The introduction of e-scooters in Kazakhstan initially garnered considerable interest and excitement, mirroring the global response. Yet, this new mode of transport also introduced several challenges. Kazakhstan, like many other nations, faced difficulties in modifying its urban infrastructure and regulations to accommodate e-scooters. Issues surrounding safety, regulatory clarity, and the overall impact on urban transport systems necessitated prompt evaluation. As highlighted by Field & Jon (2021), there is a significant gap in research concerning the impacts and policy implications of e-scooter-sharing services, making it a vital area for further investigation. Adding to this, Cicchino et al. (2021) point out the necessity for evidence that compares the circumstances, rates, and types of injuries between cyclists and e-scooter riders. This comparison is essential to determine if cycling policies and safety standards are a suitable benchmark for e-scooter regulations and safety expectations.

RESEARCH PROBLEM

In Kazakhstan, the introduction of electric scooters (e-scooters) as a new transportation method in urban areas presents a dual challenge of integration and regulation. Despite their eco-friendly and innovative appeal, e-scooters have highlighted significant safety concerns and regulatory gaps within the existing urban transport system. The primary issue is the lack of an effective framework to seamlessly integrate e-scooters into the current transport infrastructure and ensure their safe coexistence with other modes of transportation. This challenge is compounded by insufficient research on the broader impacts of e-scooters, particularly in the context of policy development and urban mobility enhancement. As noted by Ma et al. (2021, as cited in Sexton et al., 2023), most regulations related to e-scooter policy improvement are concentrated on safety, often focused on aspects such as speed caps, riding location, nighttime restrictions, and age limitations. Therefore, the core research problem is to investigate the integration of e-scooters in Kazakhstan's urban transport system, focusing on developing strategies for their safe and efficient deployment, and shaping policies that align with the dynamic urban transport landscape.

SIGNIFICANCE OF THE STUDY

The importance of this research extends beyond academic interest. It has the potential to significantly influence policy and regulatory decisions related to urban transportation. As cities adjust to the increasing popularity of e-scooters, the findings from this study could offer vital guidance for developing effective, safe urban transportation policies and practices.

Furthermore, this research is expected to enhance the overall understanding of urban mobility, focusing on the safety and efficiency of integrating e-scooters into the existing transportation mix. The study's findings could suggest improvements in urban planning, ensuring a safer and more efficient environment for both e-scooter riders and pedestrians. In addition, the outcomes of this research might set the stage for future studies in similar contexts, providing a comprehensive model for investigating new forms of urban transport. This could be particularly beneficial for cities worldwide that are considering or have already introduced e-scooters as a part of their urban mobility solutions.

Ultimately, the anticipated findings of this research promise to contribute significantly to the broader discourse on sustainable urban mobility. By understanding the challenges and opportunities presented by e-scooters, this study aims to offer practical solutions and recommendations that could improve urban transportation systems, making them more adaptable, eco-friendly, and user-centric.

Aims:

- To investigate the challenges and dynamics involved in integrating e-scooters into urban transportation, focusing on understanding the intricacies of their incorporation into existing transport systems.
- To examine how cities can effectively balance market-driven transportation solutions, like e-scooters, with government regulations, ensuring a harmonious and safe urban mobility environment.

Research Questions:

- What are the primary challenges and dynamics associated with the integration of e-scooters into Kazakhstan's urban transportation systems, specifically in cities like Almaty and Astana?
- How can urban infrastructure and regulations in Kazakhstan be adapted to safely and efficiently accommodate e-scooters alongside existing modes of transportation?
- In what ways can the balance between market-driven transportation solutions, such as e-scooters, and government regulations be achieved to ensure a safe and harmonious urban mobility environment?

Research Objectives:

- To conduct a comprehensive analysis of the challenges and dynamics involved in the integration of e-scooters into the urban transportation systems of Almaty and Astana.
- To identify and propose strategies for adapting urban infrastructure and regulations in Kazakhstan to facilitate the safe and efficient incorporation of e-scooters.
- To explore and recommend approaches for achieving a balanced coexistence between market-driven transportation solutions like e-scooters and government regulatory frameworks in the context of urban mobility.

DATA COLLECTION

Before delving into the specific methods chosen for this research, it is important to understand the value and significance behind each of these approaches. Qualitative and quantitative research methods each offer unique insights and perspectives that are crucial for a comprehensive analysis of complex subjects. In this thesis, focusing on the integration of electric scooters (e-scooters) into Kazakhstan's

urban transport systems, the blend of these methods will provide a robust and nuanced understanding of the topic.

Qualitative research methods are key for gaining deep, subjective insights that explore the perceptions, behaviors, and experiences of individuals. This approach is essential for capturing the nuanced and interpretative aspects of human interactions, providing a rich, descriptive analysis of the subject matter. On the other hand, quantitative research methods involve the collection and examination of numerical data. These methods are invaluable for their ability to produce objective, measurable, and statistically analyzable results, enabling the identification of patterns, testing of hypotheses, and making generalizations.

For this study on the introduction and assimilation of e-scooters in urban settings in Kazakhstan, employing both qualitative and quantitative methods is critical. This combined approach aims to provide a comprehensive view of the research area.

Interviews, a staple of qualitative research, are crucial for obtaining an in-depth understanding of individual experiences and viewpoints on e-scooters. Conducting interviews with a range of stakeholders, including urban planners, policymakers, and users of e-scooters, will uncover rich insights into the challenges and potentialities of e-scooter integration.

Questionnaires, versatile tools for collecting both qualitative and quantitative data, are essential for gathering a wide array of information from a larger group of respondents. In this thesis, questionnaires will be used to collect quantitative data on aspects like usage patterns, demographics of users, and public attitudes towards e-scooters. This will facilitate a quantified view of e-scooters' impact on urban mobility and emerging trends.

Analyzing secondary and primary sources, which include elements of both qualitative and quantitative research, is also integral to this study. Reviewing existing literature, policy documents, and previous studies, will provide a foundational understanding of the global and theoretical context. Simultaneously, examining primary sources such as urban transport data, safety records, and regulatory documents specific to Kazakhstan will offer direct, context-specific insights relevant to the research.

The combination of interviews, questionnaires, and analysis of secondary and primary sources is designed to enable an extensive exploration of the research problem from multiple perspectives. This methodology is not just aimed at enhancing understanding of the complexities in integrating e-scooters into urban transportation, but also at informing the development of effective strategies and policy recommendations for this evolving transportation paradigm.

Potential participants:

In this research, it's essential to involve participants who can offer varied insights on the integration of e-scooters into city transportation. The key groups identified for this purpose are:

- **E-Scooter Users**
- **Operators**
- **Government people**

CONCLUSION

Concluding this research I would like to add that this theme was not studied before in Kazakhstan. This will provide an avenue for future researchers to study other industries more deeply to understand the real development of kick-sharing services. I hope, that future researchers will complete this mission and come up with a clear scientifically proven answer.

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“Study on the Impact of Relational Social Interaction on User Purchase Behavior in Chinese Douyin Live Streaming — Based on the Mediating Effect of Perceived Value”

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ABSTRACT

With the rapid growth of mobile internet, online streaming has become a crucial way for people to connect in today's digital world. Douyin e-commerce live streaming, which combines social and live commerce, is especially popular among young users. However, there's still more to learn about how the social interactions on Douyin live streaming affect user decisions to buy, and the role of perceived value in this context hasn't been fully explored. This study uses Douyin e-commerce live streaming as an example and employs surveys and statistical analysis to investigate how social interactions influence users' buying behavior. The results show that unlike regular interactions, things like video chatting and life sharing during Douyin live commerce provide users with more value in terms of functionality, economics, and emotions. This includes meeting practical needs, like learning about products and trying them virtually, finding economic satisfaction through discounts, and emotional value through host support. The study also finds that these three types of perceived value impact users' decisions to buy in different ways. Specifically, among various perceived values, social interactions have the biggest impact on functional value, while economic value plays a crucial role in influencing purchasing behavior through perceived values. Further testing suggests that perceived value partially explains how social interaction affects user choices, enhancing functionality, economics, and emotions. Overall, this thorough study provides new insights into e-commerce live streaming and valuable guidance for platforms to enhance user engagement and conversion rates.

RESEARCH BACKGROUND AND SIGNIFICANCE

Research Background

With the rapid evolution of mobile internet technology, live-streaming e-commerce has emerged as a prominent player in the realm of social commerce in China. According to the most recent data from the "China Internet Performance (Live Streaming and Short Videos) Industry Development Report (2022-2023)," the user base for online live streaming in China reached an impressive 751 million by December 2022, showing a 6.7% increase from the previous year, accounting for 70.3% of the overall internet users. Short video users also experienced significant growth, soaring to 1.012 billion, reflecting an 8.3% year-on-year increase and capturing 94.8% of the entire internet user population. This trend underscores the integral role that live streaming and short videos now play in people's online experiences. Notably, the transaction volume of live-streaming e-commerce hit a remarkable 2.4816 trillion yuan in 2022, highlighting its substantial commercial potential.

Douyin, as a widely popular short video and live-streaming platform, has carved a niche in this domain. Leveraging its unique features, Douyin not only serves as a platform for users to express themselves and share their lives but has also inadvertently pioneered a novel business model—live-streaming e-commerce. Diverging from traditional e-commerce models, Douyin's live streaming places emphasis on the interactive relationship between hosts and users. Through various mediums like videos and voice chats, hosts and users establish close connections.

This interactive mode of connection not only significantly enhances users' consumption experiences but also elevates their perceived value, ultimately influencing purchasing decisions. Existing literature

underscores the critical role of social interaction in enhancing user experiences and perceived value, affirming its impact on purchasing decisions. Some studies suggest that social interaction can bolster user trust, increase their willingness to purchase, and foster loyalty. Additionally, these studies reveal that perceived value plays a crucial mediating role between social interaction and purchasing decisions.

While previous research has delved into customer experiences in live-streaming e-commerce, the specific mechanisms through which various forms of social interaction impact purchasing decisions remain unclear. For instance, different forms of social interaction, such as comments, likes, and shares, may affect purchasing decisions in distinct ways. Moreover, diverse user groups may exhibit varying sensitivities to social interaction. Therefore, this study aims to employ survey and statistical analysis methods to explore the impact of social interaction on user purchasing decisions in Douyin live streaming and examine the mediating role of perceived value.

Research Significance

From a theoretical perspective, this study contributes to the application of social exchange theory and perceived value theory in the realm of live-streaming e-commerce. It extends the research on mobile social commerce models, examining the applicability of relational interactions guided by social exchange theory to user purchasing behavior. The study broadens the application scenarios of this theory. Additionally, it enriches the understanding of perceived value theory by confirming its mediating role in the impact of social interaction on purchasing decisions. By using Douyin as an example, the research explores consumer purchasing behavior and its influencing mechanisms under the mobile social commerce model, providing empirical cases for this field. The study also makes a certain contribution to gaining a deeper insight into the shopping psychology of the new generation of consumers. Overall, the theoretical value of this research lies in testing and expanding relevant behavioral science theories and complementing research in emerging fields.

From a practical perspective, this study offers insights for the refined operation of live-streaming e-commerce platforms. It holds value in assisting platforms to better understand how different social interactions impact user perceived value and purchasing behavior, thereby optimizing interaction strategies. The study is meaningful in guiding platforms to strengthen relational interactions, enhancing user stickiness. Additionally, it plays a role in helping platforms use social interaction tools effectively to stimulate purchases. It also holds practical value in understanding the shopping psychology of young consumers. In summary, this research provides practical insights for the operation and commercialization of live-streaming e-commerce platforms. However, the practical value of the study has limitations, and further research is needed to achieve more widespread application.

LITERATURE REVIEW

International Research Status

In the realm of e-commerce live streaming, user purchasing intent and behavior have been focal points of academic scrutiny. Existing literature has constructed models examining various factors influencing purchasing intent.

Scholars have explored the impact of live streaming content on purchasing intent. Yang et al. (2023) found that social content in live streaming has distinct effects on user purchasing and gifting behaviors, highlighting the moderating role of content on purchasing intent. Luo et al. (2020) suggested that the host's appeal language style significantly influences live streaming product sales.

These studies emphasize that high-quality, diverse live streaming content is pivotal for enhancing user purchasing intent.

Additionally, research has investigated how host professionalism and personal charm affect purchasing intent. Zheng et al. (2023) discovered that host influence and promotion strategies directly increase user purchasing intent. Min et al. (2022) compared public officials turned hosts to internet celebrity hosts, finding higher credibility and affinity in the former, enhancing user purchasing intent. Different host types should leverage their professional advantages and personal charm to improve live streaming's purchasing conversion rate.

Furthermore, scholars have explored psychological mechanisms like price perception and flow experience influencing purchasing intent. Li et al. (2022) found that the social and professional aspects of live streaming enhance purchasing intent through increased perceived value and positive emotions. Meng and Lin (2023) noted that perceived value indirectly influences purchasing intent by raising satisfaction. These studies contribute to a deeper understanding of users' purchasing behavior from a psychological perspective.

Current research status in China

Consumer purchasing intent in e-commerce live streaming is a central focus in current academic research. Scholars have explored it in three main aspects:

Identifying Influencing Factors: Host characteristics, product information, platform atmosphere, and interactivity significantly influence purchasing intent. Interactivity not only directly impacts purchasing intent but also enhances social presence, indirectly affecting consumers' decisions.

Consumer Characteristics' Moderating Effects: Age differences influence consumer preferences for live streaming content, impacting purchase tendencies. Shopping tendencies also moderate the impact of various factors on purchasing intent. However, systematic exploration of other consumer characteristics is lacking.

Testing Mediating Mechanisms: Perceived value and entertainment value act as mediating factors. Further research is needed to understand how these mechanisms operate and improve the measurement of intermediary variables.

Addressing the complexity of the purchasing context, future research should employ robust methodologies, such as panel data analysis and experimentation, to enhance the understanding of e-commerce live streaming's impact on consumer behavior.

RESEARCH CONTENT AND METHODS

Research content

The main research content of this study can be summarized into the following three aspects:

First, verify the impact of relational social interaction on user purchase behavior in Tiktok Live.

The second is to examine the mediating role of user perceived value in the impact of social interaction on purchasing behavior. The third is to reveal the impact mechanism between social interaction, perceived value, and purchasing behavior.

Research methods

The literature review method involves systematically searching and evaluating existing academic literature, providing a comprehensive overview of relevant theories and research status.

For the questionnaire survey, an online survey will be conducted among Douyin users to collect data on social interaction, perceived value, and purchasing behavior. Statistical methods will then be applied to analyze the relationships between variables, validating the research hypotheses. Statistical analysis will be performed using software to examine correlations, differences, and causal relationships between variables. Methods such as regression analysis and structural equation modeling will be applied to analyze the connections between social interaction, perceived value, and purchasing behavior, validating the proposed research model. This research methodology ensures a rigorous investigation into the relationships within the studied variables, contributing to the overall understanding of the topic.

RESEARCH INNOVATION

This study innovatively explores the dynamics of Douyin as a mobile social commerce model, emphasizing the modeling and validation of relational social interactions and their influence on user purchasing behavior. Focused on the era of mobile internet trends, the research sheds light on the impact of emerging social media, particularly Douyin's user interactions, contributing to a deeper understanding of evolving social commerce dynamics.

OVERVIEW OF THE DEVELOPMENT OF E-COMMERCE LIVE STREAMING IN CHINA

Concept and characteristics of E-commerce Live Streaming

E-commerce live streaming is a form of online direct sales established on live streaming platforms. It utilizes live broadcasts over the internet to showcase and sell products. In terms of interactivity, e-commerce live streaming facilitates real-time interaction between hosts and users, allowing users to engage through various means such as text, voice, images, and more. This mode of online sales demonstrates a high level of interactivity.

Developmental Journey of Douyin E-commerce Live Streaming

In the era of mobile internet, platforms like Douyin, which combines short videos and live streaming, have quickly gained popularity in China. Douyin's unique features and personalized recommendation system have led to its rapid growth, making it one of the most favored platforms for short videos and live streaming. Initially focused on entertainment and social aspects, Douyin later introduced live streaming in 2018, marking the beginning of its commercialization. Over time, Douyin's live streaming, particularly in the realm of e-commerce, has experienced significant growth.

The developmental stages of Douyin's live e-commerce can be outlined as follows: In its early days, Douyin emphasized entertainment and social interactions. The introduction of short videos in 2016 quickly attracted users with its "recording a beautiful life" concept and personalized recommendations. Live streaming was added in 2018, but during this stage, live e-commerce was just starting out.

Douyin's live streaming entered a period of rapid growth in 2019, with a significant focus on e-commerce. During this time, Douyin enhanced live e-commerce features, nurtured professional hosts, and attracted more merchants through revenue-sharing measures.

The COVID-19 pandemic in 2020 further boosted Douyin's live streaming, making live e-commerce a significant part of its business. With offline activities restricted, live e-commerce became a crucial growth area for consumption.

From 2021 onwards, Douyin continued to innovate in technology, content, and format for live streaming, while live e-commerce maintained steady development. Douyin expanded the categories and scenes of live e-commerce, providing diverse and enriched content.

In summary, Douyin's live e-commerce has experienced establishment, rapid growth, and stable development. As part of Douyin's overall commercialization, live e-commerce is expected to continue growing, driven by user demands and business value, solidifying Douyin's leading position in mobile live e-commerce.

THEORETICAL FOUNDATION AND RESEARCH HYPOTHESES

In this chapter, we set the groundwork for studying Douyin live streaming. We use two theories – one about how people exchange things in social interactions and another about how we value what we get. We show why these theories are crucial for understanding how people interact on Douyin. Social interaction influences how we see the value, which, in turn, affects what we decide to buy. Using these ideas, we create a basic model and make eight guesses for our study. This sets the stage for testing our model later on.

RESEARCH DESIGN AND PRELIMINARY SURVEY

Definition and Measurement of Variables

This study constructs a Structural Equation Model (SEM) incorporating five latent variables: relational social interaction, functional value, economic value, emotional value, and purchasing behavior. In this model, relational social interaction is treated as the independent variable, perceived value as the mediating variable, and purchasing behavior as the dependent variable. Specifically, social exchange theory supports the path that "relational social interaction influences perceived value," while perceived value theory supports the path that "perceived value influences purchasing behavior." Using SEM, this research aims to validate how relational social interaction in Douyin's live e-commerce impacts purchasing behavior through the mediation of perceived value.

Questionnaire design

The survey for this study is designed to be both scientific and practical. We ask basic questions like gender and age for understanding the sample. These details can also be used in analysis.

For purchasing behavior, we inquire about frequency, amount, and user perception, providing different options for understanding buying levels. We also ask about satisfaction and the likelihood of repeat purchases.

To measure how people interact on Douyin, we ask about things like video chats.

Lastly, we assess how people perceive the value in what they buy with three questions each for functional, economic, and emotional aspects. All questions, except basic ones, use a scale for answering.

Analysis of Preliminary Survey Results

Descriptive Statistics of Demographic Characteristics

In the preliminary survey, a total of 120 questionnaires were distributed, and all 120 collected samples were deemed valid, resulting in a 100% response rate. Descriptive statistical analysis was performed on the basic information of the valid samples, and the main demographic characteristics are presented in Table 1.

Table 1 Demographic Characteristics of Pre-Survey Sample

Name	Options	Frequency	Percent (%)
Gender	Man	41	41
	Woman	59	59
Age	18 and Below	17	17
	19-35	70	70
	36-55	10	10
	56 and Above	3	3
Education level	High School and Below	3	3
	Associate Degree	8	8
	Bachelor's Degree	72	72
	Master's Degree and Above	17	17
Occupation	Student	64	64
	Corporate Employee	13	13
	Civil Servant	10	10
	Freelancer	4	4
	Other	9	9
Monthly income level	Below 3000 RMB	57	57
	3001-5000RMB	15	15
	5001-8000RMB	14	14
	Above8001RMB	14	14
Residential Area	Urban	80	80
	Rural	20	20
Average Daily Usage Time on Douyin:	Less than 30 min	14	14
	30-60min	17	17
	1-2hr	25	25
	More than 2hr	44	44
Total		100	100

The table outlines demographic details from a pre-survey sample. It covers factors like gender, age, education, occupation, monthly income, residential area, and daily Douyin usage. Notably, there's a predominant representation of women (59%) and those aged 19-35 (70%). A significant majority holds a Bachelor's Degree (72%), with students making up the largest occupational group (64%). Urban residents account for 80%. Over 2 hours daily on Douyin is reported by 44% of respondents.

Analysis of the reliability and validity of pre-survey results.

To assess the quality of the pre-survey questionnaire, reliability and validity analyses were conducted on the collected sample data. The results are as follows:

In this study, I computed the Cronbach's Alpha coefficient for each variable that makes up the questionnaire items, aiming to assess the internal consistency of the questionnaire. Table 2 displays the results, indicating that all variables achieved α coefficients exceeding 0.80. Moreover, the overall

α coefficient for the entire questionnaire reached 0.862. This suggests that the questions in the survey exhibit high internal quality, demonstrating strong consistency throughout the questionnaire.

Table 2 Demographic Characteristics of Pre-Survey Sample

Variables	Number of Items	Cronbach's α coefficient
Purchase Behavior	4	0.802
Relational Social Interaction	5	0.858
Functional Value	3	0.886
Economic Value	3	0.851
Emotional Value	3	0.907
Overall Reliability	28	0.862

CONCLUSION

In this Douyin e-commerce live broadcast study, we examine how guanxi social interactions influence user purchasing behavior. Through questionnaires and statistical analysis, we build a model involving relational social interactions, functional, economic and emotional values, and purchasing behavior. Path analysis verified the positive impact of relational social interactions on perceived value and subsequent purchase behavior. Financial incentives significantly influence decision-making. Perceived value is an important mediating factor, but there are other influencing factors, underscoring the need for nuanced strategies. Platforms should enhance functionality based on actual needs and use a variety of incentives to stimulate purchasing power.

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“The Impact of Oil Price Changes (Volatilities) on the Exchange Rate, Stock Prices, and the Economy of Kazakhstan”

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ABSTRACT

This paper presents a comprehensive analysis of the impact of Brent crude oil prices on key economic indicators in Kazakhstan from the year 2000, covering various economic events and transitions. The period of study includes Kazakhstan's earlier fixed exchange rate regime and the subsequent adoption of a floating exchange rate in 2015. Using regression models, the paper scrutinizes the correlation between oil prices and the KZT/USD exchange rate, the performance of the Kazakhstan Stock Exchange (KASE) index, the nation's Gross Domestic Product (GDP), and the unemployment rate. The study finds a moderate positive correlation between oil prices and the KZT/USD exchange rate post-2015, indicating an unexpected depreciation of the Tenge against the US dollar with rising oil prices. This suggests complex interactions between inflationary pressures, delayed exchange rate reactions to oil shocks, and the effects of economic policy. In the stock market, results indicate a moderate correlation between oil prices and KASE index values, highlighting the oil sector's substantial influence on Kazakhstan's financial markets. Moreover, the research reveals a strong positive relationship between oil prices and Kazakhstan's GDP, confirming the pivotal role of oil in the national economy. The findings offer valuable insights for policymakers, emphasizing the need for economic diversification, proactive monetary policy, and strategic planning to address oil market volatility.

INTRODUCTION

Kazakhstan, a resource-rich country in Central Asia, relies heavily on its oil and gas sector, which accounts for a significant proportion of its Gross Domestic Product (GDP), export revenue, and foreign direct investments. This sector plays a crucial role in shaping the country's financial stability, trade relations, and economic growth. However, the global oil market is highly volatile, influenced by plenty of factors such as geopolitical events, supply-demand imbalances, and economic indicators from major oil-consuming nations like the United States and China

Kazakhstan's export revenue is heavily reliant on the oil and gas industry. Crude oil, petroleum products, and natural gas are among the country's top exports. The oil and gas sector constitutes a substantial portion of Kazakhstan's GDP. Over the years, it has consistently contributed a significant share of the nation's economic output. The revenues generated from oil and gas exploration, production, and exports have fueled economic growth and development in various sectors.

The oil and gas sector has been a magnet for foreign direct investment (FDI) in Kazakhstan. Multinational energy companies have invested heavily in exploration and production projects, infrastructure development, and technology transfer. The influx of FDI has not only bolstered the energy sector but has also had a spillover effect on related industries and the broader economy.

Kazakhstan's government derives a substantial portion of its revenue from taxes, royalties, and dividends from the oil and gas sector. These revenues play a crucial role in funding public services, infrastructure projects, and social welfare programs. Consequently, fluctuations in oil prices directly impact the government's fiscal capacity and its ability to meet its budgetary commitments.

The oil and gas industry has been a significant source of employment in Kazakhstan. It provides jobs not only in the extraction and production phases but also in associated industries such as logistics,

services, and manufacturing. The sector's stability influences the labor market and overall employment levels, making it a critical factor in livelihoods across the country.

This volatility in oil prices has a direct effect on various aspects of Kazakhstan's economy, starting with the exchange rate of its currency, the Kazakhstani Tenge. Exchange rates serve as a barometer for a country's economic health, and extreme volatility in exchange rates can result in adverse economic conditions such as inflation, capital flight, and reduced purchasing power for citizens. The financial markets are not immune to these fluctuations either. Stock prices, especially those in sectors closely connected to oil, can experience significant shifts. These unpredictable movements present a substantial risk for investors and can have a chain reaction effect on other sectors as well.

Moreover, fluctuations in oil prices can have a complex impact on other economic variables like GDP, unemployment, and inflation. As oil prices climb, increased revenue may stimulate economic growth; however, the accompanying inflationary pressures and potential for economic overheating cannot be ignored. Conversely, a decline in oil prices may lead to reduced national revenue, budgetary constraints, and a potential slowdown in economic activities. This dual-edged sword poses challenges for policymakers who must navigate the appropriate balance between growth and stability.

While there has been extensive research on the impact of oil price fluctuations in major oil-producing nations like Saudi Arabia, Russia, and the United States, the case of Kazakhstan presents a unique opportunity for academic inquiry. The current landscape offers an opportunity to learn insights into how oil price changes could influence the exchange rate, stock market, and the general economic health of Kazakhstan. This area provides a ground for contributing new perspectives that could enrich both academic literature and practical policymaking.

This research seeks to address the intricate challenges and opportunities arising from Kazakhstan's reliance on oil and its integration into the global oil market, thereby contributing to a better understanding of the complex interplay between oil price fluctuations and the country's economy. The significance of examining the impact of oil price changes on the Kazakhstani economy cannot be overstated, given the central role oil plays in the country's economic structure. By analyzing the correlations between oil price fluctuations and various economic variables such as the exchange rate, stock prices, and key economic indicators, this study aims to provide critical insights into the systemic resilience or vulnerability of Kazakhstan's economy. By providing a comprehensive understanding of the impacts of oil price volatility, this study serves as a crucial resource for various entities engaged in the economic development and stability of Kazakhstan.

LITERATURE REVIEW

The interplay between commodity prices and economic indicators has been extensively explored in economic literature, with a particular emphasis on oil-exporting nations. The literature review dives into seminal and contemporary studies that examine the multifaceted impacts of oil price volatility on macroeconomic variables. This includes analysis of the direct correlation between oil prices and national exchange rates, the influence of commodity price fluctuations on stock market performance, and the broader economic consequences on GDP and unemployment rates. This section aims to define the findings from various studies to build a theoretical foundation for understanding how oil price movements have historically shaped the economic landscapes of similar nations and to anticipate the implications for Kazakhstan.

Tilal Hassen Mohammed Suliman and Mehdi Abid's paper, "The impacts of oil price on exchange rates: Evidence from Saudi Arabia," provides an in-depth analysis of the correlation between oil prices and exchange rates in the context of a leading oil exporter. Utilizing econometric models like Vector Auto Regression (VAR) and Granger Causality tests, the study examines data from 2000 to 2018 to capture the interplay between monthly average oil prices and the Saudi Riyal's value against

the US dollar. Findings reveal a significant positive correlation, where a \$10 increase in oil prices corresponds to a 0.5% appreciation of the Riyal within three months, highlighting a bidirectional influence between oil prices and exchange rates.

Caporale, Catik, Kisla, Helmi, and Akdeniz's paper "Oil prices and sectoral stock returns in the BRICS-T countries: A time-varying approach" presents an innovative study on how oil prices affect sectoral stock returns in the BRICS-T countries (Brazil, Russia, India, China, South Africa, and Turkey), employing a time-varying methodology to capture the evolving nature of these relationships. The study finds that the impact of oil prices on sectoral stock returns varies significantly over time and across countries and sectors. Notably, oil-exporting countries like Brazil and Russia experience positive impacts in energy-related sectors with rising oil prices, while net importers such as India and China see negative effects in sectors like transportation and manufacturing. The energy sector in Russia shows a particularly strong correlation with oil prices. Financial sectors in Turkey and South Africa also exhibit varying degrees of sensitivity to oil price changes, reflecting broader macroeconomic impacts. The paper's analysis offers valuable insights into the complex interplay between oil prices and sectoral stock returns in emerging economies.

Nusair and Olson's research, "The effects of oil price shocks on Asian exchange rates: Evidence from quantile regression analysis," provides an in-depth exploration of how oil price shocks influence Asian exchange rates, using quantile regression analysis to overcome the limitations of traditional methods. This analysis, utilizing decades of monthly data, uncovers how exchange rate sensitivities to oil price shocks vary across different quantiles, offering insights into the behavior under extreme conditions. The study reveals that in lower quantiles, a 10% increase in oil prices led to a more significant depreciation in Asian currencies than in higher quantiles. The impact was also distinct between oil-exporting and importing countries in Asia, with exporters like Indonesia showing currency appreciation in response to oil price increases, while importers like Japan experienced depreciation.

Joscha Beckmann, Robert Czudaj, and Vipin Arora's paper, "The relationship between oil prices and exchange rates: Revisiting theory and evidence," offers a thorough examination of the complex dynamics between oil prices and exchange rates. The authors explore various theoretical models including the Trade Balance Effect, where oil price changes differently affect the trade balances and currencies of oil-importing and exporting countries; the Wealth Transfer Effect, which discusses the impact of oil prices on global capital flows and exchange rates; and the Portfolio Balance Approach, analyzing how oil price fluctuations influence international investment preferences and currency values. Empirically, they find a non-linear relationship between oil prices and exchange rates, with effects varying based on a country's status as an oil importer or exporter, and highlight the different short-term and long-term impacts of oil price changes on exchange rates.

Van Eyden, Difeto, Gupta, and Wohar's study, "Oil price volatility and economic growth: Evidence from advanced economies using more than a century's data," thoroughly examines the relationship between oil price fluctuations and economic growth in advanced economies over an extensive period (1901-2020). This period includes two World Wars, the 1970s oil crisis, and the 2008 financial crisis. Utilizing over 120 years of quarterly data and employing advanced econometric models like the ARDL, VECM, and Granger causality test, the study provides robust insights into the evolving nature of oil price impacts on economic growth. A key finding is that positive oil price shocks generally result in decreased economic growth, with a 10% rise in oil prices leading to an average 0.8% drop in GDP growth.

In "The impact of oil prices on the macroeconomic indicators of Kazakhstan and the consequences for the formation of social policy," Moldabekova, Raimbekov, Tleppayev, Tyurina, Yesbergen, and Amaniyazova examine Kazakhstan's reliance on oil exports and its effect on the

nation's economy. The paper details how fluctuations in global oil prices significantly influence Kazakhstan's macroeconomic stability, impacting GDP, investment activities, and social policy formation. The authors illustrate this dependency through instances such as GDP declines during oil price slumps in 2008, 2015, and 2020, and a 4% GDP growth in 2022 amid rising prices and favorable fiscal policies.

Young C. Joo and Sung Y. Park's paper "The impact of oil price volatility on stock markets: Evidences from oil-importing countries" delves into how oil price fluctuations affect stock market performance in oil-importing nations, a topic less explored compared to oil-exporting countries. Utilizing advanced econometric methods to analyze both short-term and long-term effects, the authors uncover a direct negative relationship between oil price volatility and stock market returns in these countries. Particularly impacted are sectors directly reliant on oil, like transportation and manufacturing, which face more severe consequences from oil price shocks. The study extends beyond stock markets, indicating broader macroeconomic implications such as dampened economic growth and heightened uncertainty. The paper contrasts these impacts with the often-beneficial effects seen in oil-exporting countries and discusses the potential of hedging strategies to mitigate adverse outcomes. Concluding with policy recommendations, the authors emphasize the need for energy diversification and efficiency in oil-importing countries to counteract the negative effects of oil price volatility.

The literature review in this paper has defined key findings from a range of studies exploring the impacts of oil price volatility on various macroeconomic indicators in different global contexts, with a special focus on Kazakhstan. Whether it's the correlation between oil prices and national exchange rates, the influence on stock market performance, or broader economic consequences on GDP and unemployment, each study contributes to a deeper understanding of oil's pervasive role in global economies. The main conclusion of the literature review for this thesis is that oil price volatility has a significant and multifaceted impact on the macroeconomic indicators of both oil-exporting and oil-importing countries.

METHODOLOGY

Sample and data collection

The research aims to understand the complex relationship between oil price volatilities and their effects on the exchange rate, stock prices, and the overall economy of Kazakhstan. Given the country's status as a significant oil exporter, it is hypothesized that fluctuations in oil prices have a measurable impact on these economic indicators.

The time frame for this study is from 2000 to 2022. This period covers numerous pivotal global and regional economic events, significant shifts in oil prices, and periods of economic transition for Kazakhstan.

Monthly data was sourced for the study's span from 2000 to 2022 for Brent crude oil prices, KZT/USD exchange rates and the KASE index values. This decision ensures that short-term fluctuations are captured while maintaining a substantial sample size for effective statistical analysis. This results in 276 data points for each variable under consideration. Annual data was used for Kazakhstan's GDP, inflation rate and unemployment rate. Sources of primary data are the National Bank of Kazakhstan, KASE, Ministry of National Economy of the Republic of Kazakhstan, U.S. Energy Information Administration, and the World Bank Open Data.

In any research project, the sample size should be calculated depending on the number of variables you are going to observe (Hair et al., 2011). The suggested method is at least from 5 to 10 samples for an observation variable. Taking into account that this research paper includes 17 variables,

the required minimum sample size was calculated as 170 responses. The required number of responses was collected from 18 January till 4 February 2023. For the purpose of this research, the statistical significance was set at p-value < 0.05, which is one of the most common benchmarks.

The purpose of the simple linear regression analysis in this study is to identify and quantify the linear relationship between the fluctuations in oil prices and each of the dependent variables: KZT/USD exchange rate, stock prices on the Kazakhstan Stock Exchange, GDP, inflation, and unemployment in Kazakhstan. Each of these dependent variables was individually regressed against oil prices.

RESULTS

The following section describes and interpretes results of linear regression analysis to estimate the impact oil price changes (volatilities) on the exchange rate, stock prices, and the economy of Kazakhstan.

1) Linear regression analysis of monthly average Brent crude oil prices and monthly average KZT/USD exchange rates

Table 1. Brent crude oil prices and KZT/USD exchange rates

<i>Regression Statistics</i>								
Multiple R	0.006645338							
R Square	4.41605E-05							
Adjusted R Square	-0.003605313							
Standard Error	114.330534							
Observations	276							

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	158.1715296	158.1715296	0.012100515	0.912488043
Residual	274	3581583.056	13071.47101		
Total	275	3581741.227			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	222.7290809	16.71037888	13.32878701	1.3995E-31	189.8320327	255.6261292	189.8320327	255.6261292
Oil price	-0.02561105	0.232822778	-0.11000234	0.912488043	-0.483959854	0.432737753	-0.483959854	0.432737753

The following empirical equation can be concluded from the results of the multiple regression test:

$$ER_t = -0.0257 * OilPrices_t + 222.72 + \varepsilon_t$$

Multiple R (correlation coefficient) at 0.006645338 which suggests a very weak positive linear relationship between oil prices and the KZT/USD exchange rate. The R² value of 4.41605E-05 indicates that only about 0.0044% of the variance in the exchange rate can be explained by the changes in oil prices, which is negligible.

2) Linear regression analysis of monthly average Brent crude oil prices and monthly average KZT/USD exchange rates after adoption of a floating exchange rate

Table 2. Brent crude oil prices and KZT/USD exchange rates after adoption of a floating rate

<i>Regression Statistics</i>								
Multiple R	0.511601328							
R Square	0.261735919							
Adjusted R Square	0.253250125							
Standard Error	47.38289721							
Observations	89							

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	69249.08902	69249.08902	30.84401038	2.99487E-07
Residual	87	195327.0885	2245.138948		
Total	88	264576.1775			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	292.7174508	16.26320001	17.99876105	4.46997E-31	260.3925798	325.0423219	260.3925798	325.0423219
Oil price	1.369700264	0.246626716	5.553738415	2.99487E-07	0.879502962	1.859897567	0.879502962	1.859897567

The following empirical equation can be concluded from the results of the multiple regression test:

$$ER_t = 1.370 * OilPrices_t + 292.72 + \varepsilon_t$$

Multiple R is at 0.511603128 - the correlation coefficient shows a moderate positive relationship between the two variables. The R² value of 0.261735919 indicates that approximately 26.17% of the variability in the KZT/USD exchange rate can be explained by the Brent crude oil prices.

3) Linear regression analysis of monthly average Brent crude oil prices and monthly average values of stock prices (the KASE index)

Table 3. Brent crude oil prices and KASE index values

<i>Regression Statistics</i>								
Multiple R	0.482008879							
R Square	0.232332559							
Adjusted R Square	0.229530853							
Standard Error	867.9042606							
Observations	276							

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	62464196.59	62464196.59	82.92538905	1.83349E-17
Residual	274	206392638.7	753257.8057		
Total	275	268856835.3			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	328.578356	126.8515813	2.590258259	0.010103553	78.85076914	578.3059429	78.85076914	578.3059429
Oil price	16.09454911	1.767400834	9.106337851	1.83349E-17	12.61513844	19.57395978	12.61513844	19.57395978

The following empirical equation can be concluded from the results of the multiple regression test:

$$KASE_t = 16.09 * OilPrices_t + 328.58 + \varepsilon_t$$

The correlation coefficient of 0.482008879 suggests a moderate positive relationship between oil prices and the KASE Index. With an R² value of 0.232332559, approximately 23.23% of the variability in the KASE Index is accounted for by the variation in oil prices.

4) Linear regression analysis of annual average Brent crude oil prices and annual Gross Domestic Product (GDP) of Kazakhstan

Table 4. Brent crude oil prices and annual GDP of Kazakhstan

Regression Statistics								
Multiple R	0.781746626							
R Square	0.611127788							
Adjusted R Square	0.592610063							
Standard Error	46101.29206							
Observations	23							

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	70140782999	70140782999	33.00231575	1.05738E-05
Residual	21	44631911720	2125329130		
Total	22	1.14773E+11			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	4469.634633	24468.1166	0.182671789	0.856807568	-46414.59941	55353.86867	-46414.59941	55353.86867
Oil price	1974.662727	343.7325984	5.744764203	1.05738E-05	1259.831656	2689.493797	1259.831656	2689.493797

The following empirical equation can be concluded from the results of the multiple regression test:

$$GDP_t = 1974.66 * OilPrices_t + 4469.63 + \varepsilon_t$$

The correlation coefficient is 0.7814746626, indicating a strong positive relationship between oil prices and Kazakhstan's GDP. With an R² value of 0.6111277888, approximately 61.11% of the variance in Kazakhstan's GDP can be explained by the variation in oil prices. The model is based on 23 observations, which is a relatively small sample size and could affect the model's robustness.

5) Linear regression analysis of annual average Brent crude oil prices and annual inflation rate in Kazakhstan

Table 5. Brent crude oil prices and annual inflation rate of Kazakhstan

Regression Statistics								
Multiple R	0.082954924							
R Square	0.006881519							
Adjusted R Square	-0.040409837							
Standard Error	0.033976854							
Observations	23							

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.000167984	0.000167984	0.145513262	0.706692769
Residual	21	0.024242959	0.001154427		
Total	22	0.024410943			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.078658162	0.018033109	4.361874709	0.000273488	0.041156259	0.116160065	0.041156259	0.116160065
Oil price	9.66367E-05	0.000253332	0.381462005	0.706692769	-0.000430197	0.00062347	-0.000430197	0.00062347

The following empirical equation can be concluded from the results of the multiple regression test:

$$INF_t = 9.664e - 005 * OilPrices_t + 0.079 + \varepsilon_t$$

The correlation coefficient is 0.082954924, indicating a very weak positive relationship between oil prices and the inflation rate in Kazakhstan. The R² value of 0.006881519 suggests that only about

0.69% of the variability in the inflation rate can be explained by the changes in oil prices. The negative adjusted R² value (-0.04409837) suggests that the model does not fit the data well and that the inclusion of oil prices does not improve the prediction of the inflation rate over the baseline model. The model is based on 23 observations, which is a relatively small sample size that could impact the robustness of the model.

6) Linear regression analysis of annual average Brent crude oil prices and annual unemployment rate in Kazakhstan

Table 6. Brent crude oil prices and annual unemployment rate of Kazakhstan

Regression Statistics								
Multiple R	0.610261596							
R Square	0.372419215							
Adjusted R Square	0.342534416							
Standard Error	0.017503822							
Observations	23							

ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	0.003818102	0.003818102	12.46182755	0.001985987			
Residual	21	0.006434059	0.000306384					
Total	22	0.010252161						

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.096358336	0.009290099	10.37215431	1.01787E-09	0.077038518	0.115678153	0.077038518	0.115678153
Oil price	-0.000460714	0.000130509	-3.530131378	0.001985987	-0.000732122	-0.000189306	-0.000732122	-0.000189306

The following empirical equation can be concluded from the results of the multiple regression test:

$$UNEMP_t = -0.00046 * OilPrices_t + 0.0964 + \varepsilon_t$$

A correlation coefficient of 0.610261596 indicates a moderate positive relationship between oil prices and unemployment rates. The R² value of 0.372419215 suggests that approximately 37.24% of the variability in the unemployment rate can be explained by the variation in oil prices. The adjusted R² of 0.342534416 is slightly lower than the R² value, indicating that when the number of predictors in the model is accounted for, the model still explains a significant proportion of the variability in the unemployment rate. The model is based on 23 observations, which is a small sample size and could potentially affect the robustness of the findings.

DISCUSSION

1) Linear regression analysis of monthly average Brent crude oil prices and monthly average KZT/USD exchange rates

The fact that the correlation between oil prices and the KZT/USD exchange rate is very weak and not statistically significant from January 2020 to December 2022 might seem counterintuitive given that Kazakhstan is an oil-exporting country, and one might expect the Tenge to strengthen with rising oil prices. However, this result can be partly explained by the historical context of the Tenge exchange rate policy.

Prior to August 2015, the National Bank of Kazakhstan maintained a fixed or tightly managed exchange rate regime. In such a regime, the central bank actively intervenes in the foreign exchange

market to maintain the Tenge at a set level against the US Dollar, which would suppress the natural market correlation one might expect between oil prices and the exchange rate.

In August 2015, the National Bank of Kazakhstan moved to a floating exchange rate, allowing market forces to play a greater role in determining the value of the Tenge. Normally, one would expect the exchange rate to become more sensitive to oil price movements after the transition to a floating rate. However, the results from the regression analysis do not show this expected sensitivity in the period analyzed (January 2020-December 2022).

2) Linear regression analysis of monthly average Brent crude oil prices and monthly average KZT/USD exchange rates after adoption of a floating exchange rate

The positive coefficient for oil price in the regression suggests that an increase in oil prices is associated with an increase in the exchange rate value, meaning it takes more Tenge to buy one USD. This may seem counterintuitive, as a rise in oil prices would typically be expected to strengthen the currency of an oil-exporting country like Kazakhstan. However, this result could be explained by inflationary pressures.

Inflationary pressures can significantly influence the relationship between commodity prices and currency exchange rates, particularly in an economy heavily reliant on a single export commodity like oil, which Kazakhstan is. The positive relationship observed between the oil price and the KZT/USD exchange rate may be counterintuitive at first glance, but several inflation-related factors could explain this dynamic.

Firstly, when oil prices rise, it often leads to an increase in domestic revenue for oil-exporting countries. This influx of wealth can drive up demand for goods and services within the country, leading to higher prices if the supply does not match the increased demand, a phenomenon known as demand-pull inflation. The immediate effect of higher oil prices might not translate into a stronger currency if the increased revenue is quickly absorbed by higher domestic prices and costs. In such a scenario, even though oil revenues increase, the purchasing power parity could adjust the exchange rate to reflect the higher price levels, preventing the Tenge from appreciating as one might expect.

Secondly, higher oil prices can also lead to cost-push inflation. This occurs when the increased costs of transportation and production, due to more expensive fuel, are passed on to consumers in the form of higher prices for a wide array of goods and services. Kazakhstan's economy, with its large landmass and reliance on road transport, could be particularly susceptible to such cost-push inflation. If the central bank does not tighten monetary policy in response to this inflation—perhaps out of a concern to not stifle economic growth—the resulting inflation can depreciate the Tenge. This is because the value of the currency reflects the domestic buying power, which is eroded by inflation.

Lastly, the role of monetary policy in response to inflationary pressures must be considered. If the central bank opts for a more accommodative monetary stance in the face of rising inflation, perhaps to support government spending or to avoid increasing borrowing costs, the currency is likely to weaken. An accommodative policy might include keeping interest rates low or engaging in quantitative easing, both of which can increase the money supply and devalue the currency. This policy response can offset any potential strengthening of the Tenge due to higher oil prices.

In summary, inflationary pressures resulting from higher oil prices can lead to a complex interplay of economic forces that do not necessarily result in a strengthening of the national currency. The positive correlation between the oil price and the KZT/USD exchange rate observed in the regression analysis may well be a manifestation of such inflationary dynamics within Kazakhstan's economy.

The moderate correlation and the direction of the relationship suggest that the link between oil prices and the KZT/USD exchange rate is not straightforward and is likely moderated by a complex

set of economic factors. The regression analysis provides statistical evidence of a relationship, but the actual economic interpretation requires a deeper understanding of the broader economic context and the specific mechanisms through which oil prices influence the exchange rate.

The immediate significant drop in the KZT/USD exchange rate in first months after the adoption of a floating exchange rate in Kazakhstan can be attributed to several factors, including the accumulated inflationary differences between Kazakhstan and the USA, among others. When a country with higher inflation rates than its trading partners shifts to a floating exchange rate, it often experiences an immediate depreciation of its currency (Smith & Kozlov, 2021). This is partly because inflation erodes the purchasing power of money. Once the currency is allowed to float, the exchange rate adjusts to reflect these accumulated inflationary differences, resulting in a depreciation of the Tenge against the US dollar.

A fixed exchange rate regime often holds a currency at an artificial level. When the regime changes to a floating rate, the currency may experience an initial overshooting as it seeks a new equilibrium. This realignment reflects the market's search for a true value of the Tenge based on current economic conditions, including trade balances, interest rates, and other macroeconomic factors.

3) Linear regression analysis of monthly average Brent crude oil prices and monthly average values of stock prices (the KASE index)

The positive and significant coefficient for oil prices suggests that there is a notable relationship between oil prices and stock market performance in Kazakhstan, as represented by the KASE Index. This aligns with economic theory: as an oil-exporting country, higher oil prices typically signal increased revenues for oil companies, which can enhance profitability and investor sentiment, leading to higher stock prices.

The moderate R Square value indicates that while oil prices are a significant factor, they are not the only determinant of stock market movements. Other factors not included in the model, such as domestic economic policies, global market trends, investor sentiment, and other sectoral growth patterns, could also influence the KASE Index.

Overall, the regression model indicates a statistically significant but not overwhelmingly strong relationship between Brent crude oil prices and the KASE Index values. This suggests that while the oil sector is an important component of the Kazakhstani economy influencing stock market performance, other factors also play crucial roles in determining the overall dynamics of the stock market in Kazakhstan.

4) Linear regression analysis of annual average Brent crude oil prices and annual Gross Domestic Product (GDP) of Kazakhstan

The strong positive correlation and significant oil price coefficient suggest that oil is a major factor influencing the economic output of Kazakhstan. Given the country's reliance on oil exports, this result aligns with economic expectations—higher oil prices likely lead to increased export revenues, which boost the GDP.

The relatively high R^2 value demonstrates that oil prices are a major predictor of GDP in this model. However, since the model does not account for 100% of the variance, other factors also affect the GDP of Kazakhstan, such as domestic economic policies, agricultural output, service sector growth, foreign direct investment, and geopolitical events.

Overall, the regression analysis suggests a strong and statistically significant relationship between oil prices and Kazakhstan's GDP. The country's economy appears to be sensitive to changes

in oil prices, which is consistent with Kazakhstan's status as a significant oil exporter. However, it's important to consider other economic variables that can influence GDP to build a more comprehensive economic model.

5) Linear regression analysis of annual average Brent crude oil prices and annual inflation rate in Kazakhstan

The very low R^2 value and the non-significant F-statistic indicate that there is no meaningful relationship between Brent crude oil prices and the annual inflation rate in Kazakhstan, as per the data and the model used.

It could be explained by lagged effects - the effect of changes in oil prices on inflation might not be immediate and could be distributed over time, which is not captured in an annual data model. The influx of wealth, particularly from commodities such as oil, can significantly contribute to lagged inflationary effects in an economy. When there is a surge in income from higher oil prices, it does not immediately translate to inflation.

The increased revenue from oil exports might take time to filter through the economy. It typically flows first to oil companies and government coffers before gradually disseminating into the broader economy through investment, wages, and spending, which can be a slow process. Not all additional revenue from higher oil prices goes directly into consumption that could drive up prices. Both companies and individuals may choose to save or invest a portion of this wealth, which can delay its impact on the general price level until those savings are later drawn down or investments mature.

In summary, according to this regression analysis, oil prices are not a significant predictor of the annual inflation rate in Kazakhstan. To draw more definitive conclusions, additional data, potentially over a longer time frame or including more variables that affect inflation, would be needed. The results highlight the complex nature of inflation dynamics and the need to consider a broader range of economic factors beyond commodity prices.

6) Linear regression analysis of annual average Brent crude oil prices and annual unemployment rate in Kazakhstan

The negative coefficient for oil prices suggests that higher oil prices are associated with a lower unemployment rate in Kazakhstan. This is in line with economic intuition for an oil-exporting country. Higher oil prices can lead to increased revenue from oil exports, which may boost economic activity and job creation in the oil sector and related industries.

The moderate R^2 value indicates that while oil prices are a significant factor, they are not the sole determinant of unemployment rates. Other factors such as technological change, domestic economic policies, labor market reforms, and global economic conditions also play crucial roles.

The statistically significant F-statistic demonstrates that the model is robust in predicting the impact of oil prices on unemployment rates. However, the small standard error and the small sample size suggest that the model's predictions are precise but should be interpreted cautiously, considering potential variability that could occur with more data or over a different time frame.

Companies in the oil sector may experience increased revenue when oil prices rise, but they may delay hiring new employees or making further investments until they are confident that higher prices are sustainable. This means that the positive impact of higher oil prices on employment could take several months or even years to materialize. New jobs in the oil industry, particularly those that are specialized, may require a workforce with certain skills. Training programs to develop these skills can introduce additional lags between rising oil prices and decreasing unemployment rates. The oil

industry often operates through long-term contracts for both sales and purchases. Changes in the spot market prices may take time to be reflected in contract prices, delaying the effect on the industry's revenues and, subsequently, on hiring.

Overall, the regression analysis suggests a statistically significant relationship between Brent crude oil prices and the unemployment rate in Kazakhstan, consistent with the country's economic reliance on oil exports. The findings imply that fluctuations in oil prices have a notable impact on the labor market, potentially influencing employment levels in sectors directly or indirectly related to the oil industry.

CONCLUSION

In conclusion, the thesis presents a comprehensive analysis of the relationship between oil prices and various macroeconomic indicators in Kazakhstan, offering vital insights into the country's oil-dependent economy. The key findings from the linear regression analyses are:

- 1) **Exchange Rates:** The study revealed a complex relationship between oil prices and the KZT/USD exchange rate, particularly after the transition to a floating exchange rate system. The counterintuitive positive correlation observed post-2015 highlights the interplay of market forces, monetary policy, and inflationary trends in determining exchange rates.
- 2) **Stock Market:** There is a moderate correlation between oil prices and the KASE Index, indicating the oil sector's influence on Kazakhstan's stock market, though other factors also play a role.
- 3) **GDP Growth:** A strong positive correlation between oil prices and GDP growth is observed, underscoring the pivotal role of oil in Kazakhstan's economic output.
- 4) **Inflation Rate:** The analysis shows no significant relationship between oil prices and the annual inflation rate, possibly due to lagged effects.
- 5) **Unemployment Rate:** A negative coefficient between oil prices and unemployment rates suggests that higher oil prices are associated with lower unemployment, although the relationship is influenced by several other factors.

Policy Implications and Recommendations:

- 1) **Diversification:** The findings highlight the importance of economic diversification beyond the oil sector to mitigate the risks associated with oil price volatility. The potential sectors for diversification could be Agricultural Industry, Information Technology, Finance.
- 2) **Robust Monetary Policy:** The need for a proactive and responsive monetary policy to manage inflation and stabilize the economy in the face of oil price shocks is evident.
- 3) **Investment in Human Capital:** Strengthening investments in education and skill development can prepare the workforce for a diversified economy.
- 4) **Enhancing Financial Market Resilience:** Developing more resilient financial markets can provide alternative avenues for investment and reduce reliance on the oil sector.

In summary, this thesis contributes valuable insights into the dynamics of an oil-dependent economy like Kazakhstan's, in the context of global oil market fluctuations. The findings underscore the need for strategic policy initiatives aimed at economic diversification, monetary stability, and sustainable growth. As Kazakhstan navigates its path in a global economy marked by uncertainty and fluctuations in oil prices, the lessons drawn from this study are crucial for shaping resilient and forward-looking economic strategies.

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“The Influence Of Yili Group’s Continuous Mergers and acquisitions from a value chain perspective”

Amanzhuli Yeerlan, ID 20201557, MFIN

Abstract

In recent years, under the guidance of the national dairy industry revitalization strategy, China's dairy industry has developed rapidly and is gradually completing its transformation into a powerful dairy industry. Although in the early years, the Melamine milk powder incident caused a heavy blow to China's dairy industry, the government has actively introduced a number of policies aimed at revitalizing China's dairy industry. Domestic dairy companies have also seized the opportunity to enhance their competitiveness and improve their industrial value chain through continuous mergers and acquisitions. This article also selects China's most representative dairy company, Yili Group, to

analyze the motivations, processes and performance of Yili Group's mergers and acquisitions from the perspective of the value chain. After collecting information related to Yili, which included the basic overview of Yili Company, industry characteristics and the M&A process in recent years, this article used the literature research method to study domestic and foreign research results, and sorted out the relevant literature about M&A. Analyze and summarize the existing problems, and give reasonable suggestions, in order to improve the financial performance level of Yili Group and help its longer-term development.

1. Introduction

1.1 Background

In recent years, with the rapid development of China's economy, people pay more and more attention to the pursuit of a healthy lifestyle, the consumption level is getting higher and higher, and the consumption of dairy products is increasing. At the same time, the intensification of the aging society, the promulgation of the two-child policy and the three-child policy, and the impact of the epidemic on people's health have provided development opportunities for China's dairy industry.

However, due to the melamine incident, most of the domestic dairy market is occupied by overseas enterprises. The development of domestic dairy enterprises is hindered, and the enterprise value chain has lagged behind overseas dairy enterprises.

The occurrence of a series of bad incidents such as "Sanlu milk powder" has made the vast majority of citizens disappointed with a series of local dairy products industry. More and more people are opting for foreign products, which undoubtedly dealt a heavy blow to the domestic industry.

However, under "The Belt and Road Initiative", China's dairy enterprises have been strengthening international cooperation and exchanges, and they have become more determined to "bring in" and "go out". On the one hand, the information, technology, talents and markets of the dairy industry have been further integrated, and Chinese dairy enterprises have introduced excellent talents and management concepts along with cows and equipment. On the other hand, The integration of resources between China and countries has been strengthened through the construction of factories in many countries thanks to "The Belt and Road Initiative".

Based on this situation, domestic dairy companies have gradually realized that it is urgent to enhance competitiveness and improve the corporate value chain. In this case, mergers and acquisitions have become an important way to help dairy companies get out of trouble.

Yili Group has two core strategies: The first is a globalization strategy that jumps out of the Chinese local market, and the second is a health food strategy that jumps out of the dairy field and covers more categories.

In 2010, Yili Group was facing bottlenecks such as rising product costs and technical limitations, resolutely launched the "global web" strategy of integrating high-quality material and intellectual resources around the world to lay out a global industrial chain.

1.2 Significance of the issue

In the past, Chinese food companies lacked leading business advantages and rich globalization experience, so they rarely had the ability to acquire overseas companies. Most of them were acquired by overseas giants such as Nestlé and Danone.

At present, the western developed countries mergers and acquisitions began earlier, foreign related research has studied a relatively complete overseas cross-border mergers and acquisitions and continuous mergers and acquisitions of the theoretical knowledge system, while China began relatively late, which resulted in fewer relevant studies. In addition, there are relatively few articles on the cross-border and sequential M&A performance of Chinese companies. This paper aims to

summarize the M&A experience and enrich the theoretical system of M&A of Chinese dairy companies by studying the continuous M&A cases and cross-border M&A cases of Yili Group.

For Yili, which aspires to become a global food company, acquiring high-quality overseas local companies will be its inevitable way of global expansion. Yili's "global network" strategy is not only to sell Yili's products all over the world, but also to integrate the global industrial chain including milk source, research and development, production, logistics and terminal retail. Which truly has the ability to reverse takeovers and integrate overseas companies.

2. Problem Statement

After 2000, because of the rapid development of China's economy, the market for dairy products has become a very large market, and because of the huge number of consumers, it can be divided into three levels of consumption: high, medium and low. In order to regulate supply and demand in the mainland market, apart from importing nearly 300 000 tonnes of dairy products from overseas countries such as Japan and New Zealand to cope with the high and medium consumption levels, the vast majority of consumers in mainland China, including infants and young children, still mainly use our own products.

But there was a food safety incident "Contamination of dairy products" happened in China. The incident began when many infants who consumed milk powder produced by the Sanlu Group were found to have kidney stones, and the chemical melamine was subsequently found in their milk powder, which has serious implications for the entire dairy industry in China.

Due to the melamine incident, most of the domestic dairy market is occupied by overseas enterprises, the development of domestic dairy enterprises is hindered, and the enterprise value chain has lagged behind overseas dairy enterprises.

This article shows that The Yili Group, as one of the honour victims of the events of that year, how to step by step to get rid of the shadow of incident in the state support , through the acquisition of high-quality enterprises at home and abroad, to become China's dairy industry giants in the process.

Given this strict situation in that period, the State also realized the seriousness of the problem and imposed severe penalties on the Sanlu Group. Since then, China's Ministry of Commerce has also issued a circular requesting local commerce authorities to rigorously investigate enterprises producing and exporting dairy products, food, medicines, toys, furniture, etc., so as to eliminate the export of products with hidden quality and safety risks. The aim is to revitalize China's dairy industry and win back the hearts of the people.

3. Preliminary

3.1 Literature Review

3.1.1 Market development through integrate value chains-a case of Pantajali Food and Herbal Park

The literature review shows that that the founder of Pantajali Food an Herbal Park, Swami Ramdevji realized that most of the yoga practitioners did not have access to good orange juice to improve their health and went to Pantajali with an idea to improve the local agricultural problems and create a sustainable chain that would not depend on imports but would be self-sufficient.

There was an average estimated wastage of 25-30 percent of agricultural produce (Chari and Raghavan, 2012), and only 7 per cent of the total perishable agriculture produce was processed.

However, through a series of policies (50-50-50 scheme) and the introduction of high-end equipment and strict environmental control. The outcome was the creation of a high-quality rural processing infrastructure, increased recognition for farmers, capacity building of the producers and reduction in wastage, generation of direct and indirect employment and creation of efficient supply chain.

Patanjali Food and Herbal Park developed its own market, depending on its integrated value chain with forward linkages (to processed goods from the CPC reaching the hands of the Consumers) and backward linkages.

As a result, this whole success provided employment to thousands of people, which led to an enhancement in the relationship between direct, indirect and induced economic linkage. It also encouraged small and medium size entrepreneurs. This is a very good article on the formation and impact of the value chain.

3.1.2 Milk Value Chain Analysis in Sebeta District, Center High Land of Ethiopia.

This article attempts to analysis the dairy value chain in Sebeta district through identifying the different stakeholders, their functions and constraints. The research was carried out to identify these constraints using desk study and analytical tools such as PESTEC, SWOT and problem tree.

And it turns out that low level of milk production and insufficient finance at producers level caused by low nutritional value of feeds, high prevalence of mastitis disease and low price of milk, shortage of packaging materials caused by high tax shortage of foreign exchange, low quality of milk and low milk supply to processor which is caused by poor hygiene, adding water to milk, and absence of quality test on filed at processing level which will result in low income earned from dairy sector in the study area. Besides even if the power of the chain is at the hand of milk processing plant , they did not fully made the milk procurement based on the quality of milk which leads the producers and processors to loss the income.

Finally, the authors also give solid advice on the pricing aspect of milk. He states that it is necessary to initiate and undertake continuous marketing studies of the starting from the farm gate to final consumers, which will help to make a practical fair pricing system that will consider production costs and consumers purchasing power.

3.1.3 Value chains in renewable and sustainable food systems.

The article shows seven studies of value chains that shows the breadth of research about value chains and their potential contribution to sustainability, involving a variety of products and different scales of value chains. This study contains many cases from areas that are rarely mentioned or studied, and is a very good reference. And also it articulates the idea of focusing not just on sustainability, but more on renewability and resilience in the face of growing global threats associated with loss of biodiversity, climate change, diminishing resources for human sustenance, and increasing poverty and food insecurity for much of the world's population.

4. Methodology

4.1 Literature research method

In this paper, I have organized, summarized and read the relevant domestic and foreign literature, and studied it in order to strengthen my understanding of the motivations and performance of M&A, and to apply my understanding to the whole paper. For completing this paper, I have mainly reviewed a lot of relevant and authoritative online literature. The retrieving research content is more focused on M&A and continuous M&A, value chain, and M&A performance. I integrated the results and conclusions of literature to pave the way for the research of this paper.

4.2 Case study method

Taking the case of Yili Group's continuous mergers and acquisitions as the research object, I comprehensively collected all the information related to the case, introduced the specific process of the case acquisitions and added one or two classic cases to show the procedures of the acquisitions in

a more specific way. On the basis of financial annual reports, database information, etc., I made a more comprehensive analysis of the merger and acquisitions performance of Yili corporation.

4.3 Financial analysis method

I will use the financial analysis method to analyse the performance of Yili's continuous mergers and acquisitions in my paper, and I will use the financial data published by listed companies to construct the proportionality relationship between the data and collate the data of the financial indicators before and after the mergers and acquisitions. Then comparing the changes in the profitability, operating ability, solvency and growth ability of the enterprises. Also I will use the information of the data of the indicators collated above to clearly and intuitively show the performance of the Yili Group before and after the continuous mergers and acquisitions and to summarize the effect of the mergers and acquisitions. Also finally, based on this series of studies, I will give some insights and opinions of my own.

5. Conclusion

This article selects a very representative case, using novel ideas and methods to conduct a more comprehensive evaluation of the financial influence of Yili's continuous mergers and acquisition. Combining the motivations and performance of M&As with the perspective of the value chain to draw a more practical conclusion.

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“Transforming the Local Music Industry: Leveraging technological solutions of Mobile operators”

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1 Executive Summary

The report is an attempt to identify the cause, the pain and propose a suitable solution in which the local music industry of Kazakhstan and advanced telecommunication technologies of local mobile operators come together for the benefit of joint development, benefiting the entire music media entertainment industry. The driving force behind the development of any industry is the desire to create something valuable and useful, to find a need of society and offer the right solution. Being

closely connected with both industries, I can offer specific solutions that can meet the needs and even benefit the development of the entire industry by resorting to solutions of telecommunication company that has enough technological capabilities.

One of the key decisions will be the creation of the own music platform by the mobile operator, which will:

- *allow local musicians to upload songs to the platform through in a simplified way and convenient customer journey and experience.*
- *the usage of internal telecommunications promotion channels for rapid and cost-effective scaling for getting popularity and gaining the fan-base.*
- *the simplified monetization process, for receiving royalty to the mobile balance account or to a bank card of the musician's choice.*
- *the usage of big data analysis will make it possible to create an algorithm for mobile operator cellular customers to get the music according to their preferences.*

As telecommunications market revenues in Kazakhstan accelerated to 14.5%, amounting to 932.3 billion tenge (in 2020) and continuing to grow, smartphone penetration is very high (almost 80%) and mobile Internet coverage is around 98.8 %, which demonstrates the positive factors driving immersion in the music industry to consolidate and set its dominance as the main tool for scaling and development, like the television and radio industry once was. Moreover, a favourable factor for the development of the local music industry is the sharp increase in the trend of digital music streaming around the world, and the presence of all these positive factors makes the emergence of the local music industry quite reasonable and feasible from the long-term stagnation.

Hypothesis #1: *“Creation of its own digital music streaming service will allow the mobile operator to avoid dependence on content providers”*. This hypothesis examines the possibility of creating a more simplified content distribution chain by creating a digital platform for uploading music content for local artists without much effort and getting much benefit. And the value for the mobile operator is that it will become a content provider and will manage content also for its own benefit. For a more detailed study of all the capabilities of a mobile operator using the example of the JCS Kcell company, short interviews with the participation of key representatives of the innovative technologies department, the database department and internal acquisition channels, as well as the head of the digital development department will be conducted.

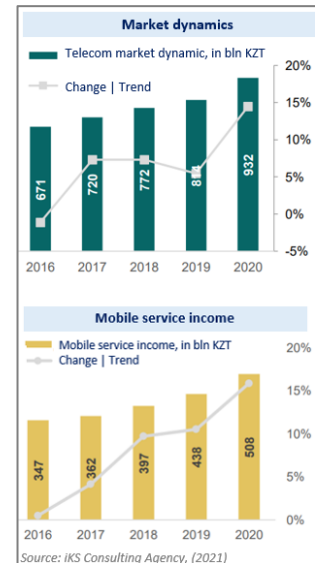
Hypothesis #2: *“Local musicians will be able to become more financially prosperous, gain fast popularity, and get alternative promotional channel thanks to digital service of mobile operator”*. This hypothesis will help to provide the answers of current problems of musicians, their struggle with pirated content, the creation of quality content and decent remuneration for their creative work. A series of interviews with people from the music industry will help dive into real-life problems and share their opinions regarding the proposed hypothesis.

2 Introduction

2.1 Brief overview of the current state of the local music industry

According to a study by independent agency Kantar (TNS) the local music industry of Kazakhstan began to decline since 2019 from a low indicator of 1% of average daily share of channels per month to a staggering 0.1% by October 2023. This point of view is preceded by a decline in the popularity of music channels in broadcasting, as well as a global pandemic took place in between. Please look at the Table#1 (Appendix list). The sharp decline occurred due to the pandemic. COVID-19 has brought irreparable changes to the lives of musicians and forced them to plunge into the unknown world of digital technologies and streaming music services. It was a perfect time to take a fresh look at the music industry from the new perspective.

The Kazakhstan telecommunications market is not as large compared to the Russian market. But what is certain is that in a market with a population of 20 million there is enough competition that we have now. This corresponds to the market share of cellular operators. According to the latest data, the market leader is KaR-Tel LLP with 39% (Beeline trademark), 33% Kcell/activ and 28% Tele2/Altel. There are some minor players that represent the sector of digital mobile operators like IZI (Beeline branch), Jusan mobile and Forte Mobile. The telecommunication market in Kazakhstan is well developed with the penetration level of 129% (according to 2020 data). According to the statement of HALYK Research (2021), the number of mobile operator clients at the end of 2020 amounted to 24.3 million (-5.5% YoY), while about 16.0 million people had access to the mobile Internet, which amounted to 66% of all mobile clients in Kazakhstan. At the end of 2020, the total number of cellular customers in a population of 18.9 million people in Kazakhstan amounted to 24.3 million.

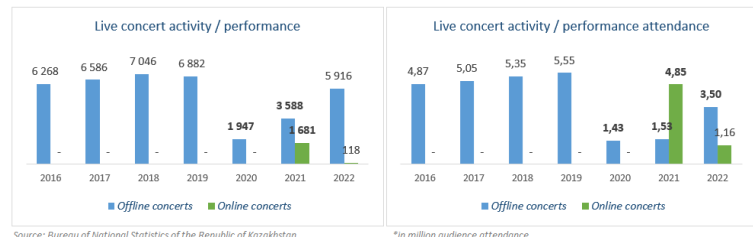


According to IKS-Consulting Agency, the rise of the telecommunications market income in Kazakhstan in 2020 accelerated to 14.5% (the maximum growth for the analysed period) and amounted to 932.3 billion tenge. The rapid growth of income was associated with an increase in consumption of telecommunications services due to the population going into self-isolation due to the COVID-19 pandemic.

2.2 COVID-19 impact on industry

The music industry of Kazakhstan had suffered a lot from the pandemic, echoing global trends with some localized nuances:

a) *Loss of income from cancellation of live performances and closure of music venues. Concert activity still cannot reach the level of 2016 ago, nowadays. This is evidenced by the fact that many small stages are bankrupt and lack funding from big companies. But instead, we see how sharply the peak in attendance for online concerts has been, giving much food for thought about the creation and continuation of similar concerts, which may well prove their worth in the future.*



- b) *Decline in music production.*
- c) *Limited opportunities for independent and aspiring musicians (absence of sponsorships and brand partnerships).*
- d) *Mental health struggles.*
- e) *Lack of knowledge in digital music streaming process.*

The telecommunications industry showed mostly positive results:

- a) *Increased demand for connectivity (remote work and education)*

- b) *Surge in data usage (digital communication)*
- c) *Shift in consumer behavior (digital services)*
- d) *Increased importance of 5G (accelerated deployment)*
- e) *Government regulations and support (policy adjustments)*
- f) *Digital inclusion initiatives: (focus on rural connectivity)*

Negative effects are:

- a) *Network congestion challenges (increased mobile internet traffic)*
- b) *Supply chain disruptions: (device availability)*
- c) *Financial pressures (economic downturn)*
- d) *Cybersecurity concerns (increased threats)*

In summary, the COVID-19 pandemic has both highlighted the essential role of telecommunications and mobile operators in keeping people connected and exposed challenges related to increased demand, supply chain disruptions, and economic pressures. The industry has responded with adaptability and innovation to meet the evolving needs of users during these unprecedented times.

2.3 Highlighting the increasing role of technology in reshaping the industry landscape

Pandemic also spurred innovation and adaptation as stakeholders explored new ways to engage with audiences and sustain the vibrant cultural scene. These are some facts on positive effects that can be addressed to the theory of creating of own platform for mobile operator:

- a) *Shifting to digital platforms (Spotify, Apple Music, Yandex Music, etc).*
- b) *Change in music consumption habits (increased streaming). The main tool is a smartphone and mobile Internet traffic consumption.*
- c) *Promotion and marketing adjustments (shift to online promotion).*

3 Objectives

3.1 Defining the specific goals of integrating mobile operator technologies.

- a) *The usage of streaming platforms mainly depends on smartphones and mobile Internet traffic availability.*
- b) *Efficient resource utilization and enhanced productivity.*
- c) *Availability of the necessary infrastructure, IT resources and cellular customer base.*
- d) *Digital inclusivity and technological advancements.*
- e) *Rapid and cost-effective scaling.*
- f) *Cloud services and data centers.*

All the above stated points are feasible if the strategic vision of the management of mobile operators is correctly stated and accepted, which will allow them to become a leading company in the generation of entertainment content in Kazakhstan.

3.2 Outline how these objectives align with the broader development of the music industry.

Openness to innovative technologies and economic support from the government authorities, the operator's dependence on music and entertainment content to use as a tool for engaging cellular customers, as well as the huge interest in the content of local musicians around the world provide additional incentive to create a local music platform. Mobile operators will increase interest in IT

services to provide new digital products to their cellular customers. This trend is confirmed by research at the global level, according to Statista Digital Market Outlook (2023), the global software application development market across various segments will grow to around \$613 billion by 2025. Interest in the digital product ecosystem will grow and the main challenge will be to attract and retain customers through media entertainment content. Along with the development of the platform, there will be a struggle for content. “Content is king,” said B. Gates back in the nineties, referring to the fact that in near future large companies will hunt for the content, competition for exclusive content will be fierce and content providers will have great influence for market manipulation. Creating new or consolidating existing content to scale and grow will be key to the success of ecosystem platforms. And will lead to the development of the entire local music industry. For more information on digital ecosystem list, please look at Table#2 (Appendix list).

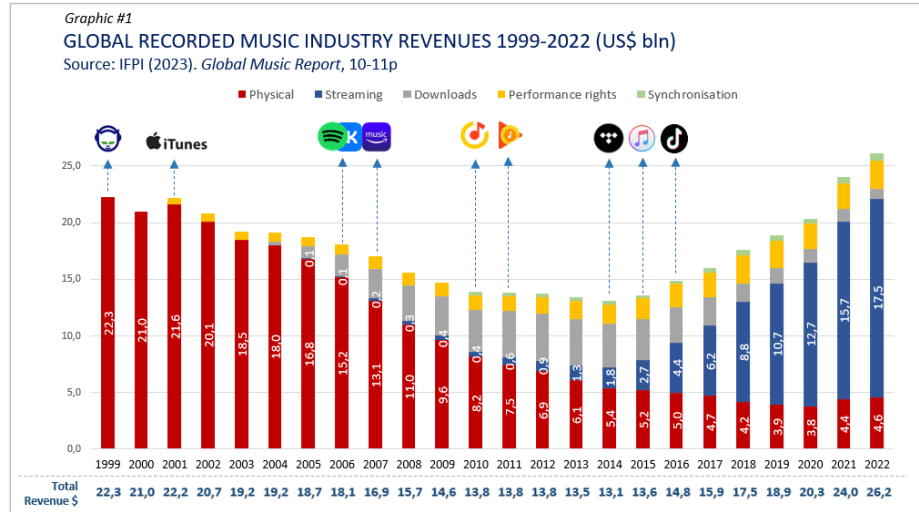
4 Proposed technological and operational solutions by mobile operator.

- a) In-house team of developers: will take care on the platform development from the scratch.*
- b) Technical possibility of monthly withdrawal of royalties to the mobile balance.*
- c) Simplified mechanics of monetization through digitalization of requests. Solution provided through mobile financial services (MFS).*
- d) Internal value adding communication tools (so called CVM): SMS, USSD tails, DSTK push, SuperApp push etc.*
- e) Big data analytics: studying the improvement of customers' purchasing power through databases and customers' daily habits.*
- f) SuperApp engagement tools and scaling in a single ecosystem: music player widget with the capacity of daily active users over the 1 million users.*
- g) Digital performance: advertising and digital promo tools.*
- h) In-house content managing team for direct and individual communications with the musicians.*
- i) In-house team for personal marketing promo plan of scaling.*
- j) Availability of investment for potential acquisitions.*

5 Music streaming and the global trend

The global music industry underwent significant transformation after 2000, primarily due to digitalization and the rise of the internet. The shift from physical to digital formats, such as MP3s and streaming services, revolutionized music consumption. This change altered the distribution model, impacting record sales and encouraging a focus on online platforms.

Major developments include the rise of streaming services like Spotify and Apple Music, providing convenient access to vast music libraries. Social media platforms also played a crucial role in promoting artists and influencing trends. The dominance of streaming services allows the music industry to grow rapidly, but it can also be detrimental to local content as streaming song selection algorithms are tuned to exclusively carry popular global songs, which often means that local content is unable to make it into global charts and streaming algorithms. This situation greatly affects the quantity of plays/streams per the song of local musicians presented in particular streaming service (like Spotify or Yandex Music), and the quantity of plays/streams directly affects the earnings/royalty of the

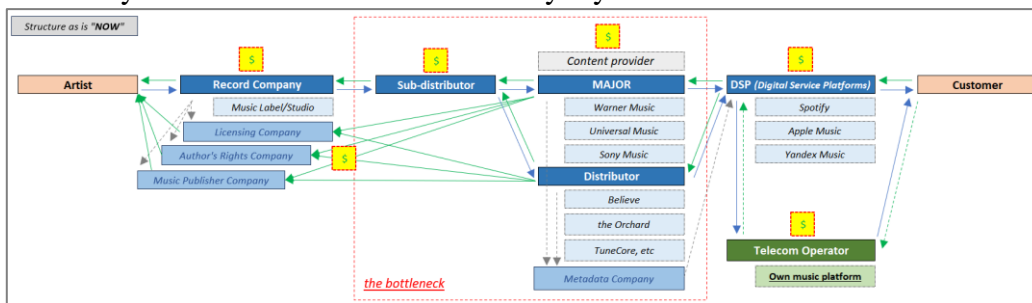


local musicians received at the end of the calendar period from that particular streaming service (like Spotify or Yandex Music). Because the local music is rarely available for random algorithmic listening by the final listener/client, who consumes and enjoys for listening, the song's playback rate is declining. Thus, the solution to these problems could be the development of own digital music service/platform, which will be focused on the local listener/client with a high priority for playing local, exclusive songs, where the selection algorithm will provide more local content.

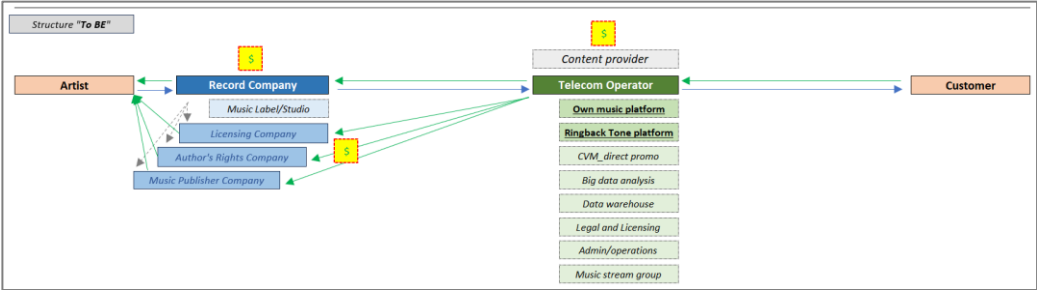
6 Content Distribution

6.1 Tools for efficient and widespread distribution of music content through mobile networks.

The music content distribution process goes through platforms involving artists or labels uploading music to distribution services, which then distribute it to various online stores and streaming platforms like Spotify, Yandex Music etc. These distribution services handle licensing, metadata, and payments, providing a bridge between content creators and digital storefronts. Artists receive royalties based on usage, and analytics help track performance. This whole process is so complicated that involves many sub-contractors between the stages. Eventually, all these sub-contractors take their fees from the royalty percentage. At the end, money is divided into many liability parties and the musician earns very little amount of the deserved royalty. All this causes a lot of dissatisfaction and questions.



The technical solution to create a new platform closes large gaps in loading content and its further processing and direct interaction, simplifying the client’s experience of receiving royalties in the way of their choice, whether to mobile balance account or bank card. In this case, the remaining additional services indicated in the plate will be accompanied jointly by one service for the musician from the operator.



6.2 Emphasize the role of mobile operators in reaching diverse audiences.

Having a database of customer numbers, the operator has a large amount of useful information for its further correct use as part of the promotion of music content. This considers age, gender, marital status, average bill for regular payments, geolocation, smartphone model and many other secondary data that will be useful for creating algorithms for selecting various offers. As a result, the operator will know what music to offer to which client, at what time to do it, on what channel to make an

	2022Y	2023Y	2024Y FC
B2C segment (1 telco)	7 923 000	7 550 000	8 100 000
Smartphone users rate	77.53%	79.46%	82%
Smartphone users	4 955 000	4 984 000	5 246 000
Music penetration rate	3,1%	3,6%	3,8%
Smartphone penetration rate	22,2%	23,8%	24,3%
Target audience, smartphone music listeners	1 100 010	1 186 192	1 274 778

announcement, in what place and at what time. The potential market of the target audience is constantly updated due to various related factors: phone model, moving to another city/country, increase in average revenue, annual background

of a growing customer base, trend towards youth, client’s daily routine, etc. All these factors are updated daily and stored in large data centers of operators. And in the future, they can be selected using automatic audience selection algorithms.

The table shows the approximate target audience determination for further processing, based on only 1 mobile operator.

7 **Enhanced User Experience**

When I mentioned about the importance of having content and working with it, I meant creating a separate team within the mobile operator that would be completely immersed in working with musicians and helping to establish work directly with them and their content uploading, storing, and licensing process. Thus, by posting content through the operator’s platform, the operator gives himself the authority of the copyright holder of the content who can manage and distribute for other interested third parties. Thus, the team created by the mobile operator will present the services in a single structure, where the musician will be provided with an individual and simplified approach. For detailed information on how the company structures “now” and how it is proposed to be transformed, please look at the Table#3 (Appendix list).

8 **Monetization models of streaming services**

8.1 How is revenue from streaming services distributed?

Key indicators		Main comments	
Music application *MAU paid for subs (in Q)	5000	a	*MAU - Monthly Active Users
Music application subscription fee (w VAT)	849 ₺	b	Subscription price
Music application revenue per period (w VAT)	4 245 000 ₺	c	=a*b Application service revenue
Total song played per period (in Q)	1 000 000	d	Calculated using big data algorithms
Licensor's song played per period (in Q)	50 000	e	The more songs are listened from the total songs
Licensor's song played (in %)	5%	f	per particular period, the more is to be paid to
Payment share to Licensor (in %)	55%	g	Licensor who owns the rights of the song
Licensor Fee per label/pool	354 ₺	h	
Payment to Licensor via label/pool	48 634 ₺		=a*f*g*h
Payment to Licensor via revenue	116 738 ₺		=c*f*g
Licensor Fee per stream	0,25 ₺	i	
Payment to Licensor via per stream	6 875 ₺		=d*f*g*i
Licensor Fee per subscription	73 ₺	j	
Payment to Licensor via per subscription	10 003 ₺		=a*f*g*j
Payment due based on Greater amount (w VAT)	116 738 ₺		
Music Label's/Licensor's revenue (88%)	102 729 ₺		
Publisher/Author societies revenue (2%)	2 335 ₺		Author royalty 70%; Publisher adm.expenses 30%
Music Artist revenue from Label (10%)	11 674 ₺		Artist get payed on monthly or even quarterly basis
Music Artist revenue from publisher	1 634 ₺		

Music streaming services typically use a pro-rata model for royalty payments. They pool subscription and advertising revenue, then distribute royalties to artists based on their share of total streams. The more a song is streamed, the larger the portion of the royalty pie received by the rights holders (labels, artists, etc.). This method aims to reflect the popularity of songs and ensures that artists with more streams receive a larger share of the revenue.

8.2 Which operator solutions can benefit from this structure?

MFS (Mobile financing service) it is a solution that brings convenience, practicality, and transparency to the process for the musician who is interested in monthly royalty payments and transparency in the process when it comes to finances. Openness and honesty with clients are the right paths to success and loyalty for mobile operator. Considering that the mobile phone number and the cell phone of its owner are linked to the client identification number (IIN), these technological attributes are also equated to the client's property, which gives full right to carry out mobile finance operations, such as transfers to the mobile phone balance, withdrawal of money to bank card and payment for services rendered. This kind of operational activity is already in full use by population in daily life and is getting more popular replacing the usage of banking cards. It's legally clear and safe.

9 Challenges and Mitigations

9.1 Development of the platform and time frame of its implementation

If the required number of developers is sufficient, the creation of an entire digital music service ecosystem may depend on operator support structures. Such as a group for information security and personal data protection, an architecture for interaction with a cloud service for storing music content, as well as a legal department working with licenses and rights to content.

Proposed mitigations – usage of Scrum method and division for product tribes (approach used in IT)

9.2 Corporate bureaucratic structures and decision making

Time spent on decision making, leading to temporary stops in product development and development. Proposed mitigations – Timely defense of the strategy and the budget for the implementation of a digital music product with the Board of Directors by getting a protocol of the decision after the meeting.

9.3 Licensing issues: Copyright and performance related rights

Non-qualified professionals outside this legal area may not have complete information or experience in this area.

Proposed mitigations – Inviting the right people from this area.

10 Methodology and implementation plan

Individual interviews (primary data) with representatives of both industries will help me pinpoint pain points and needs. And the final act of collecting the general opinion of the audience on the

concept of my dissertation will be an open questionnaire that will help to strengthen the proposed solutions described in the report. All collected data will be very useful to put forward an initial result and possible specific implementation proposals for mobile operators. If my hypotheses are correct and useful, we will be able to observe the emergence of a completely new type of business activity for our market, which has been successfully thriving abroad for several years, and is also successfully developing in neighbouring countries.

11 Conclusion

The integration of telecom facilities in the development of local music industry will provide convenience, transparency, digitalization of royalty monetization and of course the fast expansion and access to remote areas of the population. And for the final cellular customer, who will be using the digital music platform for content consumption, will get deserved local music that is out of reach from the global digital music services (Spotify, Apple Music). On the other hand, mobile operator will decrease the dependency on global content providers by demanding from them content of local musicians and independently become a single player who will generate and store local content in the Kazakhstan territory who will be able to supply the global content providers exclusive local content.

12 Appendix

Table #1. Kantar (TNS) Agency, (2023): “The media market of entertainment content in Kazakhstan”

Average daily share of channels per month, (Kazakhstan 100 000+ population, 6+ age)																	
Oct'18			Oct'19			Oct'20			Oct'21			Oct'22			Oct'23		
#	TV channel	Coverage (%)	#	TV channel	Coverage (%)	#	TV channel	Coverage (%)	#	TV channel	Coverage (%)	#	TV channel	Coverage (%)	#	TV channel	Coverage (%)
1	Eurasia	23,43	1	Eurasia	20,39	1	Eurasia	18,68	1	Eurasia	18,94	1	Eurasia	16,53	1	Eurasia	20,91
2	КТК	16	2	КТК	17,69	2	КТК	16,58	2	КТК	18,44	2	КТК	14,84	2	КТК	12,36
3	Мир	9,75	3	НТК	10,61	3	НТК	11,65	3	Qazaqstan	10,82	3	Qazaqstan	12,54	3	Astana TV	8,5
4	НТК	9,64	4	31 канал	7,55	4	Astana TV	9,89	4	НТК	9,56	4	НТК	8,94	4	НТК	7,94
5	31 канал	9,24	5	Qazaqstan	7,51	5	Qazaqstan	9,37	5	Astana TV	7,23	5	Мир	7,4	5	Qazaqstan	7,65
6	Astana TV	7,68	6	Мир	5,88	6	Мир	8,61	6	Balapan	6,56	6	Balapan	6,89	6	Мир	7,11
14	Gakku	1	7	Astana TV	5,74	7	31 канал	5,86	7	Мир	6,27	7	31 канал	6,28	7	31 канал	6,79
15	Той Думан	0,93	16	Той Думан	0,89	8	TV 7	4,85	8	31 канал	5,18	8	Astana TV	5,9	8	Хабар	4,97
16	Hit TV	0,75	18	Hit TV	0,76	16	Той Думан	0,66	16	Той Думан	0,55	18	Той Думан	0,53	18	Той Думан	0,55
18	Muzzone	0,17	19	Gakku	0,44	19	Gakku	0,34	21	Gakku Media	0,12	22	Gakku Media	0,12	21	Gakku Media	0,1

Table #2. Secondary data research, (2023): “Digital ecosystems of local and global companies”










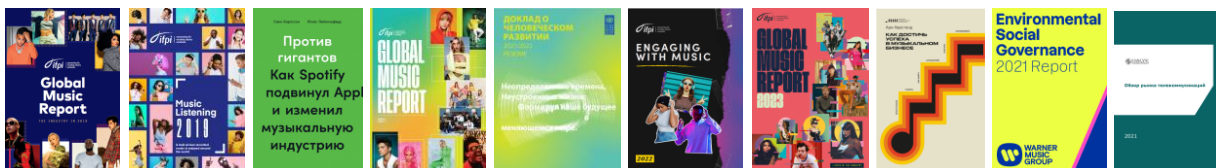
Digital ecosystems (short review)					
Media IT Holding		Telecom		Banking	
<ul style="list-style-type: none"> Finance B2B Special services Internet Search 	<ul style="list-style-type: none"> Education E-Commerce Media Ent. Transport Smart devices 	<ul style="list-style-type: none"> Finance B2B Travel Communication Medicine 	<ul style="list-style-type: none"> Education E-Commerce Media Ent. Smart systems Cloud services 	<ul style="list-style-type: none"> Finance B2B Travel Big data Medicine 	<ul style="list-style-type: none"> Education E-Commerce Media Ent. Smart devices Real estate
<ul style="list-style-type: none"> Finance Communication Internet Search Medicine Smart devices 	<ul style="list-style-type: none"> Education E-Commerce Media Ent. Games Smart systems 	<ul style="list-style-type: none"> Finance B2B Communication 	<ul style="list-style-type: none"> E-Commerce Media Ent. Cloud services 	<ul style="list-style-type: none"> Finance B2B AI Digital systems 	<ul style="list-style-type: none"> Smart systems E-Commerce Bonus system
<ul style="list-style-type: none"> Finance Advertising Internet Search Medicine Smart devices 	<ul style="list-style-type: none"> Smart devices E-Commerce Media Ent. Cloud services Smart systems 	<ul style="list-style-type: none"> Finance B2B Communication 	<ul style="list-style-type: none"> E-Commerce Media Ent. 	<ul style="list-style-type: none"> Finance B2B Travel 	<ul style="list-style-type: none"> E-Commerce GovTech E-grocery

Table #3. Secondary data research, (2023): “Mobile operator company structure”

AS IS (now)	Management	CEO					
	Departments	HR	Finance	Legal	IT	Marketing	Sales
Subdivision	Corporate Recruit PR etc.	Corporate Reporting Accounting etc.	Corporate Compliance Internal audit etc.	Big data IT development Telecom networks etc.	Corporate Marketing Digital Marketing etc.	*CVM Trade Marketing Digital products etc.	
Line groups	B2C: OTT and VAS**	
Sub groups	none	

TO BE	Management	CEO					
	Departments	HR	Finance	Legal	IT	Marketing	Sales
Subdivision	Corporate Recruit PR etc.	Corporate Reporting Accounting etc.	Corporate Compliance Internal audit etc.	Big data IT development Telecom networks etc.	Corporate Marketing Digital Marketing etc.	*CVM Trade Marketing Digital products etc.	
Line groups	B2C: OTT and VAS**	
Sub groups	Music stream	
Tribes / Teams	Additional information OTT - method of providing video and audio services over the internet. VAS - Value Added Service is a term describes an add-on products and services to the basic core functions a teleco company provides, as a way to increase user time spent on a mobile device.					1. Business and Sales 2. Software Development 3. Marketing 4. Content creation 5. Licensing; reporting	

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“PROFITABILITY PERFORMANCE IN THE BANKING SECTOR IN LEAST AND MOST CORRUPT COUNTRIES”

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ABSTRACT

The objective of the research is to study the impact of bank-specific and macroeconomic indicators on banks' profitability in countries with different level of corruption. Taking the timeline from 2002 to 2021.

Feasible Generalized Least Square (FGLS) method was used.

This is the first-time investigation of the impact of bank-specific and macroeconomic indicators on banks' profitability in countries with different level of corruption, taking the timeline from 2002 to 2021 and using the FGLS model.

Results show that selected bank-specific indicators show both positive and negative effects on bank profitability, in both least and most corrupt countries. Regarding macroeconomic indicators, only control of corruption shows a significantly positive influence on bank's profitability. Other macroeconomic factors do not show a significant impact on bank's profitability, except for a one-time dummy variable that has significant effect on the profitability of banks in most corrupt countries.

Recommendations are to have distinct strategies to improve banks' profitability based on the corruption level in the country.

Keywords: Countries with Different Corruption Levels, Bank-Specific and Macro-Economic variables, Banking and Profitability.

INTRODUCTION - BANKS

Banks play a significant role in economy of any country. It has investments and consumption through savings and lending. It significantly impacts a country's economy, the importance of the banking sector was highlighted by [1] (Yahya et al., 2017).

The profitability of banks is very important in order to have sustainable economy in the country. Banks all the time face many risks that can affect their profitability. Determinants of banks' profitability can be divided into internal and external determinants. Internal determinants come from management decisions, banks' policies. External determinants are determinants beyond the banks' control.

[2] (Faizulayev et al., 2018) emphasized that there is significant impact of both internal and external determinants on banks. Bank-specific determinants are internal bank processes like size, capital, and risk management. Macro-economic determinants are GDP growth, inflation and interest rates.

In any economy in nowadays world Banks have a significant position as intermediaries between lenders and borrowers.

Banks in every country make profits by holding the savings in deposit accounts and using them to create loans. However, at the same time, banks encounter risks like credit, liquidity, interest rate and currency risks. Over the past two decades, there were many banking crises. Which were all mostly due bad mismanagement of the risks. These crises resulted in job losses for people and many businesses went bankrupt. Thus, effective risk and asset management are very essential for banks nowadays to enhance profitability and maintain sustainability [5] (Dincer et al., 2016).

INTRODUCTION – CORRUPTION

Corruption can be explained as an abuse of entrusted power for personal gain, which is unethical and illegal behaviour. That includes behaviours like: bribery, embezzlement, favouritism, nepotism and the misappropriation of public funds. Concluding that corruption comprises all the principles of integrity, transparency and accountability by destroying trust and fair competition.

The Corruption Perception Index shows all countries' corruption levels globally. For the study ten countries identified with high corruption levels and another ten countries characterized by low corruption levels were selected. The categorization of countries into high and low corruption rankings was based on data retrieved from the Global Economic Database, which designates the most and least corrupt countries.

Most Corrupt Counties: Tajikistan, Honduras, Lebanon, Venezuela, Bangladesh, Madagascar, Nigeria, Cambodia, Guatemala and Mozambique.

Least Corrupt Countries: Germany, Netherlands, Sweden, New Zealand, Denmark, Switzerland, Finland, Luxembourg, Norway and Singapore.

LITERATURE REVIEW

Bank-specific determinants have influence in the performance and operations of banks. These determinants are mainly internal. They are shaped by the decisions and strategies of banks' management.

Bank-specific determinants summarize aspects like size of the bank, capital adequacy, risk management practices, operational efficiency, asset quality, liquidity and cost structure as well. The size of the bank often correlates with its operational capacity. Larger banks tend to have greater resources and diversified portfolios but at the same time they also face higher operational costs and more risks.

Bank-specific determinants present banks' financial health, risk management capabilities and their operational efficiency. Nowadays in the dynamic world of finance, banks' performance, risk exposure and sustainability can be assessed by analysing these determinants.

In the research by Faizulayev and Wada [7], it was found that capital adequacy positively impacts net interest margin. Maintaining capital adequacy in banks increases the likelihood of meeting debt obligations, which improves profitability. According to findings from a study on QIZMUT countries [8] indicated that while bank size might positively affect profitability (return on assets), larger banks may reveal negative net interest margin, suggesting that bigger banks could be less profitable compared to smaller ones.

Macroeconomic indicators are key metrics used to assess the overall economic performance and health of a country. Macroeconomic determinants serve as barometers for policymakers, investors, businesses, and analysts to understand the economic conditions and make more accurate decisions.

One of the most significant macroeconomic determinants is Gross Domestic Product (GDP) growth. GDP represents the total value of goods and services produced within a country over a specific period. GDP growth rates indicate the overall health of the economy by reflect the pace of economic expansion or contraction.

Inflation is another macroeconomic important indicator which measures the rate at which prices for goods and services rise over time. It is usually expressed as an annual percentage that reflects changes in purchasing power and cost of living. Moderate inflation is considered healthy for economic growth, while high or rapid inflation rates can destabilize economies of countries.

Unemployment rate shows the proportion of the labour force that is jobless and actively seeking employment. In addition, it indicates the economy's ability to generate jobs.

DATA AND METHODOLOGY

The Corruption Perception Index shows all countries' corruption levels globally. For the study ten countries identified with high corruption levels and another ten countries characterized by low corruption levels were selected. The categorization of countries into high and low corruption rankings was based on data retrieved from the Global Economic Database, which designates the most and least corrupt countries.

This research relies on unbalanced panel data statistics with the period of 2002-2021 related to banks of:

Most Corrupt Counties: Tajikistan, Honduras, Lebanon, Venezuela, Bangladesh, Madagascar, Nigeria, Cambodia, Guatemala and Mozambique.

Least Corrupt Countries: Germany, Netherlands, Sweden, New Zealand, Denmark, Switzerland, Finland, Luxembourg, Norway and Singapore.

For the study the data of bank-specific and macroeconomic determinants was retrieved from World Bank database.

The Figure 1 table below presents all the variables employed in this study, providing all the details about the symbol and the description.

Symbol	Variables	Proxy
Dependent variable:		
NIM	Profitability	Bank net interest margin (%)
Independent variables:		
TETA	Capital adequacy	Bank capital to total assets (%)
BCI	Efficiency	Bank cost to income ratio (%)
NPL	Credit risk	Bank nonperforming loans to gross loans (%)
LIQ	Liquidity	Liquid assets to deposits and short term funding (%)
CCOR	Control of Corruption	Control of Corruption: Percentile Rank
POL	Political Stability	Political Stability and Absence of Violence/Terrorism: Percentile Rank
GDP	GDP growth	GDP growth (annual %)
YEAR_2007	Banking crisis dummy	Banking crisis dummy
YEAR_2008	Banking crisis dummy	Banking crisis dummy
YEAR_2009	Banking crisis dummy	Banking crisis dummy

Our **Methodology** involved performing empirical analyses preparing two distinct models: one for Most Corrupt Countries and another for Least Corrupt Countries. The objective was to identify the determinants that influence the profitability of both models and to assess whether the corruption perception index influences the outcomes.

Please refer to the regression model below:

$$Y = \beta_0 + \beta_1 TETA + \beta_2 BCI + \beta_3 NPL + \beta_4 LIQ + \beta_5 CCOR + \beta_6 POL + \beta_7 GDP + \beta_8 DUM7 + \beta_9 DUM8 + \beta_{10} DUM9 + \varepsilon.$$

The dependent variable NIM - Profitability is Y. Constant terms and error terms are β_0 and ε . And the coefficients are β .

As shown in the table Figure 1, there were selected 3 dummy variables of financial crisis in 2007, 2008 and 2009.

Empirical analysis will enclose various statistical tests and procedures, including descriptive statistics, correlation analysis, multicollinearity assessment, tests for heteroscedasticity and autocorrelation, as well as regression analysis using Feasible Generalized Least Squares model.

Hypotheses of the research study:

H1: Capital adequacy has considerably positive effect on banks' profitability [12].

H2: Liquidity has considerably adverse effect on banks' profitability [2].

H3: Credit risk has considerably adverse effect on banks' profitability [2].

H4: GDP has considerably positive effect on banks' profitability [13].

H5: Political stability considerably contributes positively to banks' profitability [14].

H6: The Dummy variable shows considerably adverse effect on bank's profitability [12].

EMPERICAL ANALYSIS RESULTS

In order to determine whether the data retrieved is unbiased, the stationarity test was conducted. Fisher-type and Augmented Dickey-Fuller unit-root tests were selected in this research. The unit root test shows: (Pm) modified inv. chi-squared, (P) inverse-chi-squared, (L*) inverse logit t and (Z) inverse normal. Unit-root tests were conducted for all variables in both HCC and LCC models. The P-value is a determinant of the data being biased or not. In order for the variables' data to be unbiased, its P-value should be below 1%, 5% or 10% in unit root test.

The Figure 2 table below presents the diagnostic results of the unit-root test for Most Corrupt Countries.

Highest corrupted countries								
Fisher-type panel tests	Inverse chi-squared(20)		Inverse normal		Inverse logit t(49)(54)		Modified inv. chi-squared	
	P		Z		L*		Pm	
Variable	Statistic	P-value	Statistic	P-value	Statistic	P-value	Statistic	P-value
NIM	31.7786	0.0457	-2.4662	0.0068	-2.401	0.0101	1.8624	0.0313
TETA	45.9356	0.0008	-2.7115	0.0033	-3.1349	0.0014	4.1008	0.0000
BCI	38.7789	0.0071	-2.5914	0.0048	-2.6667	0.0050	2.9692	0.0015
NPL	126.9885	0.0000	-5.2984	0.0000	-9.7564	0.0000	16.9164	0.0000
LIQ	33.5375	0.0294	-1.768	0.0385	-1.7454	0.0433	2.1405	0.0162
CCOR	28.0803	0.1075	-0.9978	0.1592	-1.0882	0.1407	1.2776	0.1007
POL	36.6145	0.0130	-1.8901	0.0294	-2.0424	0.0230	2.627	0.0043
GDP	126.8297	0.0000	-7.4867	0.0000	-10.8251	0.0000	16.8913	0.0000
_IYEAR_2007	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000
_IYEAR_2008	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000
_IYEAR_2009	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000

Based on the results, only Control of Corruption variable's P-value is above 10%, which displays non-stationarity. All other variables including dummy variables as well, display stationarity for Most Corrupt Countries.

The Figure 3 table below presents the diagnostic results of the unit-root test for Least Corrupt Countries.

Lowest corrupted countries								
Fisher-type panel tests	Inverse chi-squared(20)		Inverse normal		Inverse logit t(54)		Modified inv. chi-squared	
	P		Z		L*		Pm	
Variable	Statistic	P-value	Statistic	P-value	Statistic	P-value	Statistic	P-value
NIM	103.9448	0.0000	-6.1849	0.0000	-8.8885	0.0000	13.2728	0.0000
TETA	13.4143	0.8589	1.5937	0.9445	1.5491	0.9364	-1.0413	0.8511
BCI	121.4183	0.0000	-6.7306	0.0000	-10.2018	0.0000	16.0356	0.0000
NPL	50.3178	0.0002	-1.7213	0.0426	-2.8002	0.0035	4.7937	0.0000
LIQ	15.5509	0.7441	0.4981	0.6908	0.5198	0.6973	-0.7035	0.7591
CCOR	44.7783	0.0012	-3.0245	0.0012	-3.2409	0.0010	3.9178	0.0000
POL	39.7261	0.0054	-2.8833	0.0020	-2.8764	0.0029	3.119	0.0009
GDP	130.9654	0.0000	-9.2697	0.0000	-11.5138	0.0000	17.5452	0.0000
_IYEAR_2007	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000
_IYEAR_2008	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000
_IYEAR_2009	159.1118	0.0000	-10.7171	0.0000	-14.0023	0.0000	21.9955	0.0000

Based on the results, the Capital Adequacy and Liquidity variables' P-values are above 10%, which display non-stationarity. All other variables including dummy variables as well, display stationarity for Least Corrupt Countries.

The Figure 4 table below presents the descriptive statistics results for Most Corrupt Countries.

Highest corrupted countries					
Variable	Obs	Mean	Min	Max	Std. Dev.
NIM	186	6.50396	0.8021562	16.40867	2.848795
TETA	133	10.14861	1.490407	24.4	4.078745
BCI	189	57.77432	29.82179	202.0408	18.10652
NPL	141	6.913134	0.7	37.3	6.316976
LIQ	190	35.33392	9.68707	87.3942	17.82993
CCOR	200	18.63507	0.5291005	56.61376	11.6201
POL	200	22.58136	2.415459	68.72038	14.85751
GDP	193	4.575967	-25.90773	18.28661	4.778512
_IYEAR_2007	200	0.05	0	1	0.2184919
_IYEAR_2008	200	0.05	0	1	0.2184919
_IYEAR_2009	200	0.05	0	1	0.2184919

Based on the results performance of almost all variables of Most Corrupt Countries display positivity, except for one, which is GDP growth that has a negative sign of min of -25.90773.

The Figure 5 table below presents the descriptive statistics results for Least Corrupt Countries.

Lowest corrupted countries					
Variable	Obs	Mean	Min	Max	Std. Dev.
NIM	192	1.206724	0.1468676	3.73093	0.5130804
TETA	162	6.284543	3	10.9	1.677891
BCI	194	59.00514	20.31053	237.0542	21.06238
NPL	168	1.576561	0.1	7.7	1.326027
LIQ	164	46.67956	10.59717	134.4698	20.93413
CCOR	200	97.37437	91.53439	100	2.000902
POL	200	89.57485	64.82412	100	8.903971
GDP	200	2.076902	-8.074447	14.51975	2.685768
_IYEAR_2007	200	0.05	0	1	0.2184919
_IYEAR_2008	200	0.05	0	1	0.2184919
_IYEAR_2009	200	0.05	0	1	0.2184919

Based on the results performance of almost all variables of Least Corrupt Countries display positivity, except for one, which is GDP growth that has a negative sign of min of -8.074447.

Correlation test. There are general guidelines to assess the correlation between the variables. When Coefficient value is less than 0.1 it indicates very small correlation. When Coefficient value is less than 0.3 but more than 0.1 it indicates small correlation. When Coefficient value is less than 0.5 but more than 0.3 it indicates moderate correlation. When Coefficient value is more than 0.5 it indicates strong correlation.

The Figure 6 table below presents the correlation analysis results for Most Corrupt Countries.

Highest corrupted countries											
Correlation	NIM	TETA	BCI	NPL	LIQ	CCOR	POL	GDP	_IY~2007	_IY~2008	_IY~2009
NIM	1.0000										
TETA	0.4062	1.0000									
BCI	-0.1007	-0.1255	1.0000								
NPL	-0.1716	-0.1849	0.2840	1.0000							
LIQ	0.1835	0.3282	-0.1067	0.2629	1.0000						
CCOR	-0.1054	-0.3705	0.1656	-0.1914	-0.1007	1.0000					
POL	0.1450	0.0710	-0.1127	-0.3685	0.1088	0.4187	1.0000				
GDP	-0.0763	0.0660	0.0936	0.1129	0.2799	-0.0059	0.0615	1.0000			
_IYEAR_2007	0.0650	0.0543	0.0291	-0.0767	0.1712	0.0374	-0.0251	0.1757	1.0000		
_IYEAR_2008	-0.0090	0.1448	0.0034	-0.0955	0.0181	0.0423	-0.0290	0.0992	-0.0579	1.0000	
_IYEAR_2009	-0.0543	-0.0346	0.1898	0.1017	-0.0951	0.0626	0.0043	-0.0781	-0.0579	-0.0579	1.0000

Based on the results no strong correlation indicated between of Most Corrupt Countries variables. One positive moderate correlation with Capital Adequacy. Small negative correlations with variables like Efficiency, Credit Risk and Control of Corruption. Small positive correlations with Liquidity and Political Stability. Very small negative correlation with dummy variables of financial crisis in 2008 and 2009 years and GDP growth as well. In addition, there is very small positive correlation with one dummy variable of financial crisis in 2007 year.

The Figure 7 table below presents the correlation analysis results for Least Corrupt Countries.

Lowest corrupted countries											
Correlation	NIM	TETA	BCI	NPL	LIQ	CCOR	POL	GDP	_IY~2007	_IY~2008	_IY~2009
NIM	1.0000										
TETA	0.4380	1.0000									
BCI	-0.4172	0.4647	1.0000								
NPL	0.1395	0.0514	0.0835	1.0000							
LIQ	-0.6407	0.1522	0.1863	0.0009	1.0000						
CCOR	0.2967	0.4031	0.1975	-0.0791	-0.0793	1.0000					
POL	0.1216	0.3281	0.2407	-0.6573	-0.1325	0.2683	1.0000				
GDP	0.2533	0.4006	0.2176	-0.0939	-0.0745	0.0131	0.1816	1.0000			
_IYEAR_2007	0.0388	0.0350	0.0542	-0.1918	-0.0635	-0.0028	0.1075	0.2292	1.0000		
_IYEAR_2008	-0.0549	0.1580	0.1951	-0.1234	0.0097	-0.0015	0.0417	-0.1374	-0.0829	1.0000	
_IYEAR_2009	-0.0064	0.0734	0.0064	0.0209	-0.0008	0.0439	-0.0224	-0.5462	-0.0829	-0.0877	1.0000

Based on the results of correlation analysis for Least Corrupt Countries, there is one strong negative correlation indicated with Liquidity. One positive moderate correlation with Capital Adequacy. One negative moderate correlation with Efficiency. Small positive correlations with variables like Credit Risk, Control of Corruption, Political Stability and GDP growth. Very small negative correlation with dummy variables of financial crisis in 2008 and 2009 years. In addition, there is very small positive correlation with one dummy variable of financial crisis in 2007 year.

The Figure 8 table below presents the Variance Inflation Factor analysis results for Most and Least Corrupt Countries.

. estat vif	Highest corrupted countries		Lowest corrupted countries	
Variable	VIF	1/VIF	VIF	1/VIF
POL	1.55	0.646538	2.18	0.45891
GDP	1.15	0.867322	1.99	0.50136
NPL	1.74	0.574070	1.95	0.51187
TETA	1.60	0.623349	1.90	0.52558
_IYEAR_2009	1.07	0.934636	1.54	0.64729
BCI	1.27	0.790368	1.35	0.74212
CCOR	1.69	0.592499	1.28	0.78118
_IYEAR_2007	1.11	0.899801	1.14	0.87762
_IYEAR_2008	1.08	0.927728	1.12	0.88998
LIQ	1.58	0.631386	1.06	0.94035
Mean VIF	1.38		1.55	

Based on the results of Mean VIF and all the VIF of each variable for Most and Least Corrupt Countries are in range from 1 to 10, which displays moderate correlation. We can conclude that there are no issues with correlation of variables in both Most and Least Corrupt Countries models.

The Figure 9 table below presents the autocorrelation analysis results for Most and Least Corrupt Countries.

Wooldridge test for autocorrelation in panel data	
Highest corrupted countries	Lowest corrupted countries
H0: no first-order autocorrelation	H0: no first-order autocorrelation
F(1, 9) = 42.709	F(1, 9) = 20.424
Prob > F = 0.0001	Prob > F = 0.0014

Based on the results of autocorrelation analysis for Most and Least Corrupt Countries, p values are less than 1%, 5% or 10%, indicating there is autocorrelation issue.

The Figure 10 table below presents the heteroscedasticity test results for Most and Least Corrupt Countries.

. lrtest hetero homo, df(104)	Highest corrupted countries	Lowest corrupted countries
Likelihood-ratio test	LR chi2(104)=109.6	LR chi2(104)=48.53
(Assumption: homo nested in hetero)	Prob > chi2 =0.3345	Prob > chi2 =1

Based on the results of heteroscedasticity test for Most and Least Corrupt Countries there is no heteroscedasticity issue, since chi2 for both Most and Least Corrupt Countries are more than 1%, 5% or 10%.

The Figure 11 table below presents the R-squared results for Most and Least Corrupt Countries with “regress” function.

. regress NIM TETA BCI NPL LIQ CCOR POL GDP _IYEAR_2007 _IYEAR_2008 _IYEAR_2009					
Highest corrupted countries			Lowest corrupted countries		
Number of obs	=	128	Number of obs	=	124
F(10, 117)	=	3.09	F(10, 113)	=	18.79
Prob > F	=	0.0016	Prob > F	=	0.0000
R-squared	=	0.2087	R-squared	=	0.6245
Adj R-squared	=	0.1411	Adj R-squared	=	0.5912
Root MSE	=	2.4272	Root MSE	=	0.3297

Based on the results 20.87% of changes for Most Corrupt Countries are impacted by the changes in all other independent variables chosen for the analysis. And 62.45% of changes for Least Corrupt Countries are impacted by the changes in all other independent variables chosen for the analysis.

FGLS regression analysis was chosen since it solves and helps with issues of autocorrelation, heteroscedasticity and non-stationarity.

The Figure 12 table below presents Prob>chi2 for Most and Least Corrupt Countries.

Prob > chi2	
HCC	LCC
P-value	P-value
0.0000	0.0000

P-values are 0, indicating that the regression analysis models are best fitted.

The Figure 13 table below presents FGLS regression models, the coefficients and their significance of impact on the profitability for Most and Least Corrupt Countries.

NIM	Highest corrupted countries		Lowest corrupted countries	
	Coef.	P> z	Coef.	P> z
TETA	0.1839812	0.003	0.0515912	0.003
BCI	-0.0193419	0.065	-0.0031911	0.002
NPL	0.0089315	0.767	0.0241327	0.380
LIQ	0.0039804	0.790	-0.0137920	0.000
CCOR	0.0687187	0.000	0.0269818	0.013
POL	0.0017791	0.909	-0.0040488	0.324
GDP	-0.0077205	0.791	0.0044671	0.624
_IYEAR_2007	0.6134555	0.020	-0.0131294	0.847
_IYEAR_2008	-0.3807908	0.247	0.0677161	0.342
_IYEAR_2009	-0.1829029	0.497	0.0596280	0.494
_cons	4.2124010	0.000	-0.6350676	0.557

Based on the results:

1. There is significance of Cons for Most Corrupt Countries.
2. Capital Adequacy has positively significant effect on both Most and Least Corrupt Countries.
3. Efficiency has negatively significant effect on profitability on both Most and Least Corrupt Countries.
4. Liquidity has negatively significant effect on profitability on Least Corrupt Countries.
5. Control of Corruption has positively significant effect on profitability on both Most and Least Corrupt Countries.
6. Dummy variable of financial crisis in 2007 year has positively significant effect on profitability on Most Corrupt Countries

CONCLUSION

1% rise in Capital Adequacy is associated with 0.18% increase in Profitability Net Interest Margin for Most Corrupt Countries and 0.05% increase for Least Corrupt Countries. Studies by Faizulayev and Wada [7] also confirm that Capital Adequacy significantly influences the profitability Net Interest Margin. Therefore, the results and this finding supports and confirms the hypothesis number 1.

1% rise in Efficiency is linked to 0.019% decrease in Profitability Net Interest Margin for Most Corrupt Countries and 0.003% decrease for Least Corrupt Countries. This negative correlation might stem from higher operational costs that could negatively impact bank Profitability Net Interest Margin. The study of Munyambonera E.F. [15] concluded that increased operational costs in banks tend to diminish their performance and profitability.

1% rise in Liquidity for Least Corrupt Countries results in 0.013% reduction in Profitability Net Interest Margin. Banks which maintain more liquidity encounter the opportunity cost of reduced returns. Concluding that greater liquidity leads to diminished returns, which lowers banks' profitability Net Interest Margin. Molyneux P. & Thornton J. [16] also highlighted a negative correlation between liquidity and profitability. Therefore, the results and this finding supports and confirms the hypothesis number 2. But as for Most Corrupt Countries Liquidity does not have an impact on Profitability Net Interest Margin.

A 1% rise in Control of Corruption results in 0.068% increase in Profitability Net Interest Margin for Most Corrupt Countries and 0.026% for Least Corrupt Countries. Asteriou D., et.al (2021) [17] revealed a negative correlation between profitability and corruption. By that, confirming the positive impact of the Control of Corruption. This relationship supports that higher Control of Corruption lowers corruption (World Bank 2011b) [18].

All other variables in this study do not significantly impact Profitability Net Interest Margin. Therefore, the hypothesis number 3 is rejected, that Credit Risk significantly has negative effect.

In summary, Most and Least Corrupt Countries show almost similar significance and relationships between variables of Efficiency, Control of Corruption and Capital Adequacy. This suggests that officials in both types of countries depending on the level of corruption can apply more or less similar strategies to enhance Banks' Profitability in their countries. But there were still some differences especially regarding the variable Liquidity, thus suggesting the necessity for distinct strategies to improve bank profitability based on the corruption level prevalent in the country.

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“The use of artificial intelligence in accounting and finance: a systematic literature review”

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ABSTRACT

The purpose of this paper is to demonstrate the importance of using Artificial Intelligence in the accounting and finance industries. Artificial Intelligence has emerged as a revolutionary force in accounting and finance, altering established techniques and enabling more efficient and data-driven decision-making processes. The purpose of this paper is to undertake a systematic literature study in order to thoroughly investigate the present state of Artificial Intelligence adoption in accounting, consolidate major findings, provide insights into its impact, difficulties, and prospects for the future. One of the most important requirements for important catalysts in the automation of business reporting and financial analysis of economic indicators is the continuous accumulation of economic information on the activities of economic agents, as well as the increasing complexity and sophistication of information technology. In fact, this process does not always go as planned, and it is essential to develop experience and expertise to achieve maximum efficiency.

A multidisciplinary strategy is used in this study. Statistical analysis of data related to the current use of Artificial Intelligence in finance and accounting is conducted as part of the study's qualitative research to examine the future use of Artificial Intelligence. The study's qualitative component includes interviews with practitioners in Artificial Intelligence, accounting, and finance to get their perspectives on the possible influence of Artificial Intelligence on the sector.

This paper presents current operational and hypothetical applications of Artificial Intelligence in the industry, as well as the drawbacks and opportunities arising from the adoption of Artificial Intelligence. The paper also makes suggestions for future research on the application of Artificial Intelligence in accounting and finance.

INTRODUCTION

Accounting and finance tend to be critical aspects of the operations of all businesses. They incorporate acquiring, tracking, and analyzing financial data, so that became a reason there has been an outbreak of interest in applying Artificial Intelligence in accounting and finance in recent years (Buchana,B.,2019). Artificial Intelligence technology may be used to automate operations, enhance accuracy and efficiency, and acquire new insights from data. AI-driven accounting and financial solutions may automate routine operations like data input, processing bills, and reconciliation in order to save accountants' time. Furthermore, according to Garcia (October 3, 2023), article "AI in Accounting and Finance: Advantages and Negative Impacts" represents that by utilizing machine learning algorithms, Artificial Intelligence can constantly acquire knowledge and enhance its accuracy over time, resulting in more credible financial reporting and a lower chance of errors made by humans.(Garcia,2023)

However, despite the revolutionary capabilities Artificial Intelligence applications provide, they also have constraints that make them inappropriate to undertake certain functions, as well as a variety of risk factors that must be managed efficiently.

Moreover, to proceed further and conduct comprehensive investigation of application of Artificial Intelligence in accounting and finance industries, besides setting key goals for the paper, it is important to approach the solving of following research questions:

- What kind of challenges and opportunities can be faced in nearest future after implementing AI-based tools, particularly in accounting and finance sectors?
- How AI-solutions can be applied to the named business industries?
- What influence will Artificial Intelligence have on the occupations and operations of the finance and accounting professions?

Artificial Intelligence in accounting and finance is extremely important as a result of its extensive implications for both the business environment and society as a whole.

THEORETICAL FRAMEWORK

The theoretical framework for the Artificial Intelligence used in finance and accounting operates on the assumption that Artificial Intelligence may be used to automate and enhance many of the jobs currently accomplished by humans in these areas. Artificial Intelligence can possibly be employed to manage massive amounts of data more promptly and effectively than people, as well as recognize patterns and trends that humans may overlook.

The information asymmetry theory is a crucial theoretical framework for Artificial Intelligence application in finance and accounting – according to this hypothesis, various parties have provided different levels of information about a financial transaction or an accounting statement. For example, a company's management knows more about its financial performance than its investors. This knowledge asymmetry can result in issues like fraud and market manipulation.

The agency theory is another fundamental theoretical framework for Artificial Intelligence application in finance and accounting. In accordance with this concept, there is a conflict of interest between a company's management and its stockholders. Management is in charge of making decisions that are beneficial to the company in general, but they may also make decisions in order to enrich themselves

at the expense of shareholders. By monitoring behavior displayed by managers and uncovering possible conflicts of interest, Artificial Intelligence may be involved in lowering agency expenses.

LITERATURE REVIEW

Considering progressively more complicated regulatory and reporting standards, Artificial Intelligence serves a crucial part in assuring compliance. This is especially important in businesses, such as banking and insurance, in which noncompliance may result in severe repercussions and brand-negative consequences. According to Calabrese (October 16, 2020) in his article *The Role of Artificial Intelligence in Accounting*, by establishing currently underway reconciling transactions and adjustments to accrued liabilities, a company's books are more accurate throughout the month, relieving finance and accounting teams of part of the pressure of month-end closure. These audits are used by AI-enabled algorithms in this software to assist ensure that the company's documents and practices comply with the laws and norms established by various government entities (Nathan Calabrese, 2020).

Ribeiro (March 25, 2023) stated in his article "*The Impact of Artificial Intelligence on Finance and Accounting Departments*" that AI-based technology improves its bookkeeping skills as implementing machine learning techniques to automate numerous repetitive bookkeeping operations, which has lowered the amount of time and effort necessary for bookkeeping (Ribeiro, 2023). The same concern was examined by Munoko, Brown-Libur, and Vasarhelyi (2020) in their study *The Ethical Implications of Using Artificial Intelligence in Auditing* – the time can be efficiently used or saved according to the AI-based algorithms and data structure that are set to allow accounting professionals to focus on more strategic activities (Munoko, Brown-Libur, and Vasarhelyi, 2020).

This leads to certain cases that were discussed in *Artificial intelligence in finance* by Buchanan (2019). The well-known case of pound's flash crash following the Brexit referendum in 2016, where financial corporations' algorithms were evident to function in unpredictable manners, resulting to failures and flash crashes, was arised in the article.

AI-powered data analytics and modeling with predictive accuracy have an opportunity to greatly improve financial and accounting decision-making. This is fundamental for businesses aiming to make better investment decisions, manage risk more efficiently, and improve financial strategy, because no matter how cautious an accountant is, the possibility of human error, which can snowball and lead to disastrous financial consequences in the future, always may arise.

Nevertheless, Zia (May 10, 2023) in the article "*Artificial Intelligence in Accounting: What Will Happen to Accounting Jobs?*" mentioned that lower-level jobs can be replaced by AI-driven initiatives, so that become a reason why accountants should acquire new AI-based skills to have competitive advantage on future job market and were able to impose on innovative benefits (Zia, 2023). However, it is still needs to be kept in the mind that humans stay as more preferable resources in comparison with automated machines that according to skills that machine never learn.

To minimize unforeseen repercussions and societal disparities, it is vital to ensure that Artificial Intelligence algorithms are equitable, open to scrutiny, and prevent the perpetuation of prejudices. Organizations that successfully integrate Artificial Intelligence into their finance and accounting procedures acquire a competitive advantage. Understanding the current status of the adoption of Artificial Intelligence and its effect on business is critical to them stay competitive.

METHODOLOGY

Data description

The research topic provides a qualitative research method, which includes collecting data and analyzing it to attain greater knowledge and understanding of the study.

A particular method for evaluating the influence of Artificial Intelligence on performance is to examine how it has affected task speed and accuracy.

Another method for evaluating the influence of Artificial Intelligence on performance is to examine how it has affected the accuracy of decision-making.

An approach used to evaluate Artificial Intelligence's influence on risk reduction is to examine how it can reduce the number of fraud cases.

The influence of Artificial Intelligence can be also observed by how it impacted on cost saving factors. The measurement method of how Artificial Intelligence can save costs is a way to look at how it might affect on cost of labors, moreover another approach for the statistical analysis is to take a look on AI-based applications impacting on saving cost of technology as well.

Variables description

Survey conduction has been used to discover public opinion regarding usage of Artificial Intelligence in certain spheres, mostly studies has been conducted among accountants or financiers.

Three interview attendees were involved in data collection process to make qualified analysis of the research. Three of them were introduced with the consent letter and felt free to deliver their names to took part in the research, however some of them wanted to keep confidentiality in terms of occupation. As interview attendees are KIMEP graduates and also experienced conduction of research and are well informed about the data collection process, the interview organization and their contribution have become and interesting part, which could somehow ease the process.

ANALYSIS AND FINDING

After conducting qualitative research method and examining statistical data analysis of the research topic, several findings were identified in order to measure the impact of Artificial Intelligence on finance and accounting industries.

In article Understanding artificial intelligence in accounts payable by Brousseau benefit and potential of Artificial Intelligence was discussed that AI-based innovations can be used to automate invoice processing, which has decreased processing time by up to 80%. Artificial Intelligence has also been used to enhance financial reporting accuracy, with the frequency of mistakes in financial statements decreased by up to 50% (August 23, 2023).

Jauhari (March 8, 2023) in article A brief review of algorithmic trading presented that Artificial Intelligence has been utilized to create new trading algorithms that beat classic trading algorithms. Artificial Intelligence has also been applied to create new risk evaluation algorithms, which have lowered the number of loan defaults.

According to the results of qualitative survey, 12 Participants were given several questions in order to investigate the public opinion regarding AI-based technologies implementation in accounting and finance spheres.

According to Appendix 1, Respondents were asked during the survey about their acknowledgement regarding negative outcomes of implementation of Artificial Intelligence in accounting and finance sector. 83% of the Respondents stated that they were not informed about any negative experience, whereas one sample shared their opinion and described certain case – due to a complicated AI

algorithm, UBS suffered an enormous decline in its electronic trading division in 2019. The algorithm collapsed, resulting in irregular trading behavior and losses of several hundred million dollars. This incident highlighted the potential dangers of AI-driven trading platforms.

Other statistics has been obtained according to the results of the survey. According to Appendix 2, participants ranked their opinion about AI-application particularly in fields of accounting or finance from strongly agree to strongly disagree. None of them represented categorical answer – 66% of surveyed participants choose option “agree”, left 33% decided to stay neutral.

According to the interviews conducted during the research process, three attendees shared with their professional opinion in order to measure the influence of AI-based technologies in their direct operating spheres.

Dauletbek Nuray, KIMEP graduate with the Finance bachelor degree, agreed to participate in the interview. Currently she is working in Kazakhstani retail brand “Qazaq Republic” as Finance specialist. Nuray described her company as “seeking for the innovation” and shared with the information that “Qazaq Republic” is open for any modern decision that can influence in time efficiency and data collection or analysis. According to Nuray, “Qazaq Republic” already uses AI-based technologies but in terms of the other aspects as implementing chatbots in recruiting sector or AI-innovating in customer relationship management, where also chatbots with the client can be created to take an online order from the store. Nuray mentioned that finance is an important sphere of each company because it directly deals with the “money, which company may own and may not”. Therefore traditional “human” method is more applicable, due to the absence of full trust to the freshly created Artificial Intelligence innovations.

Other attendee, Almira Niyazgaliyeva, KIMEP graduate with bachelor degree in Auditing, did not want to share where exactly she works, but she gave a permission to mention BIG4 as an occupation. Almira, associate with great career ambitions and abilities to reach them, highlighted importance of Artificial Intelligence implementation in every-day work routine. She considers a fact that besides time-saving aspect, risk management and fraud detection can be analyzed, so that more transparency may occur in business transactions during auditing. Almira also determined that AI-based platforms also may assist in detecting anti-money-laundering activities. Moreover, she explained why time-saving aspect is important – implementing AI-based platforms; which can find and categorize basic data items including invoice’s date, amount and number, then insert the data in accounting system; more opportunity appears to the new-coming employees to focus on complex job responsibilities.

The last interview attendee, Aziza Naurzybayeva, KIMEP graduate with bachelor degree in management, now operating in “Phillip Morris LLP”, showed neutral attitude towards the concept of implementation of the AI-initiatives to the finance and audit spheres. She agreed that it can somehow positively influence on operation and management in general, however, Aziza presented a great concern regarding confidentiality and security of the financial information. Aziza believed that allowance and accessibility for the Artificial Intelligence to “independently swim in deep financial waters” made it more attractive and vulnerable for any possible risk of data breaches or cyber-attacks.

CONCLUSION

As previously stated, hardly any other corporate sector is as focused on creating and using Artificial Intelligence to increase speed, precision, and effectiveness as the accounting and financial industry. Artificial Intelligence will play a key role in reshaping and molding the future of employment and efficiency, and there is huge opportunity. The development of AI-based applications now promises to be the greatest and most widespread technological revolution in history. Its versatility allows the deployment of this cutting-edge technology in a variety of sectors and vocations regardless of the skill

level of the individuals involved, creates widespread mutual anxiety about unemployment as well as authority over people's lives.

As an outcome of the research, it has been discovered that Artificial Intelligence has been shifting over a broad front in recent years. Regardless of the business, Artificial Intelligence provides financial institutions with opportunities across their value chains, from standard processes to comprehensive, game-changing practices. Artificial Intelligence offers several real-world applications that allow the creation of company revenue growth and cost reductions in today's sectors.

Among the most popular applications include chatbots, process automation technologies, and fraud detection.

However, it has been shown that corporations are concerned about the usage of Artificial Intelligence. The challenges with Artificial Intelligence include that the trustworthiness of data is not yet sufficiently developed, the workforce lacks the skills required to deploy and maintain Artificial Intelligence systems. The research additionally indicates that those with cognitive skills, critical thinking, and creativity are going to be in high demand, while those with both physical and manual abilities will remain in a state of decline.

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“Climate change and dividend payout policy: Evidence from China”

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ABSTRACT

Our purpose is to explore how climate change and firm characteristics jointly affect Chinese agriculture and technology companies' dividend payout policy in four regions with different climatic characteristics during the period of 2011-2019.

Methodology To conduct empirical analysis, we applied the fixed effects model, random effects model, and PCSE model method.

Findings. Results of our empirical analysis state that Rain logging has a negative and significant effect on the dividend payout ratio, whereas drought and typhoons have no significant effect on the dividend payout of agricultural and technology companies in China. In addition, company size has a positive and significant effect on agricultural companies in rain-logged areas, but a negative and significant effect on technology companies in typhoon-prone areas and on agricultural companies in high-temperature areas. The leverage ratio has a positive and significant effect on agricultural companies in typhoon-prone areas but a negative and significant effect on those in rain-logged areas. In regions susceptible to drought, technology firms experience a noteworthy and adverse impact when it comes to the retained earnings to total assets ratio and ROA has a negative and significant effect on technology companies in both typhoon-prone and high-temperature areas.

Keywords: Agriculture companies, Technology companies, climate risk index, payout ratio policy, China

INTRODUCTION

In recent years, global climate change has emerged as a prominent and widely discussed issue. With the persistent rise in global temperatures and the increased occurrence of extreme weather events, climate change has significantly influenced corporate payout policies.

The ramifications of climate change have prompted the Chinese government, various organizations, and businesses to acknowledge the urgent need for action in managing climate-related risks and combating global warming. In response to the escalating climate risks, companies have initiated changes in their investment and financial strategies. They are holding larger cash reserves, adjusting their debt structures (as observed in Huang, Kerstein, and Wang 2018), increasing investments in climate change mitigation technologies (as evidenced by Li, Lin, and Lin 2021), and diversifying their geographical operations. To confront this mounting climate risk, companies have also begun to adapt their payout policies. This study delves into how companies adjust their payout policies in reaction to climate change and how they formulate and implement sustainable payout strategies to address this challenge.

Climate change can potentially heighten financial risks for companies for various reasons. Firstly, the physical risks associated with climate change, including storms, floods, extreme heat, rising sea levels, and droughts, are expected to intensify in severity and frequency. Consequently, these factors could lead to more substantial impacts on a company's future cash flows and performance, resulting

in an elevated risk of financial losses. Secondly, climate change introduces transition risks as new regulations and policies are continually enacted. This necessitates changes in a company's strategies and operations to align with evolving regulatory and market landscapes. This, in turn, could increase financial risks as companies need to allocate cash toward developing new technologies or ventures while reducing their expenditures.

Our data collection covers information from 32 companies located in four regions with different climate risk characteristics, using a climate risk index to measure the level of climate risk. This index reflects the direct impacts countries and regions suffer due to extreme weather events such as floods, droughts, typhoons, and high temperatures. Our data spans from 2011 to 2019.

To substantiate our claim regarding the impact of climate risk on payout policies, we studied various disasters associated with extreme weather events nationwide. Employing methods such as fixed effects, random effects, and PCSE models, we found that companies affected by disasters incurred lower costs related to payout policies and distributed fewer dividends. This evidence supports our argument that as businesses become more susceptible to climate risk, they are more inclined to take proactive measures. These findings help to deepen our understanding of how companies respond to climate change and the influence of climate risk on payout policies.

LITERATURE REVIEW

In this chapter, we delve into existing literature concerning the variables that play a pivotal role in our study – both the independent and dependent variables. The objective is to present a comprehensive overview of prior empirical findings that shed light on the determinants of corporate dividend policy.

1. Key Theories. This paper encompasses pivotal theories, notably Modigliani-Miller's Dividend Irrelevance Theory and the Bird-in-Hand Theory, as outlined below.

1.1 Modigliani-Miller Dividend Irrelevance Theory. The Modigliani-Miller Dividend Irrelevance Theory, proposed by Modigliani and Miller in 1961, challenges the idea that a company's dividend policy significantly influences its market value. The theory, based on specific assumptions, asserts that, in an ideal scenario without taxes or transaction costs, the dividend policy of a company has no impact on its overall valuation. Investors, indifferent to dividends or capital gains, experience an unchanged total return. The theory introduces "homemade dividends," enabling investors to create income by selling shares. While recognizing diverse investor preferences, the theory suggests these differences are balanced in the market. Extensions incorporating taxes reveal that retaining earnings may be more tax-efficient than distributing dividends. Despite its impact, the theory's idealized assumptions may oversimplify real-world complexities, where taxes and transaction costs shape dividend decisions and shareholder value.

1.2 Bird-in-Hand Theory. The Bird-in-Hand Theory, developed by Gordon and Lintner, posits that investors value current dividends over uncertain future capital gains. Emphasizing the significance of dividend payouts, the theory suggests investors see dividends as a reliable income source, leading them to prefer stocks with higher dividend yields. Unlike the Modigliani-Miller Dividend Irrelevance Theory, the Bird-in-Hand Theory underscores the significance of dividends in attracting investors, especially those prioritizing immediate income and placing value on the assurance of

consistent dividend payouts. Overall, the theory provides insights into how dividend policies can influence investor behavior and stock valuation.

Numerous variables have been explored in past research endeavors to analyze the determinants that shape corporate dividend policies. This research examines key predictive factors, including the Climate Risk Index, Company Size, Leverage, Retained Earnings to Total Assets, and Return on Assets. It aims to explore how climate change influences adaptation costs, gauged through the dividend payout ratio.

2. This segment will explore existing literature that examines the intersection of climate change, including instances of excess rainfall and droughts, with a specific focus on their implications for dividend payout ratios.

2.1 Rain-Logged and Dividend Payout Ratio.

The segment explores the impact of rain-logged conditions on the dividend payout ratio, a topic with limited existing literature. Rain-logged events, and highly destructive natural disasters, notably affect agricultural production, causing economic losses. Despite their profound effects, few studies have delved into the relationship between rain-logged conditions and dividend payout policies. Existing research, such as Zhou and Bozen (2017) and Korniadis et al. (2016), indicates positive short-term impacts on corporate growth and cumulative market returns. However, contrasting findings by Worthington and Valadkhani (2004) highlight the complexity of correlations between rain-logged events and market returns, emphasizing the need for further exploration in this area.

3 In this segment, we will explore existing scholarly works that delve into corporate characteristics about the dividend payout ratio. (such as Firm Size, Leverage, Retained Earnings to Total Assets, and Return on Assets) and their relationship with the dividend payout ratio.

3.1 Profitability(ROA) and Dividend Payout Ratio.

Studies exploring the interplay between Profitability (ROA) and Dividend Payout Ratio (DPR) present varied outcomes. Some researchers identify a positive and substantial link between heightened profitability and an uptick in DPR. Conversely, findings from studies by Moi and Mustafa (2016) and Rafique (2012) suggest either an inconsequential or adverse connection. Mirza and Azfa (2010) discover no statistically noteworthy correlation. This array of results underscores the intricate dynamics of the relationship, shaped by diverse factors within distinct contextual settings.

3.2 Leverage and Dividend Payout Ratio.

The analysis of research on leverage and Dividend Payout Ratio (DPR) reveals mixed results. While some studies indicate a positive correlation between higher leverage and increased DPR, others, including Jabri (2016) and Al-Malkawi et al. (2013), report a negative association. Further, a subset of scholars finds no significant relationship. These diverse findings emphasize the intricate nature of the leverage-DPR connection, subject to variations in methodologies and contexts across studies.

3.3 Retained Earnings to Total Assets and Dividend Payout Ratio.

Two studies explore factors influencing dividend payouts. The first, by Irdha Yusra et al., analyzes the impact of retained earnings on dividend likelihood and rates for Indonesian companies (2012-2015). While a positive effect is found, the influence varies across dividend policy aspects. The second, by Syed Danial Hashmi et al. (2020), investigates diverse corporate finance practices, emphasizing firm size's significant impact on dividend policy. Additional studies offer mixed results on the relationship between company size and dividends, indicating nuanced dynamics influenced by contextual factors and methodologies.

4. Summary

This section delves into the literature supporting dividend payout policies. Observational data reveals diverse outcomes in the relationship between predictor variables and explanatory variables. Several studies reveal a positively significant relationship, while others indicate a negatively significant association. Additionally, certain research reports suggest that the relationship between the same independent and dependent variables is not statistically significant.

MAIN PART

The data. The study is grounded in panel data statistics of Chinese companies from four different climate risk regions. The period of analysis is considered between 2011-2019. We conducted the research by collecting data on industry variables from Financial Reports, whereas the Climate Risk Index indicator was taken from the China Climate Index Report.

Methodology. This study aims to conduct empirical research into how the Climate Risk Index influences the dividend payout policy of Chinese companies. To empirically investigate the variables, we employ the Fixed and Random Models and the PCSE model. Our regression model is as follows:

$$DPR = \beta_0 + \beta_1 CRI + \beta_2 FS + \beta_3 LEV + \beta_4 RE/A + \beta_4 ROA + \varepsilon$$

Hypotheses of the study

H1: The climate risk Index has a negative impact on the dividend payout ratio. Because of higher climate risk, the company incurs lower expenses.

H2: Firm size has a positive impact on dividend payout ratio, as companies become larger (in terms of revenue, assets, market capitalization, or number of employees), it tend to allocate a higher proportion of their earnings as dividends to shareholders

H3: Leverage has a negative impact on dividend to sales, as corporations with high leverage might find it more challenging to manage these added costs and uncertainties, potentially reducing their ability to pay dividends

H4: Retained Earnings to Total Assets have a negative impact on dividend to sales. A heightened Retained Earnings to Total Assets ratio indicates that a company is emphasizing reinvestment and expansion. This strategic orientation frequently results in reduced immediate dividend distributions compared to its sales.

H5: Return on Assets has a positive impact on dividend payout ratio.as companies with higher earnings have more capacity to distribute dividends to their shareholders.

RESEARCH RESULTS

Variable	Obs	Mean	Std. Dev.	Min	Max
DPR	72	49.63209	90.16536	-275.5432	448.3421
CRI	72	2.596667	2.564793	.4	8.95
FS	72	3.894522	1.047843	1.082483	6.385194
LEV	72	102.0824	60.58402	33.71169	258.2528
REA	72	17.60134	20.77346	-47.26718	71.29082
RoA	72	3.72446	4.839287	-12.45647	14.76287

Figure 2 – Descriptive statistics in Rain-Logged areas

Variable	Obs	Mean	Std. Dev.	Min	Max
DPR	72	48.12994	79.26628	-29.89193	495.8678
CRI	72	4.716111	2.544787	.695	9.53
FS	72	3.946407	1.59686	1.535791	6.624862
LEV	72	112.1261	104.0958	2.888175	450.9666
REA	72	22.2583	13.18017	-5.037934	47.17902
RoA	72	483.5147	2049.456	-11.52933	12137.39

Figure 3 – Descriptive statistics in Drought-prone area

Note – compiled by the authors

Variable	Obs	Mean	Std. Dev.	Min	Max
DPR	72	46.73319	195.4842	-1133.548	674.3023
CRI	72	4.63	2.891546	0	8.48
FS	72	2.994062	.9921773	1.180807	5.02913
LEV	72	87.41291	72.61959	17.44721	326.5475
REA	72	12.65562	13.87984	-53.04618	55.33555
RoA	72	40.64857	305.7837	-48.04589	2598.326

Descriptive statistics in Typhoon-prone area

Variable	Obs	Mean	Std. Dev.	Min	Max
DPR	72	120.1713	186.8906	-73.44452	933.506
CRI	72	5.389556	3.218138	.016	10
FS	72	5.089533	1.332418	2.11758	6.938284
LEV	72	134.0311	59.30895	31.8348	238.4411
REA	72	11.65362	10.93991	-27.42612	32.91325
RoA	72	4.121426	4.418528	-15.51795	14.43963

Figure 5 – Descriptive statistics in High-temperature areas

Figure 4 –

The descriptive analysis of independent and dependent variables in Figures 2, 3, 4, and 5 reveals generally positive average performance indicators.

	DPR	CRI	FS	LEV	REA	RoA
DPR	1.0000					
CRI	-0.1492	1.0000				
FS	0.1679	-0.0765	1.0000			
LEV	0.1246	-0.0676	0.2767	1.0000		
REA	-0.1172	-0.0336	0.1341	-0.7026	1.0000	
RoA	-0.1434	-0.0996	-0.3289	-0.2278	0.0245	1.0000

Figure 6 – Correlation results in Rain-Logged areas

	DPR	CRI	FS	LEV	REA	RoA
DPR	1.0000					
CRI	0.0239	1.0000				
FS	0.1302	-0.2973	1.0000			
LEV	0.0091	0.1732	0.1563	1.0000		
REA	0.1070	0.0300	-0.1573	-0.5178	1.0000	
RoA	0.1754	0.1849	0.1788	-0.2016	0.5926	1.0000

Figure 7 – Correlation results in Drought-prone areas

Note – compiled by the authors

	DPR	CRI	FS	LEV	REA	RoA
DPR	1.0000					
CRI	0.0470	1.0000				
FS	-0.0598	-0.2779	1.0000			
LEV	0.1000	-0.0401	-0.0110	1.0000		
REA	-0.0393	0.0921	-0.2008	-0.6341	1.0000	
RoA	-0.0287	-0.1905	-0.0257	0.0449	0.0374	1.0000

Figure 8 – Correlation results in Typhoon-prone areas

	DPR	CRI	FS	LEV	REA	RoA
DPR	1.0000					
CRI	-0.0807	1.0000				
FS	-0.0231	-0.0744	1.0000			
LEV	0.2619	0.0080	0.4156	1.0000		
REA	-0.3746	0.0307	0.3645	-0.3494	1.0000	
RoA	-0.2575	-0.0033	0.2805	-0.4705	0.7765	1.0000

Figure 9 – Correlation results in High-temperature areas

Note – compiled by the authors

The correlation analysis presented in Figures 6, 7, 8, and 9 offers insights into the relationships between various financial and climate-related variables

Regression analysis using Fixed and Random model and PCSE model.

DFR	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
CRI	1.157981	3.366344	0.34	0.731	-5.439932 7.755895
FS	11.93129	5.608178	2.13	0.033	.9394654 22.92312
LEV	-.2893262	.1353777	-2.14	0.033	-.5546617 -.0239908
REA	-.8141744	.8295719	-0.98	0.326	-2.440105 .8117566
RoA	-1.571669	1.043202	-1.51	0.132	-3.616308 .4729704
_cons	51.17693	43.21597	1.18	0.236	-33.52482 135.8787

DFR	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
CRI	-12.7951	6.459007	-1.98	0.048	-25.45453 -.1356835
FS	1.321683	27.3561	0.05	0.961	-52.29529 54.93865
LEV	.0166085	.5201993	0.03	0.975	-1.002963 1.03618
REA	-1.747529	4.708352	-0.37	0.711	-10.97573 7.480672
RoA	-.007331	.0069991	-1.05	0.295	-.021049 .0063869
_cons	152.712	84.59859	1.81	0.071	-13.09819 318.5222

Figure 10-Random effects GLS regression for agriculture and technology companies in Rain-Logged areas

DFR	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
CRI	3.230392	3.914543	0.83	0.409	-4.441971 10.90276
FS	21.36069	34.66563	0.62	0.538	-46.58269 89.30407
LEV	-.7491547	.5634679	-1.33	0.184	-1.853531 .355222
REA	-.4238666	1.154114	-0.37	0.713	-2.685889 1.838156
RoA	3.339858	5.469951	0.61	0.541	-7.381048 14.06076
_cons	24.75797	126.6253	0.20	0.845	-223.4231 272.939

DFR	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
CRI	3.462474	5.543125	0.62	0.532	-7.401852 14.3268
FS	20.67744	12.81951	1.61	0.107	-4.448338 45.80322
LEV	-.2186017	.2500501	-0.87	0.382	-1.7086909 .2714875
REA	-9.84091	2.502488	-3.93	0.000	-14.7457 -4.936124
RoA	2.644593	5.007986	0.53	0.597	-7.17088 12.46007
_cons	101.778	48.20664	2.11	0.035	7.294735 196.2613

Figure 11-Random effects GLS and Paris-Winsten regression for agriculture companies and technology companies in Drought-prone areas

DFR	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
CRI	-3.945129	12.52788	-0.31	0.753	-28.49932 20.60906
FS	29.95615	64.48361	0.46	0.642	-96.4294 156.3417
LEV	1.424818	.8175607	1.74	0.081	-.1775716 3.027207
REA	4.517496	4.740227	0.95	0.341	-4.773177 13.80817
RoA	-.048209	.0331975	-1.45	0.146	-.113275 .016857
_cons	-262.1952	278.3751	-0.94	0.346	-807.8003 283.41

Figure 12-

Paris-Winsten and Random effects GLS regression for agriculture companies and technology companies in Typhoon-prone areas

DFR	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
CRI	-6.079349	7.373089	-0.82	0.417	-21.20768 9.048981
FS	-150.5289	51.96998	-2.90	0.007	-257.1625 -43.89529
LEV	1.04091	.6267187	1.66	0.108	-.2450103 2.326831
REA	-2.886108	3.764807	-0.77	0.450	-10.61085 4.838639
RoA	17.38091	11.3987	1.52	0.139	-6.007301 40.76911
_cons	611.9364	251.7527	2.43	0.022	95.3826 1128.49
sigma_u	181.70747				
sigma_e	134.22239				
rho	.64698215				(fraction of variance due to u_i)

F test that all u_i=0: F(3, 27) = 4.21 Prob > F = 0.0145

DFR	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
CRI	5.871965	8.619299	0.68	0.502	-11.81338 23.55731
FS	-1.22906	83.26024	-0.01	0.988	-172.065 169.6068
LEV	.2176371	.9631032	0.23	0.823	-1.758487 2.193762
REA	20.40856	12.77413	1.60	0.122	-5.801795 46.61892
RoA	-88.32921	22.43682	-3.94	0.001	-134.3658 -42.29265
_cons	150.3942	406.1839	0.37	0.714	-683.0263 983.8148
sigma_u	131.11842				
sigma_e	145.54264				
rho	.44800455				(fraction of variance due to u_i)

F test that all u_i=0: F(3, 27) = 4.40 Prob > F = 0.0121

Figure 13-Fixed effects GLS regression for agriculture companies and technology companies in High-temperature areas

CONCLUSION

This study explores the effects of climate change and corporate peculiarity on the outcomes of agricultural and technology companies in China. The study uses the Climate Risk Index, Firm Size, Leverage, Utilizing Retained Earnings to Total Assets, and Return on Assets as independent variables, this study considers the dividend payout ratio as the dependent variable, serving as a representation of the company's payout policy. The illustration includes 32 agricultural and technology companies, spanning from 2011 to 2019, encompassing 72 company-year observations. Results of our empirical analysis state that Rain logging has a negative and significant effect on the dividend payout ratio, whereas drought and typhoons have no significant effect on the dividend payout of agricultural and technology companies in China. In addition, company size has a positive and significant effect on agricultural companies in waterlogged areas, but a negative and significant effect on technology companies in typhoon-prone areas and on agricultural companies in high-temperature areas. The leverage ratio has a positive and significant effect on agricultural companies in typhoon-prone areas but a negative and significant effect on those in waterlogged areas. The retained earnings to total assets ratio has a negative and significant effect on technology companies in drought-prone areas, and ROA has a negative and significant effect on technology companies in both typhoon-prone and high-temperature areas

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EXECUTIVE EDUCATION CENTER

«Общая характеристика управления клиентским опытом в компании «АО Казахтелеком»

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АННОТАЦИЯ

Бизнес-среда сегодня постоянно эволюционирует, сталкиваясь с новыми вызовами. Для поддержания конкурентоспособности компаниям необходимо постоянно совершенствовать свои бизнес-процессы, особенно в области управления клиентским опытом (СХ). СХ простирается на всё взаимодействие клиента с брендом — от первого впечатления до моментов после продажи. Качественный клиентский опыт не только выделяет бренд на рынке, но и укрепляет его позиции, углубляет лояльность клиентов и, в конечном счёте, способствует росту продаж. Улучшение СХ способствует повышению удовлетворенности, а значит и лояльности клиентов, а также конкурентоспособности бизнеса.

Статья дает обзор клиентского опыта в крупной телекоммуникационной компании АО "Казахтелеком". Исследование основано на предположении, что клиентский опыт и клиентский сервис важны для управления ожиданиями клиентов и финансами компании, способствуя её стабильности и конкурентоспособности.

Гипотеза исследования: Клиентский опыт — ключевой инструмент для управления жизненным циклом абонента (CLV), сохранения и увеличения клиентской базы компании АО "Казахтелеком".

Материал исследования: использовались внутренние документы компании, результаты клиентских оценок и рыночных исследований NPS АО "Казахтелеком", а также анализ деятельности телекоммуникационных компаний Казахстана.

Методы и процедуры исследования: применялись методы анализа статистических данных, сравнительного анализа и методы оценки соответствия международным стандартам.

Результаты исследования: показали, что клиентский опыт и сервис — ключевые факторы в управлении лояльностью абонентов и бесспорно важны для поддержания и роста доходов компании.

1. ВВЕДЕНИЕ

Изучение клиентского опыта является ключевым для компаний, стремящихся к долгосрочной прибыли и устойчивости на рынке. В случае с "Казахтелеком", глубокое понимание CX позволит компании установить более крепкие и эмоциональные связи с абонентами, что важно в условиях ожесточённой конкуренции. Анализ лояльности абонентов даст "Казахтелеком" возможность выявить ключевые факторы, влияющие на принятие решений абонентами, оптимизировать клиентские пути и точки взаимодействия, что в конечном итоге укрепит репутацию бренда и способствует увеличению клиентской базы и доходов.

Актуальность изучения темы лояльности клиентов в сфере услуг напрямую связана с ростом конкуренции и высокими требованиями современных потребителей. В условиях, когда качество продуктов и услуг у разных игроков рынка становится схожим, именно лояльность клиентов определяет стабильный поток доходов и долгосрочные конкурентные преимущества. Компании, которые вкладывают в развитие отношений с клиентами, способны лучше понять их потребности, предвидеть изменения в поведении потребителей и эффективно управлять клиентским опытом, что, в свою очередь, способствует увеличению удержания клиентов и их жизненного цикла.

Миссия "Казахтелеком" - стать незаменимой и привычной частью жизни каждого, меняясь, удивляя и превосходя ожидания — остается неизменной на протяжении многих лет. В рамках стратегии развития JRun на 2023-2027 годы особое внимание уделяется инициативе "Стать оператором номер один по клиентскому сервису в розничном и корпоративном сегментах", что подчеркивает важность и актуальность избранной темы, так как она затрагивает основополагающие аспекты рынка в настоящее время.

Цель данной статьи - предоставить обзор общей информации об управлении клиентским опытом в компании в АО «Казахтелеком».

2. ТЕОРИТИЧЕСКИЕ ОСНОВЫ В УПРАВЛЕНИИ КЛИЕНТСКИМ ОПЫТОМ - ПОНЯТИЯ И МЕТРИКИ, ИСПОЛЬЗУЕМЫЕ ДЛЯ ОЦЕНКИ УРОВНЯ ЛОЯЛЬНОСТИ

Оценка клиентского опыта и сервиса проводится с помощью различных метрик, которые являются индикаторами успешности взаимодействия с клиентами и влияют на доходность компаний. Одной из ключевых метрик является Net Promoter Score (NPS), который измеряет вероятность того, что клиенты будут рекомендовать компанию своим знакомым. Удовлетворённость клиентов (CSAT) — ещё один инструмент, оценивающий удовлетворённость после конкретного взаимодействия или транзакции. Customer Effort Score (CES) измеряет усилия, затраченные клиентом для взаимодействия с сервисом.

Churn Rate, или коэффициент оттока, показывает процент клиентов, которые перестали пользоваться услугами компании в определённый период времени. В то же время Lifetime Value (LTV) клиента позволяет понять общую стоимость клиента на протяжении всего

времени взаимодействия с компанией. Обе эти метрики напрямую связаны с доходностью и долгосрочными финансовыми перспективами компании.

Метрика Customer Health Score объединяет различные индикаторы, которые помогают предсказать будущее поведение клиентов и их потенциальную лояльность. Все эти метрики используются в международной практике и помогают компаниям настроить бизнес-процессы таким образом, чтобы максимизировать положительный клиентский опыт, удержание клиентов и, соответственно, их доходность.

Корреляция между метриками клиентского опыта и доходностью компаний подтверждена множеством исследований, включая анализы Harvard Business Review, которые демонстрируют, что повышение NPS на несколько пунктов может значительно увеличить доходы компании. Эти данные используются во всём мире как доказательство того, что инвестиции в улучшение клиентского опыта напрямую влияют на финансовые результаты.

Таким образом, применение этих метрик становится неотъемлемой частью стратегического планирования и операционной эффективности современных компаний, стремящихся к международным стандартам качества обслуживания.

В контексте оценки качества обслуживания важно также учитывать транзакционные показатели, которые фиксируют мгновенные отзывы клиентов после каждого взаимодействия с сервисом. Они обеспечивают ценную обратную связь и дают возможность оперативно корректировать процессы обслуживания. Компании самостоятельно определяют, какие и сколько метрик они будут использовать для управления и анализа лояльности своих клиентов. Однако, важно понимать, что большое количество метрик не гарантирует высокий уровень лояльности. Вместо количества, фокус должен быть направлен на качество и релевантность метрик, которые могут дать реальное понимание потребностей клиентов и их удовлетворённости услугами.

3. КОМПАНИЯ АО "КАЗАХТЕЛЕКОМ" И УПРАВЛЕНИЕ КЛИЕНТСКИМ ОПЫТОМ

АО "Казакхтелеком" – это крупнейший телекоммуникационный оператор в Казахстане, предоставляющий широкий спектр услуг, включая фиксированную и мобильную связь, интернет, цифровое телевидение и IT-решения. В 2023 году компания акцентировала внимание на цифровизации и улучшении качества клиентского обслуживания, обозначив год как "Год качества сервиса". "Казакхтелеком" в этот период активно работает над модернизацией своей инфраструктуры, стремясь улучшить качество связи и расширить доступ к высокоскоростному интернету. Компания занимает ведущие позиции на рынке благодаря обширной сети и широкому ассортименту телекоммуникационных услуг.

АО "Казакхтелеком" не только является лидером на рынке телекоммуникаций в Казахстане, но также признана одной из наиболее стратегически важных компаний для страны. Её роль в обеспечении связи и цифровых услуг на территории Казахстана делает её ключевым игроком в области телекоммуникаций, значительно влияющим на развитие инфраструктуры и цифровизацию в стране.

Для повышения качества сервиса в 2023 году компания "Казакхтелеком" предприняла следующие шаги:

Создан Управляющий комитет по качеству сервиса: В феврале 2023 года был создан новый комитет, который ежемесячно анализирует причины претензий со стороны абонентов и разрабатывает механизмы их устранения.

Внедрена система транзакционных метрик для оценки обратной связи от абонентов: каждый запрос абонента, каждая транзакция сопровождается оценкой со стороны абонентов, а также

комментариями к низким оценкам. Данные показатели позволяют оперативно реагировать всем службам Общества и решать вопросы клиентов с одного обращения.

Переход с Технологии ADSL на Оптико-Волоконные Линии Связи: для улучшения качества услуг компания начала переводить абонентов с технологии ADSL на оптико-волоконные линии связи, что снижает количество технических проблем и улучшает удовлетворенность абонентов.

Улучшение Цифровых инструментов взаимодействия с клиентами: компания анализирует работу своих каналов обратной связи, включая WhatsApp-канал и мобильное приложение, для устранения причин недовольства абонентов и улучшения функциональности и времени ответа на запросы клиентов.

Материальное Стимулирование Сотрудников: В "Казахтелекоме" введен новый вид материального вознаграждения для сотрудников за качество предоставляемого сервиса. Мотивационная программа направлена на достижение целей по улучшению сервиса, включая подключение новых абонентов в течение 24 часов и устранение единичных повреждений в течение 12 часов.

Работа с детракторами стоит в ряду первоочередных задач в сфере управления клиентским опытом. Факторы, способствующие их появлению, многочисленны и могут включать недостаточное качество услуг, задержки в обслуживании или нерешенные проблемы клиентов. В нашей компании функционирует специализированный колл-центр, цель которого — профессиональная работа с детракторами. Применение инструментов Big Data для анализа клиентских оценок и обращений позволяет нам строить предиктивные модели, предвосхищающие вероятность превращения клиента в детрактора. Это дает нам ключ к созданию индивидуализированных предложений, цель которых — оперативно решить возникающие вопросы, повысить уровень удовлетворенности и, как следствие, удержать клиента в числе абонентов.

Если говорить на цифрах, то на графике ниже (рисунок 1) приведена статистика и корреляция сроков выполнения заявок на подключение абонентов и роста детракторов среди абонентов. В 2023 количество детракторов ниже 2022 года, но их доля увеличивается исходя из срока выполнения заявки на подключение.

ВЛИЯНИЕ СРОКОВ ОБСЛУЖИВАНИЯ НА ЛОЯЛЬНОСТЬ КЛИЕНТА СЕКТОР В2С

ДИНАМИКА ДОЛИ ДЕТРАКТОРОВ ЗА 1 ПОЛУГОДИЕ 2022Г. И 2023Г.

ЧЕМ ДОЛЬШЕ СРОК ОБСЛУЖИВАНИЯ,
ТЕМ НИЖЕ ЛОЯЛЬНОСТЬ КЛИЕНТА

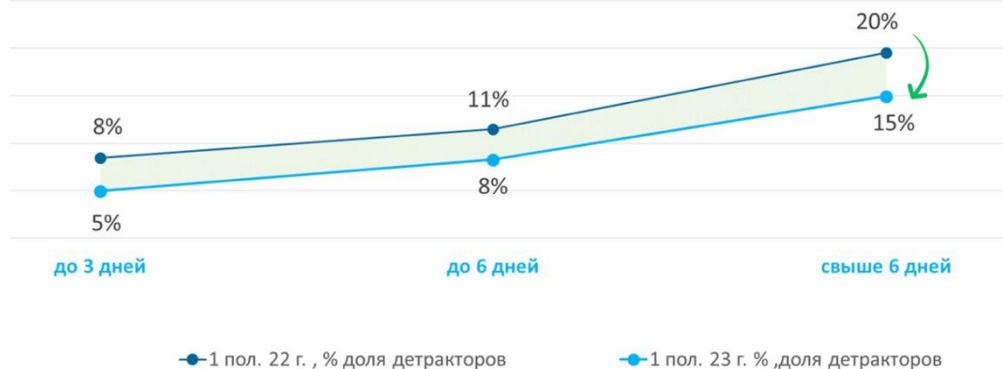


Рисунок 1: Влияние сроков обслуживания абонентов на лояльность клиентов на розничном сегменте

На рисунке 2 приведена аналогичная статистика по корпоративному сегменту:

ВЛИЯНИЕ СРОКОВ ОБСЛУЖИВАНИЯ НА ЛОЯЛЬНОСТЬ КЛИЕНТА СЕКТОР В2В

ДИНАМИКА ДОЛИ ДЕТРАКТОРОВ ЗА 1 ПОЛУГОДИЕ 2022Г. И 2023Г.

ЧЕМ ДОЛЬШЕ СРОК ОБСЛУЖИВАНИЯ,
ТЕМ НИЖЕ ЛОЯЛЬНОСТЬ КЛИЕНТА

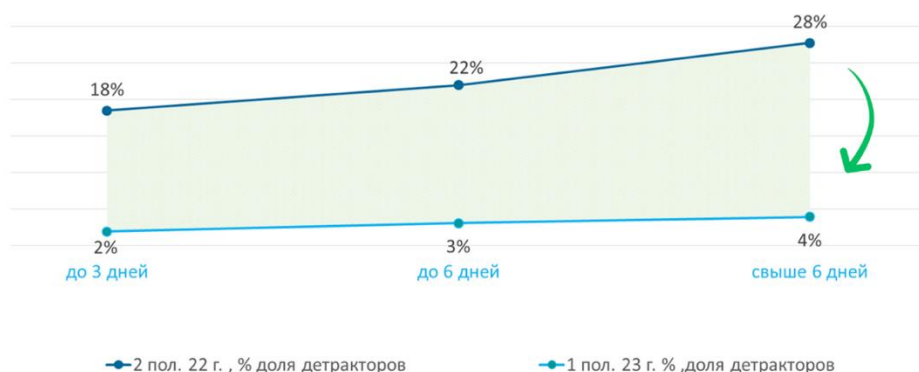


Рисунок 2: Влияние сроков обслуживания абонентов на лояльность клиентов на корпоративном сегменте

Работа с детракторами ведет и к сокращению оттока абонентов (рисунок 3). К примеру уже по итогам первого полугодия 2023 года уровень оттока снизился на 23% по отношению к 2022 году. Что является лучшим доказательством работы компании в правильном направлении относительно клиентского опыта.

РАБОТА С ДЕТРАКТОРАМИ :
ЗА ПЕРИОД РАБОТЫ С ДЕТРАКТОРАМИ УРОВЕНЬ ОТТОКА СНИЗИЛСЯ НА 23%

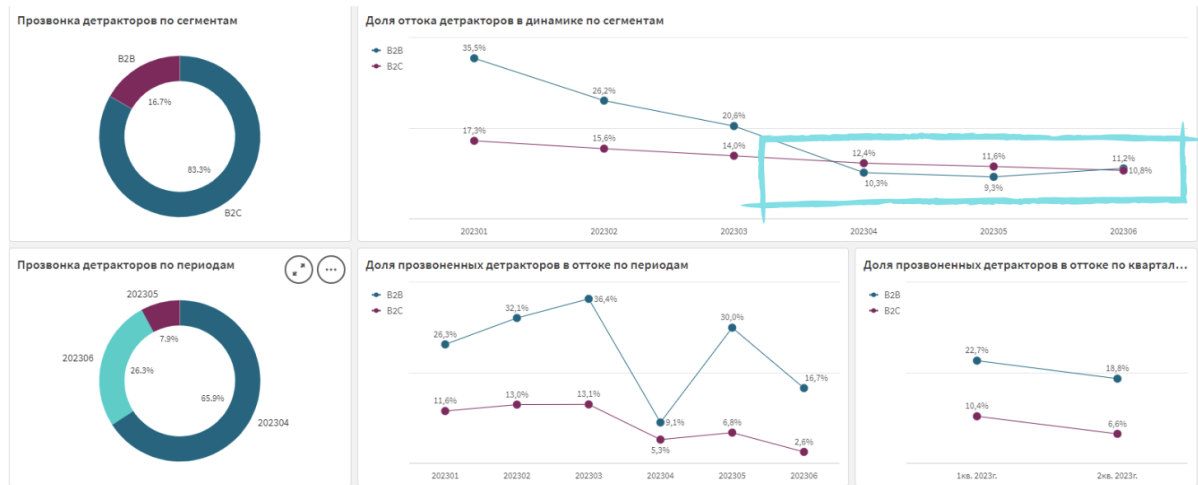


Рисунок 3: снижение оттока и работа с детракторами

4. КЛЮЧЕВЫЕ ТРЕНДЫ В ОБЛАСТИ УПРАВЛЕНИЯ КЛИЕНТСКИМ ОПЫТОМ

Другие крупные компании в Казахстане также активно работают над улучшением клиентского опыта, применяя различные стратегии и технологии. Они фокусируются на цифровизации услуг, улучшении качества обслуживания и персонализации предложений для клиентов. Многие из этих компаний используют данные для анализа предпочтений и поведения клиентов, что позволяет им более точно настраивать свои услуги и маркетинговые кампании. Также важное значение имеет интеграция различных каналов общения с клиентами, включая онлайн и оффлайн платформы, для обеспечения бесшовного клиентского опыта – система омниканальности.

Омниканальность – это подход в управлении клиентским опытом, который обеспечивает бесшовное и последовательное взаимодействие между клиентом и компанией через различные каналы. Это могут быть физические магазины, онлайн-платформы, социальные сети, мобильные приложения и call-центры. Главная цель омниканальности – создать унифицированный клиентский опыт, при котором информация о клиенте и его взаимодействиях с компанией доступна на всех каналах. Это позволяет предоставлять персонализированный сервис и улучшать удовлетворённость клиентов, так как они получают возможность взаимодействовать с брендом в удобное для них время, через удобные каналы и в едином стиле.

На сегодняшний момент в Казахстане нет компаний, которые бы внедрили систему Омниканальности. АО "Казактелеком" установил себе цель на 2024 год внедрить данную систему, что является ключевым шагом в улучшении клиентского обслуживания. Это позволит компании предоставлять высококачественный и интегрированный сервис через различные каналы связи, улучшая взаимодействие с клиентами и повышая их удовлетворённость. Система омниканальности поможет "Казактелеком" синхронизировать информацию и сервисы

на всех платформах, создавая более гладкое и персонализированное клиентское взаимодействие.

Если говорить в целом о ключевых трендах в управлении клиентским опытом, то самыми важными являются:

Цифровая трансформация: Продолжение интеграции цифровых технологий во все аспекты бизнеса для улучшения взаимодействия с клиентами.

Персонализация: Индивидуальный подход к каждому клиенту на основе сбора и анализа больших данных.

Использование искусственного интеллекта и машинного обучения: Автоматизация обслуживания клиентов и предсказательный анализ их поведения и предпочтений.

Оmnikanальность: Создание единого и бесшовного клиентского опыта через все каналы взаимодействия.

Усиление значимости мобильных технологий: Мобильные приложения и платформы становятся основными точками взаимодействия с клиентами.

Внимание к клиентской безопасности и конфиденциальности: Повышение стандартов защиты личных данных клиентов.

Интеграция голосовых технологий: Внедрение голосовых ассистентов и интерфейсов для улучшения взаимодействия с клиентами.

Развитие самообслуживания: Предоставление клиентам инструментов для самостоятельного решения проблем и получения информации.

Эмоциональное вовлечение: Создание уникальных впечатлений для клиентов, направленных на формирование эмоциональной связи с брендом.

5. ЗАКЛЮЧЕНИЕ

В завершение статьи по клиентскому опыту стоит подчеркнуть, что эффективное управление впечатлениями клиентов, внимательное изучение обратной связи, адаптация мировых практик, грамотное использование Big Data для анализа клиентского жизненного цикла и срока службы абонента, а также персонализация предложений и управление ожиданиями имеют решающее значение для поддержания лояльности. Лояльный клиент, уверенный в безопасности своих данных, качестве предоставляемых услуг и оперативности решения своих проблем, готов инвестировать больше и оставаться с компанией дольше. Эти факторы напрямую влияют на устойчивость доходов компании, и их значимость подтверждается статистическими данными, согласно которым увеличение удовлетворенности клиентов на 5% может привести к увеличению прибыли на 25-45%.

Клиентский опыт в современной бизнес-среде занимает центральное место, превращаясь в один из основополагающих столпов успеха компаний. Он влияет на каждый аспект взаимодействия с потребителем, от первого контакта до постпродажного обслуживания. Статистика показывает, что компании с сильным фокусом на CX достигают до 7-кратного увеличения в стоимости акций по сравнению с их конкурентами. Это подчеркивает, что инвестиции в улучшение клиентского опыта не только повышают удовлетворенность и лояльность клиентов, но и ведут к росту финансовых показателей компании.

Рост финансовых показателей "Казахтелекома" тесно связан с успешными стратегиями по сохранению и удержанию абонентской базы, которые напрямую зависят от уровня лояльности клиентов. Лояльные клиенты не только стабилизируют доходы, но и снижают затраты на привлечение новых, благодаря чему компания может реинвестировать средства в улучшение качества услуг и инновационные проекты. Это создает позитивный цикл, при котором

улучшенный клиентский опыт ведет к повышенной лояльности, что, в свою очередь, способствует увеличению доходности компании.

6. ВЫРАЖЕНИЕ ПРИЗНАТЕЛЬНОСТИ

С глубокой признательностью я обращаюсь к руководству за ценные наставления и постоянную поддержку в процессе моего исследования. Мои коллеги и сотрудники АО "Казахтелеком" заслуживают отдельных слов благодарности за их помощь и предоставление важной информации. Я очень благодарна преподавателям КИМЭП за их неизмеримый вклад в мое образование Их знания стали фундаментом моего практического и карьерного роста в течение этих двух лет. И, конечно, моя семья заслуживает особой благодарности за терпение и поддержку на протяжении всего моего обучения в программе EMBA.

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“Общая характеристика трансфертного ценообразования в компании «АО Казахтелеком”

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АННОТАЦИЯ

В современном мире бизнес-среда подвергается постоянным изменениям и вызовам. Компании, чтобы оставаться конкурентоспособными и эффективными, должны постоянно совершенствовать свои бизнес-процессы, включая вопросы управления затратами и финансовыми рисками. Трансфертное ценообразование, или метод установления цен на внутренние транзакции между связанными предприятиями, является важным инструментом

для достижения эффективного управления затратами и улучшения финансовых показателей компаний. В данной статье представлена общая характеристика трансфертного ценообразования в крупной телекоммуникационной компании Акционерное Общество "Казахтелеком". Исследование основывается на гипотезе, что трансфертное ценообразование играет важную роль в управлении затратами и финансами компании, способствуя её финансовой стабильности и конкурентоспособности.

Гипотеза исследования: Трансфертное ценообразование является ключевым инструментом в управлении затратами и финансами АО "Казахтелеком" и способствует оптимизации операционных затрат и соблюдению налоговых и законодательных требований.

Материал исследования: Материалом для исследования послужила внутренняя документация и финансовая отчетность АО "Казахтелеком", а также анализ налоговых и законодательных норм, регулирующих трансфертное ценообразование в Казахстане.

Методы и процедуры исследования: Для проведения исследования были использованы методы анализа финансовых данных, сравнительного анализа трансфертных цен внутри компании и методы оценки соответствия компании налоговым и законодательным требованиям в области трансфертного ценообразования.

Результаты исследования: Исследование показало, что трансфертное ценообразование играет значительную роль в управлении затратами и финансами АО "Казахтелеком". Компания использует этот инструмент для оптимизации затрат, соблюдения налоговых требований и обеспечения финансовой стабильности. Трансфертное ценообразование также помогает предотвращать финансовые риски и обеспечивает прозрачность в финансовой отчетности компании.

ВВЕДЕНИЕ

Трансфертное ценообразование является существенным элементом стратегического управления финансами и налогообложения в современных компаниях. В условиях глобальной экономики, многие организации, включая крупные корпорации, сталкиваются с необходимостью вести трансграничную торговлю и взаимодействовать с различными юрисдикциями. В этом контексте, правильное трансфертное ценообразование становится ключевым элементом не только для соблюдения законодательства, но и для оптимизации налогообложения, управления затратами и повышения эффективности бизнес-процессов.

Актуальность исследования темы трансфертного ценообразования обусловлена растущей сложностью бизнес-среды и постоянно меняющимися правилами в этой области. Казахстан, будучи активным участником мировой экономики, не исключение. АО Казахтелеком, как одна из ведущих телекоммуникационных компаний в стране, также сталкивается с вызовами трансфертного ценообразования. Понимание теоретических аспектов и практических применений этой области важно для его эффективной деятельности и максимизации прибыли.

Цель настоящей статьи - предоставить обзор общей характеристики трансфертного ценообразования в АО Казахтелеком. В ходе исследования будет рассмотрено понятие

трансфертного ценообразования, основные принципы и виды трансфертных операций, законодательство и международные стандарты, регулирующие данную сферу, а также его роль в управлении компанией. Мы также рассмотрим исторический контекст и актуальные проблемы применения трансфертного ценообразования в Казахстане.

Изучение трансфертного ценообразования в АО Казахтелеком позволит лучше понять влияние этой практики на финансовую устойчивость и операционную деятельность компании, а также выявить пути оптимизации и соблюдения налоговых обязательств в современной бизнес-среде.

ОСНОВНЫЕ ПОНЯТИЯ И ПРИНЦИПЫ ТРАНСФЕРТНОГО ЦЕНООБРАЗОВАНИЯ

Раздел "Основные понятия и принципы трансфертного ценообразования" позволяет внимательно рассмотреть следующие ключевые аспекты связанные с этой важной темой. Трансфертное ценообразование - это система установления цен на товары, услуги и права между юридическими лицами, находящимися в разных юрисдикциях и состоящими в группе компаний. Это важный аспект управления операциями и финансами для многонациональных корпораций. Целью трансфертного ценообразования является создание справедливых цен на трансфертные операции внутри группы компаний, чтобы соблюдать налоговое законодательство и оптимизировать налоговые обязательства [1].

Трансфертные операции могут включать передачу товаров, услуг и интеллектуальной собственности между связанными компаниями. Это могут быть продажи товаров, предоставление услуг, лицензирование технологий и многие другие операции. Важно, чтобы цены на такие операции были справедливыми и соответствовали рыночным условиям, как если бы это делали независимые компании [2].

Ценообразование внутри организации в рамках трансфертного ценообразования должно основываться на принципах независимости, контроля рыночных цен и сравнимости. Это означает, что цены, устанавливаемые для трансфертных операций между связанными компаниями, должны быть аналогичны ценам, которые бы предложили независимые компании, проводя те же операции в аналогичных условиях. Этот принцип обеспечивает справедливость и предотвращает уклонение от налогообложения через манипуляции с ценами [3].

Международные организации, такие как Организация экономического сотрудничества и развития (ОЭСР), играют важную роль в разработке стандартов и рекомендаций для регулирования трансфертного ценообразования. ОЭСР разработала модель налогового соглашения о трансфертных ценах, которое определяет стандарты для стран-членов. Эти стандарты направлены на предотвращение уклонения от налогообложения и обеспечение справедливого распределения налоговых обязательств между странами [4].

В Казахстане действует национальное законодательство и правила, регулирующие трансфертное ценообразование. Это включает в себя требования к документальному оформлению трансфертных операций, а также соблюдению принципов независимости и справедливых цен. Казахстан следит за мировыми тенденциями и выравнивает свое законодательство с международными стандартами, чтобы обеспечить соблюдение налоговых обязательств и предотвращение уклонения от налогообложения [5].

Все эти аспекты играют важную роль в понимании и применении трансфертного ценообразования как в мировой, так и в национальной практике. Точное и справедливое ценообразование в рамках трансфертных операций имеет решающее значение для соблюдения налогового законодательства и минимизации налоговых рисков как для компаний, так и для государств.

ЗАКОНОДАТЕЛЬСТВО И МЕЖДУНАРОДНЫЕ СТАНДАРТЫ В ОБЛАСТИ ТРАНСФЕРТНОГО ЦЕНООБРАЗОВАНИЯ

Раздел "Законодательство и международные стандарты в области трансфертного ценообразования" представляет собой важную часть современной налоговой практики, испытавшую значительные изменения за последние десятилетия. Нарастающий объем трансграничных операций и деятельность многонациональных корпораций приобретают особую значимость для государственных бюджетов и органов налогообложения. Международные стандарты и организации, включая Организацию экономического сотрудничества и развития (ОЭСР), разработали рекомендации и принципы для более эффективного контроля и регулирования трансфертного ценообразования. Эти стандарты предоставляют подходы к определению связей между компаниями, методам установления рыночных цен и другим важным аспектам контроля за сделками между взаимосвязанными структурами.

Необходимо отметить, что многие страны, включая Россию, активно внедряют и совершенствуют свое налоговое законодательство, сближая его с международными стандартами и рекомендациями. Это создает более прозрачную и стабильную среду для бизнеса и укрепляет контроль со стороны налоговых органов над трансфертным ценообразованием. Однако имеющаяся система регулирования не лишена недостатков, включая несовершенные методы определения соответствия примененных цен и механизмы корректировки. Для улучшения контроля над трансфертным ценообразованием и учета контролируемых сделок возникает потребность в инновационных решениях, таких как технология блокчейн [6, 7, 8].

В заключение, эволюция законодательства и международных стандартов в области трансфертного ценообразования является важным этапом в современной налоговой практике. Она способствует созданию более справедливых и прозрачных налоговых условий как для государств, так и для бизнеса. Принятые в данной области решения будут оказывать влияние на мировую экономику и налоговую политику в будущем.

ТРАНСФЕРТНОЕ ЦЕНООБРАЗОВАНИЕ В КАЗАХСТАНЕ

Трансфертное ценообразование в Казахстане представляет собой важный компонент налоговой и экономической политики страны. Несмотря на усилия, направленные на регулирование этой области, существуют ряд проблем и недоразумений в законодательстве, которые усложняют процесс и создают неопределенность как для налоговых органов, так и для компаний, ведущих бизнес в Казахстане.

Казахстан сделал значительные шаги в сторону сближения своего законодательства с мировыми стандартами, включая стандарты, разработанные Организацией экономического сотрудничества и развития (ОЭСР). Однако недоразумения в определениях и нулевые пороги отклонения остаются актуальными. Это создает дополнительные трудности для бизнеса, который сталкивается с повышенными налоговыми и административными бременами. Существует ряд решений, которые могут улучшить ситуацию. Одним из них может быть внесение поправок в законодательство, чтобы приблизить его к международным стандартам ОЭСР. Это позволит создать более четкую и предсказуемую среду для бизнеса и налоговых органов, а также снизит риски двойного налогообложения и судебных споров [12, 13, 14].

Дополнительным шагом на пути к улучшению ситуации может быть обязательное раскрытие информации о связанных компаниях. Это позволит налоговым органам более эффективно контролировать и мониторить трансфертное ценообразование, обеспечивая соблюдение налоговых обязательств и минимизацию налоговых рисков.

В заключение, трансфертное ценообразование в Казахстане продолжает развиваться и совершенствоваться. С учетом международных стандартов и мировых тенденций, реформы и изменения в законодательстве остаются актуальными и необходимыми для создания более благоприятной и предсказуемой среды для бизнеса и налоговых органов. Это также способствует укреплению экономической стабильности и налоговой безопасности в Казахстане.

РОЛЬ ТРАНСФЕРТНОГО ЦЕНООБРАЗОВАНИЯ В УПРАВЛЕНИИ КОМПАНИИ

Роль трансфертного ценообразования в управлении компанией является неотъемлемой и ключевой для достижения успеха в современной бизнес-среде. Трансфертное ценообразование играет ключевую роль в управлении компанией, обеспечивая определение затрат покупателя и доходов продающего подразделения (Stepanchuk, 2019). Это способствует эффективному решению задач оценки результатов деятельности центров финансовой ответственности, обеспечивает мотивацию персонала внутри компании и повышает общую прибыль, способствуя улучшению финансового положения организации.

Данный раздел обзора выявил несколько важных аспектов, касающихся этой роли и значимости трансфертного ценообразования для компании АО "Казахтелеком". Вот ключевые выводы, основанные на проведенных исследованиях и анализе:

- *Эффективное управление налоговыми обязательствами и финансовыми рисками:* Трансфертное ценообразование позволяет компаниям минимизировать налоговую нагрузку и снижать финансовые риски путем оптимизации цен на внутренние транзакции. В случае АО "Казахтелеком", это может означать более эффективное распределение налоговых обязательств между связанными предприятиями и, следовательно, увеличение прибыли.
- *Улучшение финансового положения:* Внедрение трансфертного ценообразования в корпоративную стратегию способствует пересмотру структуры дочерних предприятий и налоговой оптимизации. Это может привести к увеличению общей прибыли и улучшению финансового положения компании. Иными словами, при пересмотре структуры дочерних компаний в контексте внедрения трансфертного ценообразования, компания может пересмотреть и оптимизировать внутренние бизнес-процессы своих дочерних предприятий, выстраивая их таким образом, чтобы они эффективно взаимодействовали друг с другом в рамках трансфертных сделок. Например, это может включать в себя пересмотр производственных цепочек, логистики или цепочек поставок. Компания может пересмотреть, какие функции выполняются на уровне центрального офиса и какие — на уровне дочерних предприятий. Это позволяет более эффективно использовать ресурсы и навыки каждого подразделения, а также лучше соотнести их с целями и стратегией компании. Также, путем пересмотра структуры компания может выделить ключевые компетенции каждого дочернего предприятия, что позволяет более четко фокусироваться на их развитии. Это также может повысить специализацию каждого подразделения, что, в свою очередь, может привести к улучшению качества продукции или услуг. Более того, внедрение трансфертного ценообразования может также стимулировать централизацию управления финансами, что

обеспечивает более точный контроль над финансовыми потоками и бюджетированием в рамках всей компании. Такие изменения позволяют более эффективно управлять внутрифирменными отношениями и ресурсами, что, в свою очередь, может привести к повышению общей прибыльности и улучшению финансового положения компании.

– *Гибкость и адаптивность*: Подход, основанный на методах трансфертного ценообразования, предоставляет компании гибкость и адаптивность в управлении затратами и доходами. Это критически важно в условиях постоянных изменений в бизнес-среде, что помогает АО "Казахтелеком" успешно адаптироваться к новым вызовам.

– *Контроль на уровне возникновения затрат*: Осуществление контроля над формированием затрат на уровне их возникновения, как предложено в данной статье, позволяет компании более эффективно управлять своими ресурсами и достигать более высокой эффективности. Это способствует более точному распределению ресурсов и снижению издержек.

– *Роль системы контроллинга*: Внедрение системы контроллинга, как предложено в данном обзоре, играет важную роль в обеспечении оперативного контроля над уровнем затрат и их оптимизации. Система контроллинга помогает компании мониторить и анализировать свою деятельность, что в свою очередь способствует улучшению управления и финансовому положению [15, 16, 17].

Итак, трансфертное ценообразование представляет собой мощный инструмент для компаний, включая АО "Казахтелеком". Его эффективное применение способствует управлению финансовыми рисками, налоговыми обязательствами и ресурсами, что делает его ключевым элементом стратегии управления компанией. Эта роль трансфертного ценообразования имеет решающее значение для достижения устойчивого и успешного развития предприятий в современной бизнес-среде.

ВНУТРИФИРМЕННЫЕ ТРАНСФЕРТНЫЕ ЦЕНЫ: МОТИВАЦИЯ И ЭФФЕКТИВНОСТЬ

Внутрифирменные трансфертные цены, как инструмент внутреннего учета, играют ключевую роль в управлении затратами, создавая прозрачность в бюджетировании и определяя реальные затраты на производство и услуги. В контексте мотивации руководителей центров затрат, установление таких цен сопровождается четкими целями и показателями эффективности, стимулируя их к эффективному управлению затратами и подготовке к продаже продукции на открытом рынке. Этот процесс также подготавливает подразделения к тепличным рыночным условиям, требуя высокого стандарта качества и конкурентоспособности. Одним из важных аспектов внутрифирменных трансфертных цен является не только учет затрат, но и последующая продажа результатов деятельности на внешнем рынке, что ставит подразделения в ответственное положение за конечный продукт или услугу, стимулируя их к инновациям и оптимизации. Несмотря на выгоды, важно учитывать риски конфликтов интересов, требующие внимательного мониторинга и адекватного управления, чтобы обеспечить эффективность этого подхода внутри компании.

Внутрифирменные трансфертные цены играют ключевую роль в управлении затратами, предоставляя организации эффективный механизм для координации хозяйственной деятельности. Как отмечено Тарасовой, Курлыкиной и Башкатовой (2013), бюджетирование, как сложный процесс, способствует лучшей координации внутренних операций, увеличивает управляемость и адаптирует организацию к изменениям внутренней и внешней среды, что снижает вероятность ошибок и злоупотреблений в управлении. Процесс бюджетирования, в рамках которого применяются внутрифирменные трансфертные цены, является неотъемлемой

частью системы управления, позволяя обосновывать движение финансовых ресурсов и активов организации на основе маркетинговых исследований. В соответствии с Тарасовой, Курлыкиной и Башкатовой (2013), бюджетирование предоставляет прогнозы и ключевые показатели хозяйственной деятельности, что обеспечивает основу для принятия эффективных управленческих решений [18].

Также согласно исследованиям Кирсанова (2016), следует подчеркнуть, что внутрифирменные трансфертные цены играют ключевую роль не только как средство избежания налогов, но прежде всего как эффективный механизм управления, способный улучшить финансовые показатели и обеспечить желаемые конкурентные преимущества. При правильной настройке системы трансфертного ценообразования она становится саморегулирующим инструментом, способствующим оперативной оптимизации компании и предотвращению задержек в управленческих решениях при выявлении отклонений.

ЗАКЛЮЧЕНИЕ

В заключении можно отметить, что общая характеристика трансфертного ценообразования в компании АО "Казакхтелеком" представляет собой важную тему для изучения и анализа. Исследование этой темы позволило выявить ключевые аспекты и особенности, которые играют решающую роль в управлении налоговыми обязательствами, финансовыми рисками и ресурсами компании.

Мы обнаружили, что трансфертное ценообразование в Казахстане имеет свои уникальные особенности и вызовы, включая сложности в законодательстве, определениях и нулевых порогах отклонения. Тем не менее, с учетом международных стандартов и мировых тенденций, существует потенциал для дальнейших улучшений и реформ в данной области. Внесение поправок в законодательство, близкие к международным стандартам ОЭСР, а также обязательное раскрытие информации о связанных компаниях, могут создать более прозрачную и предсказуемую среду для бизнеса и налоговых органов.

Роль трансфертного ценообразования в управлении компанией, как продемонстрировано в данном обзоре, критически важна для достижения устойчивого развития и успеха в современной бизнес-среде. Трансфертное ценообразование позволяет эффективно управлять финансовыми рисками, налоговыми обязательствами и ресурсами, что способствует увеличению прибыли и укреплению финансового положения компании.

В целом, тема трансфертного ценообразования в компании АО "Казакхтелеком" остается актуальной и важной для дальнейшего исследования и развития. Исследования и анализ в этой области будут продолжать оказывать влияние на мировую экономику и налоговую политику, способствуя созданию более справедливых и прозрачных налоговых условий как для государств, так и для бизнеса.

8. ВЫРАЖЕНИЕ ПРИЗНАТЕЛЬНОСТИ

Хочу выразить искреннюю благодарность моим руководителям за полезные советы и поддержку в ходе работы над исследованием. Также, хочу поблагодарить коллег и сотрудников компании АО "Казакхтелеком" за предоставление необходимой ценной информации и помощь. Особо хочу отметить свою семью за терпение и безумную поддержку в течение двух лет обучения по программе EMBA.

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“Оценки условий труда на примере анализа структурного состава работников АО Казахтелеком”

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Аннотация

В статье рассматриваются особенности оценки труда на предприятии. В Трудовом Кодексе Республики Казахстан оплата труда определяется как система отношений, связанных с обеспечением работодателем обязательной выплаты работнику вознаграждения за его труд в соответствии с нормативными правовыми актами Республики Казахстан, а также соглашениями, трудовым, коллективным договорами и актами работодателя. Аттестация рабочих мест на предприятии является обязательным мероприятием, которое должно проводиться не реже, чем раз в 5 лет. Отказ от проведения аттестации влечет за собой широкий спектр санкций, начиная от выдачи предписаний, заканчивая остановкой производственных процессов и привлечением руководителя организации и других должностных лиц к ответственности в соответствии с трудовым кодексом РК. При повторном нарушении требований Трудового кодекса обозначенные лица могут быть наказаны штрафом в размере до 10 МРП. Аттестация рабочих мест предполагает комплексный анализ трудовых условий, включающий инструментальную (вредные и опасные факторы) и экспертную оценку (тяжесть и напряженность работы), по результатам которой определяется профессиональный риск работников на каждом конкретном месте.

Введение.

В целях оценки условий труда на рабочих местах и выявления вредных и (или) опасных производственных факторов ранее проводилась процедура аттестации рабочих мест по условиям труда.

В ходе аттестации в обязательном порядке оцениваются вредные и опасные факторы, определяется напряженность и тяжесть труда, оценивается инструмент и оборудование на соответствие нормам безопасности, оценивается обеспеченность средствами индивидуальной защиты.

По итогам аттестации предприятие получает пакет документов. В который входит, в том числе, оценка степени трамвоопасности каждого конкретного рабочего места.

Документы показывают реальное состояние условий труда на рабочих местах, устанавливают нормы компенсаций за работу во вредных условиях данного предприятия, а так же позволяют скорректировать нормативные документы предприятия, относящиеся к технике безопасности.

С начала 2014 года на смену аттестации пришла специальная оценка условий труда. Соответствующие поправки внесены в Трудовой кодекс, где само понятие «аттестация рабочих мест» теперь отсутствует.

Актуальность анализа оценки условия труда, схем и способов ее реализации заключается в важной проблеме стимулирования трудовой деятельности персонала. Что в свою очередь, является основополагающим фактором повышения производительности труда на предприятии.

Цель статьи - анализ организации специальной оценки труда на предприятии (на примере АО «Казахтелеком»).

Для достижения поставленной цели необходимо решить следующие задачи:

1. изучить теоретические основы оценки условия труда как основной формы мотивации труда работников и принципы ее организации;
2. рассмотреть традиционные и современные формы и системы оценки условия труда, используемые в Республике Казахстан;
3. рассмотреть вопросы регулирования и организации оценки условия труда на предприятиях различных сфер экономической деятельности в Республике Казахстан;

Объектом исследования в данной статье является АО «Казахтелеком», основным видом деятельности которой является оказание телекоммуникационных услуг посредством собственных центров во всех городах областного значения Республики Казахстан.

Обзор современной литературы.

Организация рабочего места предполагает рациональное его устройство за счет соответствующего оснащения и планировки. Оснащение рабочего места - это оборудование и обеспечение рабочих мест всем необходимым для выполнения определенных работ, включает технологическую и организационную подготовку производства.

Совокупность приемов и методов труда, определяющих способ выполнения работы, образует процесс труда. Обеспечение наиболее совершенного способа выполнения каждого действия, приема, работы в целом, совмещение отдельных элементов работы во времени, поиск принципиально новых методов труда, учет физиологических возможностей человека способствует снижению напряженности труда, повышению эффективности деятельности работника.

Условия труда на рабочем месте должны обеспечивать сохранение здоровья человека и его работоспособности путем использования техники и технологических процессов, позволяющих обеспечить нормальные санитарно-гигиенические условия труда.

Нормирование труда подводит итог техническим и организационным решениям, определяют рациональность организации трудового процесса, обеспечивает нормальное функционирование совместного труда, являются основой планирования и оплаты труда.

Стимулирование труда использует различные формы и системы оплаты труда, а также моральное поощрение для достижения высоких коллективных и личных результатов работы. Повышению эффективности труда способствует использование мотивов, учитывающих потребности, интересы, ценностную ориентацию работников.

Подготовка и расстановка кадров определяют кадровое обеспечение трудовых процессов кадрами соответствующего профиля и необходимой ориентации. С этой целью на предприятиях осуществляется профориентация и профотбор кадров, включающий подготовку новых работников, обучение вторым профессиям и специальностям, повышение квалификации.

Методология исследования и инструменты сбора данных.

Совершенствование существующих элементов рассматривается как направления организации труда.

Соответственно выделяются следующие основные направления организации труда:

- разработка и внедрение рациональных форм разделения и кооперации труда;
- совершенствование организации рабочего места;
- рационализация трудового процесса, внедрение передовых методов и приемов труда;
- улучшение условий труда;
- совершенствование нормирования труда;
- совершенствование организации оплаты труда;
- улучшение организации подбора, подготовки и повышения квалификации кадров;
- укрепление дисциплины труда и развитие инициативы.

Функции организации труда определяют особенности проявления организации труда на предприятии и ее воздействие на различные стороны производства. Реализованные функции организации труда служат критерием, позволяющим оценить уровень организации труда на производстве.

На современном этапе выделяют следующие функции организации труда:

- ресурсосберегающая функция;
- оптимизирующая функция;
- функция формирования эффективного работника;
- трудоошадающая функция;
- функция гармонизации труда;
- функция повышения культуры производства;
- воспитательная и активизирующая функции.

Ресурсосберегающая, в том числе трудосберегающая функция, направлена на экономию ресурсов, устранение непроизводительного труда, повышение качества продукции.

Достигается рациональным разделением и кооперацией труда, применением рациональных приемов и методов труда, четкой организацией рабочих мест и хорошо отлаженной системой их обслуживания.

Оптимизирующая функция проявляется в обеспечении полного соответствия уровня организации труда передовому уровню технического оснащения производства. Оптимизация

необходима в достижении научной обоснованности норм труда и уровня интенсивности труда, в обеспечении соответствия уровня оплаты труда его результатам.

Функция формирования эффективного работника означает осуществление на научной основе профессиональной ориентации и профессионального отбора работников, их обучения, систематического повышения их квалификации.

Трудоошадающая функция проявляется в создании благоприятных, безопасных и здоровых условий труда, в установлении рационального режима труда и отдыха, в использовании режимов гибкого рабочего времени, в облегчении тяжелого труда до физически нормальной величины.

Функция гармонизации труда направлена на обеспечение согласования умственных и физических нагрузок, создание полноценных условий для гармоничного развития человека на производстве.

Функция повышения культуры производства обеспечивается созданием эстетически благоприятной производственной среды, рациональной организацией рабочих мест, развитием демократического стиля управления и др.

Воспитательная и активизирующая функции направлены на выработку дисциплины труда, развитие трудовой активности и творческой инициативы.

Научное построение организации труда опирается на принципы. Всеобщими принципами организации труда являются:

- системность;
- комплексность;
- эффективность;
- научность.

В современных условиях выделяют дополнительный принцип гуманизации труда.

Принцип системности означает проведение работы по совершенствованию всех направлений организации труда постоянно, по определенной системе. Разрабатываются годовые, квартальные, месячные планы, обеспечивается системность внедрения мероприятий.

Анализ данных.

Анализируя динамику и структуру численности работников в 2023 году на АО «Казахтелеком» (табл. 1) общий темп роста персонала в 2023 году увеличился до 17,52%. На конец отчетного периода общая численность работников составила 20 934 человека, что на 2,5% больше, чем в начале отчетного периода. Увеличение штатного персонала составило на 3,73%. Внештатные сотрудники увеличились на 3,44%.

Таблица 1 - Структура персонала на конец 2021 года, чел.

Показатель	Всего	в том числе по гендерным группам		в том числе по возрастным группам		
		мужчины	женщины	до 30 лет	30-50 лет	старше 50 лет
Численность персонала, всего	21 582	13 605	7 977	5 758	11 933	3 891
Правление	9	9	0	0	7	2
Административно-управленческий персонал	1 429	461	968	209	909	311
На руководящих должностях	291	138	153	4	227	60
Специалисты	1 138	323	815	205	682	251
Производственный персонал	20 153	14 661	5 492	5 470	10 298	4 385
На руководящих должностях	1 043	804	239	27	605	411
Специалисты	11 583	6 975	4 608	3 443	6 579	1 561
Рабочие	7 527	6 882	645	2 000	3 114	2 413
Количество работников, покинувших Компанию в 2021 году	3 149	2 206	943	1 427	1 172	550
Количество работников, нанятых в 2021 году	1 962	1 245	717			

Наглядно проиллюстрированная структура работников АО «Казакхтелеком» на 31 декабря 2022 года (рис.5) демонстрирует, что штатные работники в общей численности составляют 70 %, а внештатные сотрудники - 30%.



Рисунок 1 - Структура состава работников АО «Казакхтелеком»

Анализируя динамику и структуру численности работников в 2022 году на АО «Казакхтелеком» общий темп роста персонала АО «Казакхтелеком» в 2022 году вырос до 17,52%. В течение 2022 года общая численность персонала увеличилась с 20411 человек до 20 934 человек. Это указывает на увеличение темпов прироста на 2,46%.

По данным анализируемой коммуникационной аттестации из таблицы 2 видно, что коэффициент оборота по приему вырос на 0,36% (с 5,58% до 5,94%), а коэффициент оборота по увольнению уменьшился на 3,23% (с 10,66% до 7,43%). Уровень увольнения работников по отрицательным причинам увеличился на 2,7%.

Таблица 2 - Анализ движения работников и текучести рабочей силы в АО «Казакхтелеком» за 2023 год

Наименование показателей	на начало отчетного периода	на конец отчетного периода	Абсолютный прирост (Δ)
Среднесписочная численность, чел.	20411	20934	+523
Принято всего за год, чел.	231	292	61
Выбыло всего за год, чел., в том числе:	128	117	-11

- по причине текучести (по собственному желанию, за нарушение трудовой дисциплины)	105	108	+3
Количество работников проработавших весь год, чел.	187	179	-8
Коэффициент оборота по приему, %	5,58	5,94	+0,36
Коэффициент оборота по выбытию, %	10,66	7,43	-3,23
Коэффициент общего оборота, %	16,24	13,37	-2,87
Коэффициент текучести кадров, %	6,44	9,14	+2,7
Коэффициент постоянства состава, %	90,86	92,57	+1,71
Примечание - Рассчитано по отчетным данным АО «Казахтелеком»			

Выводы. В 2022 году на аттестации новых рабочих мест тоже не создавалось. На конец отчетного периода коэффициент текучести персонала составил 6,44% против 6,35% на начало 2022 года. При этом по собственному желанию и за прогулы уволилось одинаковое количество работников в течение года. Анализ показывает, что преимущественно причиной ухода с организации является неудовлетворенность заработной платой. Коэффициент оборота по приему упал на 1,38% (с 7,32% до 5,94%), а коэффициент оборота по увольнению увеличился на 0,6% (с 6,83% до 7,43%). Коэффициент постоянства состава работников предприятия составил на начало 2012 года 93,17%, и в течение года снизился до 92,57%. Это говорит о том, что количество работников проработавших больше 12 месяцев имеет тенденцию к сокращению.

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“ШИРОКОПОЛОСНЫЙ ИНТЕРНЕТ” (сравнение существующих технологий)

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АННОТАЦИЯ

В данной работе описаны технологии позволяющие предоставлять высокоскоростной доступ в Интернет. Указаны преимущества и недостатки каждой технологии.

ВВЕДЕНИЕ

В современном мире широкополосный Интернет стал неотъемлемой частью жизни многих людей. Он предоставляет нам доступ к огромному количеству информации, позволяет общаться с друзьями и коллегами, смотреть фильмы и слушать музыку онлайн. В этой статье мы рассмотрим основные аспекты широкополосных интернет-соединений, их преимущества и возможности.

Что такое широкополосный интернет?

широкополосный интернет — это вид интернет-соединения, который обеспечивает высокую скорость передачи данных. В отличие от традиционных модемных соединений, широкополосные интернет-соединения обеспечивают более высокую пропускную способность и позволяют получать данные на высокой скорости.

Возможности широкополосного интернета:

Онлайн-видео: широкополосный интернет позволяет смотреть видео в высоком качестве без задержек и прерываний, что делает его идеальным для просмотра фильмов, сериалов и спортивных трансляций.

Онлайн-игры: благодаря высокой скорости соединения, игроки могут наслаждаться плавным игровым процессом без задержек и лагов.

Облачные хранилища: высокоскоростной интернет позволяет быстро загружать и скачивать файлы с облачных хранилищ, таких как Dropbox, Google Drive и Яндекс.Диск.

Преимущества широкополосного интернета:

Высокая скорость передачи данных: широкополосные интернет-соединения позволяют получать и передавать данные на высоких скоростях, что делает их идеальными для таких задач, как просмотр видео в высоком разрешении, загрузка больших файлов и онлайн-игры.

Доступная стоимость: широкополосное подключения обычно дешевле, чем традиционные модемные соединения.

Стабильность соединения: широкополосные соединения обеспечивают более стабильное соединение, чем модемные, благодаря использованию различных технологий передачи данных.

Возможность подключения нескольких устройств: благодаря высокой скорости передачи данных, широкополосные интернет-соединения могут обслуживать несколько устройств одновременно, что позволяет использовать интернет для работы, учебы и развлечений всей семьей.

1. ТЕХНОЛОГИИ, ОБЕСПЕЧИВАЮЩИЕ ШИРОКОПОЛОСНЫЙ ДОСТУП В ИНТЕРНЕТ

Технологии, обеспечивающие широкополосный доступ в Интернет, можно разделить по типу организации канала связи для абонентского устройства на две большие группы:

1. Проводные (фиксированные) технологии. К основным в данной группе относятся:

- Технология xDSL (Extended DSL) — это семейство технологий, которые используются для предоставления услуг телефонной связи и доступа в интернет. Эти технологии используют существующие медные телефонные линии для передачи голоса и данных. XDSL позволяет увеличить скорость передачи данных по медным линиям, что позволяет предоставлять более высокие скорости доступа в интернет. Существует несколько видов XDSL, включая ADSL, VDSL и SDSL.;

- Технология FTTH (Fiber to the Home) — это технология широкополосного доступа, которая предполагает прокладку оптического волокна от узла связи (Central Office, CO) до дома или квартиры абонента. Далее, в квартире абонента устанавливается ONT (Optical Network Terminal) - устройство, которое преобразует оптические сигналы из сети в электрические, доступные для домашних устройств.

2. Беспроводные (мобильные) технологии:

- Спутниковый интернет — это вид интернет-соединения, который использует спутники для передачи данных между Землей и орбитальными спутниками. Спутниковый интернет обычно используется в тех районах, где нет доступа к другим видам интернет-соединения, таким как кабельный интернет, сотовая связь или Wi-Fi.

- Wi-Fi (Wireless Fidelity) — это технология беспроводной передачи данных, которая позволяет компьютерам, смартфонам и другим устройствам подключаться к интернету без использования проводного соединения. Wi-Fi работает на частоте 2,4 или 5 ГГц и обеспечивает скорость передачи данных до 6 Гбит/с. Wi-Fi устройства подключаются к точке доступа, которая обычно является маршрутизатором.;

- WiMax (Worldwide Interoperability for Microwave Access) — это стандарт беспроводного доступа в Интернет, разработанный для предоставления высокоскоростного соединения на больших расстояниях. WiMax использует частоты в диапазоне 1,5–11 ГГц и может обеспечивать скорость до 70 Мбит/с на расстоянии до 50 км от базовой станции. WiMax может использоваться для создания сетей доступа в малых и средних городах, а также для подключения удаленных объектов, таких как загородные дома и офисы компаний.;

- LTE (Long-Term Evolution) и 5G (Fifth Generation) — это стандарты сотовой связи, которые обеспечивают высокую скорость передачи данных. LTE работает в частотном диапазоне от 700 МГц до 2,6 ГГц, а 5G - в диапазоне от 24 ГГц до 50 ГГц. Оба стандарта позволяют передавать данные на высокой скорости, но 5G обеспечивает более высокую пропускную способность и меньшую задержку.

Проводной или фиксированный доступ в Интернет — это два термина, которые относятся к одному и тому же типу подключения к Интернету. Фиксированный Интернет-доступ означает, что вы подключаетесь к Интернету через кабель, который идет от вашего дома или офиса к ближайшему маршрутизатору или серверу доступа. Этот тип подключения обычно обеспечивает более высокую скорость и надежность соединения, поскольку кабели менее подвержены внешним помехам со стороны погоды либо излучений и, следовательно, потере сигнала.

Беспроводной доступ в Интернет предоставляет возможность подключения абонентского устройства к интернет без использования кабелей. Этот тип подключения наиболее предпочтителен там, где более необходима мобильность абонента.

1.1 преимущества и недостатки проводного и беспроводного доступа к Интернет.

Преимущества фиксированного доступа в Интернет:

Стабильность и надежность: кабельные и оптоволоконные подключения обычно обеспечивают более стабильную и надежную связь, менее подверженную помехам и прерываниям сигнала. Это может быть особенно важно для онлайн-сервисов, которые требуют непрерывного подключения, таких как потоковое видео или онлайн-игры.

Более высокая скорость: фиксированный доступ обычно обеспечивает более высокие скорости передачи данных, что позволяет пользователям загружать и скачивать большие файлы быстрее, а также смотреть видео в высоком разрешении без задержек.

Экономичность: фиксированные интернет-подключения могут быть более экономичными в долгосрочной перспективе. Многие провайдеры предлагают пакеты услуг, включающие широкополосный доступ в интернет, кабельное телевидение и телефонную связь. При этом стоимость таких пакетов может быть ниже, чем оплата каждой услуги по отдельности.

Недостатки фиксированного доступа:

Ограниченная мобильность: фиксированный интернет ограничивает вашу мобильность, так как вы не можете использовать его в дороге или в общественных местах без наличия Wi-Fi.

Высокая стоимость первоначального строительства сети абонентского доступа.

Длительность строительства сетей абонентского доступа.

преимущества беспроводного доступа:

Мобильность, в пределах работы сети - возможность подключения в любом месте, где есть покрытие сети;

быстрое строительство сети связи;

низкая стоимость капитальных вложений в инфраструктуру;

быстрое подключение абонентов к услугам связи;

недостатки беспроводного доступа:

беспроводной доступ может быть менее стабильным и быстрым, чем фиксированный;

цена услуги может быть дороже из-за более высоких тарифов на передачу данных;

операционные затраты на содержание сети несколько выше, чем при проводном доступе;

беспроводные сети могут быть подвержены взломам и утечке данных.

Wi-Fi: это наиболее распространенный вид беспроводного доступа, который используется в домах, офисах и общественных местах.

Wi-Fi имеет несколько преимуществ. Во-первых, он позволяет пользователям подключаться к интернету без использования проводов. Это делает его идеальным для использования в домашних условиях и в общественных местах, таких как кафе и аэропорты. Во-вторых, Wi-Fi обеспечивает высокую скорость передачи данных, что позволяет пользователям наслаждаться быстрым интернетом.

Однако у Wi-Fi есть и недостатки. Во-первых, его сигнал может быть слабым или отсутствовать в некоторых местах, например, в подвалах или на верхних этажах зданий. Во-

вторых, использование Wi-Fi может привести к повышенному расходу заряда батареи на устройствах, таких как смартфоны и планшеты.

Мобильный интернет: это вид доступа, который предоставляется операторами мобильной связи. Для подключения к мобильному интернету необходимо иметь SIM-карту оператора и устройство, поддерживающее работу с этой SIM-картой (например, смартфон или планшет).

Мобильный интернет имеет свои преимущества. Он позволяет пользователям быть онлайн везде, где есть покрытие сотовой сети. Тарифы на мобильный интернет обычно ниже, чем на домашний интернет, и пользователи могут выбрать подходящий для них тарифный план.

Но у мобильного интернета есть и недостатки. Скорость передачи данных может быть ниже по сравнению с домашним интернетом, особенно в местах с плохим покрытием. Также использование мобильного интернета как правило имеет ограничение в объеме получаемых услуг.

Спутниковый интернет: этот вид доступа использует спутники для передачи данных. Преимуществом спутникового доступа в интернет является то, что он обеспечивает доступ к интернету в самых отдаленных и труднодоступных местах, где другие виды доступа недоступны. Недостатком спутникового интернет, является цена и скорость передачи данных.

Вывод:

В общем, фиксированный интернет-доступ является более стабильным и надежным вариантом по сравнению с беспроводными сетями, такими как Wi-Fi или мобильный интернет. Он также может быть более экономичным в долгосрочной перспективе. Однако, если вам нужен быстрый охват территории с частным домостроением, дешевизна и доступность абонентских устройств, удобство использования, то беспроводной интернет будет более подходящим вариантом.

Сравнительный анализ технологий широкополосного доступа. (таблица)

№	технология	преимущества	недостатки
проводные			
	xDSL	Использование существующих медных телефонных линий для передачи голоса; Увеличение скорости передачи данных по медным линиям; Предоставление более высоких скоростей (по сравнению с коммутируемым доступом) доступа в интернет; Возможность предоставления услуг телефонной связи и интернета одновременно.	Медные телефонные линии устарели и не обеспечивают достаточную пропускную способность для высокоскоростного доступа в интернет; Необходимость модернизации оборудования на телефонной станции и у абонентов для поддержки более высоких скоростей XDSL; Ограниченная дальность действия по сравнению с оптоволоконными сетями; Более высокая стоимость установки и обслуживания по сравнению с другими

			технологиями доступа в интернет.
	Технология FTTH	Высокая скорость доступа в интернет - до 1 Гбит/с; Большая дальность передачи сигнала - до 60 км без усилителей; Стабильность и надежность соединения; Возможность предоставления дополнительных услуг - IPTV, VoIP; Долговечность и экономия места за счет использования оптического волокна; Легкость масштабирования и расширения сети.	Необходимость покупки дорогостоящего оборудования и его монтажа; Возможность повреждения оптического кабеля при проведении строительных работ, замена производится не в месте повреждения, а от муфты до муфты; Дороговизна первичного подключения абонента из-за необходимости прокладки кабеля до каждого здания или квартиры; Зависимость от качества обслуживания и надежности оборудования со стороны провайдера.
беспроводные			
	WiMax	Большая дальность действия, сети могут покрывать территории до 50 км от базовой станции; Высокая скорость доступа, могут обеспечивать скорость до 70 Мбит/с; Возможность использования в различных условиях - WiMax сети можно использовать как в городских условиях, так и в удаленных местах; Гибкость и масштабируемость - WiMax системы могут быть легко адаптированы под нужды конкретного пользователя или организации.	Ограниченное количество частотных диапазонов - использование WiMax ограничено из-за недостатка свободных частот; Зависимость от погодных условий - качество сигнала WiMax может ухудшаться из-за погодных условий, таких как дождь или снег; Необходимость в дорогостоящем оборудовании - для использования WiMax потребуется приобретение специального оборудования; Сложность установки и настройки - установка и настройка WiMax систем может быть сложной задачей, требующей определенных знаний и навыков.
	Спутниковый Интернет	Доступность: Спутниковый интернет доступен в тех местах, где другие виды подключения недоступны, например, в удаленных сельских районах или в горах.	Стоимость: Спутниковый интернет является одним из самых дорогих видов подключения. Стоимость оборудования, ежемесячная

		<p>Высокая скорость: Спутниковый интернет может обеспечить высокую скорость передачи данных, особенно при использовании прямого спутникового соединения (DSNG).</p> <p>Надежность: Спутниковое соединение устойчиво к помехам и перебоям в электроснабжении, что делает его надежным выбором для критически важных приложений.</p>	<p>абонентская плата и затраты на установку дороже остальных технологий.</p> <p>Задержка (высокий ping): Спутниковые сигналы должны преодолеть значительное расстояние от Земли до спутника и обратно, что приводит к задержкам в передаче данных.</p>
	Wi-Fi	<p>Высокая распространённость данной технологии, практически все устройства, обеспечивающие доступ в интернет имеют Wi-Fi модуль, что делает его удобным для использования в домашних условиях и в общественных местах.</p> <p>Высокая скорость передачи данных: Wi-Fi может обеспечивать скорость передачи данных до нескольких гигабит в секунду, что достаточно для просмотра видео высокого разрешения и онлайн-игр.</p> <p>Одновременное использование большим количеством абонентов одной точки: Wi-Fi доступен во многих общественных местах, таких как кафе, рестораны, аэропорты и торговые центры.</p> <p>Простота настройки: Wi-Fi-устройства обычно легко настраиваются и подключаются к сети.</p>	<p>Ограниченный радиус действия: Wi-Fi имеет ограниченный радиус действия, и сигнал может быть слабым или отсутствовать в некоторых местах.</p> <p>Безопасность: Wi-Fi использует WEP (Wired Equivalent Privacy) или WPA (Wi-Fi Protected Access) для шифрования данных, что может быть недостаточно безопасным для некоторых приложений.</p> <p>Интерференция: Wi-Fi-сигналы могут создавать помехи для других устройств, работающих на той же частоте, таких как микроволновые печи и беспроводные телефоны.</p>
	LTE и 5G	<p>Высокая скорость передачи данных - LTE может обеспечивать скорость до нескольких десятков мегабит в секунду, а 5G - до нескольких гигабит в секунду;</p> <p>Большое покрытие - сети 4G и 5G доступны во многих городах и населенных пунктах;</p> <p>Поддержка большого количества устройств - благодаря высокой скорости передачи данных, сети 4G и 5G могут поддерживать большее</p>	<p>Стоимость оборудования - оборудование для подключения к сетям 4G и 5G уступает только спутниковой связи;</p> <p>Ограничения по дальности оказания услуг от базовой станции – в сети 4G и 5G необходимо большее количество базовых станций.;</p> <p>Безопасность - технологии 4G и 5G все еще находятся в стадии разработки, поэтому их безопасность может быть не</p>

	количество устройств одновременно. Улучшенная энергоэффективность - 5G сети используют меньше энергии, чем предыдущие поколения;	такой надежной, как у более старых технологий.
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ЗАКЛЮЧЕНИЕ

Широкополосный интернет предоставляет множество возможностей для работы, обучения и развлечений. Благодаря высокой скорости передачи данных и доступным ценам, широкополосное подключение стало популярным среди пользователей. В настоящее время практически все пользователи Республики Казахстан используют широкополосный интернет, но в зависимости от выбранной технологии сильно меняется скорость соединения и качество услуг.

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“Электронная коммерция в Казахтелеком: Состояние и перспективы”

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АННОТАЦИЯ

Данная работа посвящена теме электронной коммерции в целом, электронной коммерции в телекоммуникационных компаниях, электронной коммерции в компании Казахтелеком. В работе представлены общие понятия и описание видов электронной коммерции, электронной коммерции в телекоммуникации, а также представлены состояние, проблемы и перспективы развития электронной коммерции в компании Казахтелеком. В работе приведены некоторые статистические данные о состоянии дел и проблемах электронной коммерции в компании Казахтелеком наряду с анализом и возможными способами решения проблем с рекомендациями для реализации улучшения работы электронной коммерции в компании.

ВВЕДЕНИЕ

Электронная коммерция в телекоммуникационной отрасли предполагает онлайн-покупку и продажу телекоммуникационных продуктов, услуг и решений. В этом секторе произошли значительные преобразования из-за растущей зависимости от цифровых технологий и Интернета. В работе приведены описания нескольких аспектов электронной коммерции в телекоммуникационной отрасли. «Казахтелеком» является национальной телекоммуникационной компанией Казахстана, и ее основное внимание традиционно уделялось предоставлению телекоммуникационных услуг, включая доступ в Интернет, услуги фиксированной и мобильной связи. Наряду с достоинствами в работе приведены некоторые аспекты электронной коммерции требующие совершенствования, и следовательно, представлены рекомендации по улучшению электронных услуг в компании Казахтелеком.

Электронная коммерция

Электронная коммерция, подразумевает покупку и продажу товаров и услуг через Интернет. Он включает в себя онлайн-покупки, электронные платежи и цифровые транзакции. Электронная коммерция стала важным аспектом глобальной экономики, меняя способы работы предприятий и проведения транзакций людьми.

Вот некоторые ключевые компоненты и аспекты электронной коммерции:

1. Платформы онлайн-торговли: это веб-сайты или мобильные приложения, на которых пользователи могут просматривать и приобретать товары или услуги. Примеры включают Amazon, eBay, Alibaba и различные другие специализированные платформы.

2. Платежные системы. Электронная коммерция опирается на электронные способы оплаты. Распространенные варианты включают кредитные/дебетовые карты, цифровые кошельки (например, PayPal) и другие системы онлайн-платежей.

3. Безопасность. Учитывая деликатный характер онлайн-транзакций, безопасность является критически важной проблемой. Шифрование уровня защищенных сокетов (SSL) и другие меры безопасности используются для защиты данных клиентов и обеспечения целостности транзакций.

4. Логистика и доставка. Эффективная доставка и доставка имеют решающее значение в электронной коммерции. Многие платформы электронной коммерции создали сложные логистические сети для обеспечения своевременной и надежной доставки продукции.

5. Цифровой маркетинг. Компании электронной коммерции используют стратегии цифрового маркетинга для привлечения клиентов. Сюда входит поисковая оптимизация (SEO), маркетинг в социальных сетях, маркетинг по электронной почте и другие методы онлайн-рекламы.

6. Мобильная коммерция (мобильная коммерция). Благодаря широкому использованию смартфонов значительная часть транзакций электронной коммерции теперь осуществляется через мобильные устройства. Мобильные приложения и адаптивные веб-сайты соответствуют этой тенденции.

7. Отзывы и рейтинги клиентов. Пользователи часто полагаются на отзывы и оценки других клиентов при принятии решений о покупке. Платформы электронной коммерции обычно предоставляют клиентам возможность поделиться своим опытом.

8. Модели электронной коммерции:

- B2C (Бизнес для потребителя): Предприятия продают товары или услуги напрямую потребителям.

- B2B (бизнес для бизнеса): транзакции происходят между предприятиями.

- C2C (потребитель-потребитель): потребители продают товары напрямую другим потребителям через платформы, которые облегчают эти транзакции.

- C2B (потребитель для бизнеса): частные лица продают товары или предлагают услуги предприятиям.

9. Глобальный охват. Электронная коммерция позволяет предприятиям охватить глобальную аудиторию, преодолевая географические барьеры. Это привело к росту трансграничной электронной коммерции.

10. Тенденции электронной коммерции. Отрасль постоянно развивается. Текущие тенденции включают использование искусственного интеллекта для персонализации, дополненной реальности для виртуальных примерок и интеграцию голосовой коммерции через виртуальных помощников.

Электронная коммерция существенно повлияла на традиционную розничную торговлю, предоставляя потребителям удобство и широкий выбор, а также предлагая предприятиям новые возможности для роста и расширения.

Электронная коммерция в сфере телекоммуникаций

Электронная коммерция в телекоммуникационной отрасли предполагает онлайн-покупку и продажу телекоммуникационных продуктов, услуг и решений. В этом секторе произошли значительные преобразования из-за растущей зависимости от цифровых технологий и Интернета. Вот несколько аспектов электронной коммерции в телекоммуникационной отрасли:

1. Платформы онлайн-продаж. Телекоммуникационные компании часто имеют онлайн-платформы, на которых клиенты могут напрямую приобретать продукты и услуги. Сюда входит покупка смартфонов, планшетов, аксессуаров и даже подписка на различные планы, такие как услуги мобильной связи, Интернета и телевидения.

2. Электронная коммерция устройств и аксессуаров. Смартфоны, маршрутизаторы, наушники и другие телекоммуникационные устройства обычно продаются через онлайн-каналы. Платформы электронной коммерции позволяют клиентам сравнивать характеристики, читать обзоры и принимать обоснованные решения перед покупкой.

3. Подписка на услуги и продление подписки. Клиенты могут подписаться на телекоммуникационные услуги онлайн, например, на тарифные планы мобильной связи, широкополосный доступ в Интернет и услуги кабельного/спутникового телевидения. Кроме того, многие поставщики телекоммуникационных услуг предлагают онлайн-порталы для управления подписками, продления планов и обновления услуг.

4. Доставка цифрового контента. Электронная коммерция в сфере телекоммуникаций включает распространение цифрового контента, например, через сервисы потоковой передачи музыки, фильмов и телешоу. Телекоммуникационные компании часто сотрудничают с поставщиками контента или имеют собственные потоковые платформы.

5. Электронная коммерция в корпоративных телекоммуникациях. Электронная коммерция B2B преобладает в телекоммуникационной отрасли, где предприятия могут приобретать оптовые услуги, коммуникационные решения и индивидуальные планы для своих конкретных потребностей.

6. Поддержка клиентов и самообслуживание. Платформы электронной коммерции играют важную роль в обеспечении поддержки клиентов. Онлайн-чат, часто задаваемые вопросы и форумы клиентов — это общие функции, которые помогают клиентам находить информацию и решать проблемы, связанные с их телекоммуникационными услугами.

7. Мобильные приложения. Многие телекоммуникационные компании имеют специальные мобильные приложения, которые позволяют клиентам управлять своими счетами, оплачивать счета, отслеживать использование и получать доступ к поддержке клиентов непосредственно со своих смартфонов.

8. Акции и скидки. Телекоммуникационные компании используют платформы электронной коммерции для продвижения специальных предложений, скидок и пакетных пакетов. Эти рекламные акции часто освещаются на их веб-сайтах или с помощью целевой онлайн-рекламы.

9. Безопасность и конфиденциальность. Учитывая деликатный характер телекоммуникационных услуг, обеспечение безопасности и конфиденциальности информации о клиентах имеет решающее значение. Платформы электронной коммерции в этой отрасли реализуют надежные меры безопасности для защиты данных клиентов во время транзакций.

10. Интеграция с новыми технологиями. На электронную коммерцию в сфере телекоммуникаций влияют новые технологии, такие как 5G, Интернет вещей (IoT) и искусственный интеллект. Эти технологии могут быть включены в продукты и услуги, доступные через онлайн-каналы.

Электронная коммерция стала важным компонентом телекоммуникационной отрасли, предоставляя клиентам удобные способы доступа к своим услугам и управления ими. Это также позволяет телекоммуникационным компаниям расширять сферу своей деятельности, улучшать взаимодействие с клиентами и оставаться конкурентоспособными в быстро развивающейся цифровой среде.

«Казахтелеком» является национальной телекоммуникационной компанией Казахстана, и ее основное внимание традиционно уделялось предоставлению телекоммуникационных услуг, включая доступ в Интернет, услуги фиксированной и мобильной связи.

Сайт telecom.kz предназначен для пользователей физических лиц и состоит из следующих разделов: интернет, телевидение, телефон, новые услуги, магазин, верификация и помощь. Количество пользователей сайта составляет свыше 220 тысяч, среднее количество посещений в месяц составляет 280 тысяч визитов. Пользователи данного сайта, в большинстве случаев являются существующими абонентами Казахтелеком, либо потенциальными клиентами, кто ищет необходимую информацию для совершения покупки услуг Общества. Большинство клиентов Компании, приобретая те или иные виды телекоммуникационных услуг, дополнительно приобретают необходимое оборудование, либо заказывают соответствующие услуги у сторонних поставщиков.

Витрина shop.telecom.kz на сайте telecom.kz может предложить клиентам приобретение необходимого оборудования или услуг в соответствии с приобретаемыми телекоммуникационными услугами. К примеру, вместе с подключением услуг платного телевидения, предложить телевизор, а вместе с мобильным интернетом – смартфон, с возможностью выбора способа оплаты в рассрочку на контрактной основе. Данный подход будет наиболее актуальным для продажи электроники и компьютерной техники.

На текущий момент Компания обладает дефицитом клиентского оборудования, в частности для сегмента B2C. На 1 сентября 2022 года количество жалоб на качество предоставляемых услуг в общей сложности поступило 2 353, из которых (Таблица 1):

Таблица 1 Количество жалоб на услуги

	ОТА	ID NET	Megaline	LTE	ID TV
Алматы	130	449	171	18	92
Центр	36	298	107	39	48
Восток	19	78	74	26	53
Север	10	29	62	11	17
ЮГ	18	124	123	16	25
Запад	31	80	119	16	34
Итого	244	1058	656	126	269

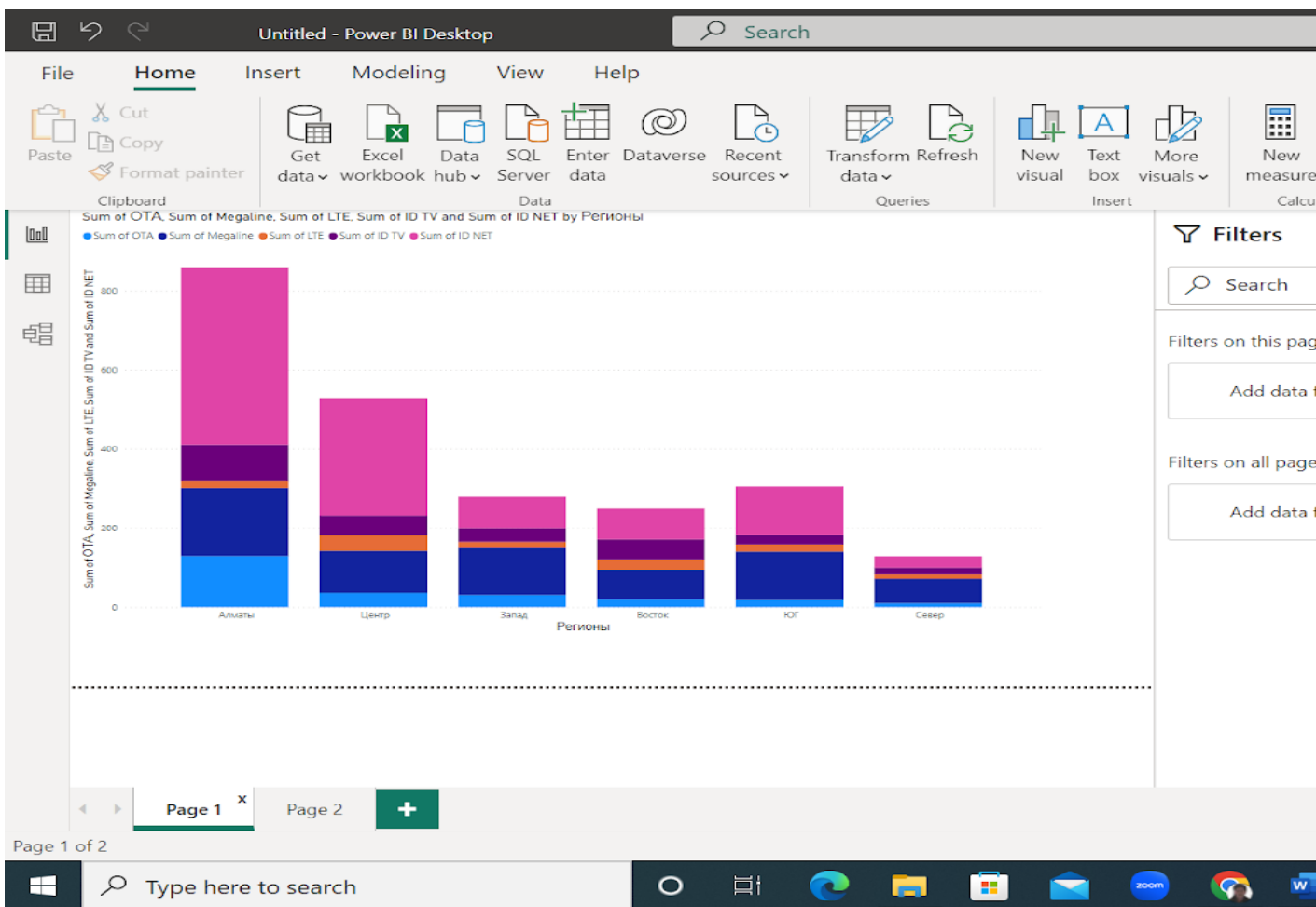


Рисунок 1: Количество жалоб на услуги

Большинство жалоб связано на скорость предоставляемой услуги ШПД, заявленные скорости не соответствуют действительности. Основная проблема, которая напрямую влияет на скорость интернета это устаревшие модели ONT приставок, а также дефицит на складах данного типа оборудования. Данную проблему легко решить путем продажи оборудования, к примеру усилителей сигнала Wi-Fi на сайте shop.telecom.kz.

Ситуация по замене оборудования на 1 сентября 2022 года по регионам:

Таблица 2 Статистика единичных повреждений и расход оборудования для замены на 01-09 2022

Филиал	Кол-во с заменой ONT	Кол-во с заменой STB	Кол-во с заменой БП STB	Кол-во с заменой пульта STB
Итоги	15 973	15009	15142	1938
Акмолинский ТУМС	816	445	688	82
Актюбинский ТУМС	492	644	788	249
Атырауский ТУМС	346	373	622	32
Восточно- Казахстанский ТУМС	1125	1635	1638	149
Жамбылский ТУМС	292	397	403	58
Западно- Казахстанский ТУМС	277	158	226	34
Карагандинский ТУМС	1632	1235	783	78
Костанайский ТУМС	343	587	402	17
Кызылординский ТУМС	102	125	151	64
Мангистауский ТУМС	358	160	529	15
Павлодарский ТУМС	1026	641	813	112
Северо- Казахстанский ТУМС	236	481	768	55
ТУМС г.Нур-Султан	2760	2817	3291	446
ТУМС РДТ "Алматытелеком"	5690	4920	3689	533
Южно- Казахстанский ТУМС	478	391	351	14

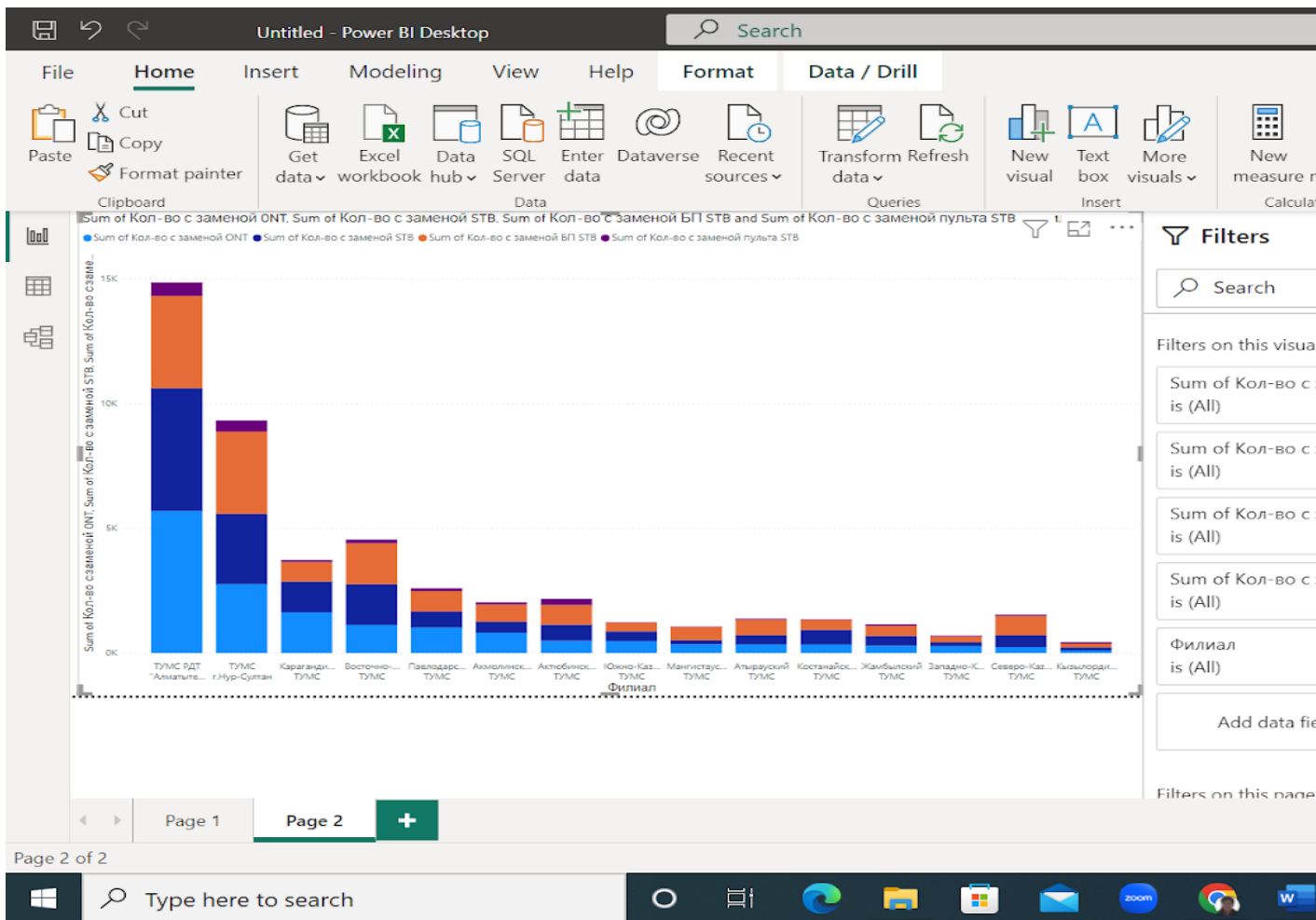


Рисунок 2: Статистика единичных повреждений и расход оборудования для замены на 01-09 2022

Итого наибольшее количество обращений за 8 месяцев 2022 года состоялось по замене ONT и блоков питания для STB приставок по услуге iDTV. В целях сокращения нагрузки на канал связи 165 и операторов колл-центра, а также сотрудников технической поддержки, предлагается использовать витрину shop.telecom.kz на сайте telecom.kz, для продажи устройств в поддержку существующих услуг и продуктов. Предлагается использовать таргетированные предложения абонентских устройств в разрезе услуг Общества и расширить линейку товаров для абонентов Казахтелеком, по следующим категориям:

1. Интернет
 - a. ADSL модемы;
 - b. Маршрутизаторы ADSL/VDSL;
 - c. Wi-Fi модемы;
 - d. Репитеры для усиления сигнала Wi-Fi;
 - e. Mesh системы.

Выводы

В Казахстане уверенно сохраняется тренд на онлайн-шопинг с мобильных телефонов. За первые 6 месяцев 2022 года 93% всех покупок было совершено с помощью мобильных телефонов. В этой связи важно постоянное совершенствование сайтов/мобильных приложений и запуск новых привлекательных маркетинговых стратегий. Количество транзакций увеличилось и достигло 19,3 млн единиц за первые шесть месяцев 2022 года. Данный показатель практически на 20% выше результатов в аналогичном периоде 2021 года.

Учитывая данный факт, пользователи интернет-магазина обращают внимание на дизайн сайта и удобство его использования. Интернет-магазину Казахтелеком важно работать над расширением категории товаров для абонентов Казахтелеком и упрощении пути клиента на сайте. Также на постоянной основе разрабатывать таргетированные предложения для существующей абонентской базы Общества. Требуется продвижение товаров магазина посредством использования социальных сетей и корпоративных ресурсов Общества.

Использование точек обслуживания Казахтелеком, в качестве офлайн шоу-рума, с представленными товарами на сайте shop.telecom.kz, а также в качестве точек самовывоза товаров интернет магазина поможет позитивно отразиться на увеличении лояльности клиентов.

Использование персонализированных рекомендаций по ассортименту товаров, а также чат-ботов в пути клиента поможет увеличить конверсию и облегчит навигацию по сайту. По данным marketingprofs, персональные рекомендации в среднем увеличивают объем продаж на 19%.

Литература, ресурсы:

<https://sell.amazon.com/learn/what-is-ecommerce>

<https://www.forbes.com/advisor/business/what-is-ecommerce/>

<https://www.businessnewsdaily.com/15858-what-is-e-commerce.html>

<https://www.britannica.com/money/e-commerce>

<https://www.bigcommerce.com/articles/ecommerce/>

«Анализ факторов, влияющих на успешность цифровой трансформации»

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Аннотация

В последние годы цифровая трансформация – это ключевой тренд не только ИТ компаний, но и компаний, осуществляющих свою деятельность в других сферах, в особенности в сферах финтех и телеком. Применение цифровых технологий позволяет компаниям конкурировать и создавать ценность совершенно новыми способами и в более сжатые сроки. Чтобы использовать эти возможности и реагировать на возможные угрозы, многие компании начали систематически расширять свои цифровые возможности и ресурсы, внедрять гибкость и кросс-

функциональность в работу своих подразделений, принимать дата-дживен решения, предсказывать и прогнозировать поведение клиентов и рынка.

Учитывая важность цифровой трансформации и изучения факторов влияющих на трансформацию процессов компании, данная статья направлена на изучение отношения сотрудников компаний к процессам цифровой трансформации и обнаружению ключевых вызовов и рисков, на которые необходимо обратить внимание руководителям компаний для обеспечения достижения результатов стратегии цифровой трансформации и внедрения изменений. Основной задачей моей работы является изучение вопросов трансформации со стороны сотрудников и руководства компаний, выявление основных факторов, влияющих на скорость внедрения изменений в организации.

В рамках исследования был проведен опрос среди 103 респондентов об их отношении к трансформации и результатах их компаний, также, были проинтервьюированы руководители ИТ и телеком компаний уровня CEO и CEO-1 об их опыте управления трансформацией и внедрения изменений.

Данная работа имеет практическую значимость, так как рекомендации по результатам исследования позволят ускорить процесс трансформации в компаниях Казахстана через выявление наиболее значимых факторов и акценту на работе с ними.

ВВЕДЕНИЕ

Целью работы является выявление факторов и степени их влияния на процессы цифровой трансформации: во-первых, с точки зрения восприятия цифровой трансформации компаниями сотрудниками компаний, во-вторых, стоящих при этом управленческих задач и поддержки процессов цифровизации руководством, в-третьих, определения рекомендаций по фасилитации и повышению эффективности процессов трансформации.

Главная гипотеза, которую планируется доказать в работе: Отношение сотрудников к трансформации является значимым фактором, влияющим на скорость успешность внедрения изменений.

В любой компании, где происходит кейс цифровой трансформации, есть сотрудники, которые поддерживают и фасилитируют трансформационные процессы, а есть и те, кто препятствуют изменениям и создают неудобные условия.

Кроме того, в статье проведен анализ других факторов и вызовов, которые оказывают влияние на скорость и успешность реализации проектов трансформации в компаниях.

ЛИТЕРАТУРНЫЙ ОБЗОР

Митяева Н. и Заводило О. [1] в своей статье рассматривают барьеры цифровой трансформации в современной действительности. Статичность корпоративных культур, недостаток технических навыков у персонала, проблемы безопасности при использовании цифровых продуктов и услуг, асинхронность темпов преобразований, устаревшая инфраструктура и разрозненность ИТ-отделов считаются ключевыми препятствиями. Предложены меры по преодолению этих барьеров, такие как подготовка кадров, «просвещение» рынка в области цифровой трансформации, изменение технологической команды и разработка схемы сертификации для обеспечения безопасности. Важность гибкости и адаптивности бизнес-структур подчеркнута как ключевой аспект успешной цифровой трансформации. Авторы подчеркивают проблемы, связанные с недостаточной согласованностью между бизнес-целями и целями цифрового преобразования. Выделяются различия в темпах цифровизации между разными службами, что может отвлечь от основных бизнес-процессов и повредить компании. Отмечается отсутствие связи между изменением ИТ-инфраструктуры и достижением бизнес-

целей, а также возможные разногласия в стратегиях между руководителями. Для успешной цифровизации предприятий рекомендуется разработка четкой стратегии, учитывающей интересы всех сторон, и установление твердой позиции руководства. Отмечается важность создания схематического плана, выраженного в «смелых шагах», совпадающих с ключевыми драйверами роста компании.

Также выделяется проблема моральной неготовности сотрудников к изменениям, и для их успешного вовлечения необходимо продемонстрировать значимость цифровой трансформации, обеспечив решимость и уверенность руководства. Рекомендуется проведение разъяснительной работы среди сотрудников, включая открытые дискуссии и мотивирующие семинары.

Исследования показывают, что вовлеченность сотрудников, удовлетворенность работой и организационная приверженность имеют решающее значение для прогресса предприятия в выполнении своей работы [2]. Одним из наиболее важных аспектов, которые предприятиям необходимо учитывать при реализации цифровой трансформации, является вовлечение своих сотрудников [3]. Поэтому, если предприятия хотят успешно провести цифровую трансформацию, им необходимо понять восприятие сотрудниками корпоративных изменений, чтобы своевременно устранить барьеры и снизить риски на пути к успешной цифровой трансформации.

Багратиони, К. и Томас, Т. поднимают вопрос о сопротивлении цифровой трансформации в организациях, особенно с фокусом на менеджерах среднего звена. Авторы отмечают, что сопротивление может быть вызвано различными факторами, включая плохое планирование, неэффективное управление человеческими ресурсами и недостаточную компетентность. Сопротивление оценивается на индивидуальном, организационном и технологическом уровнях. [4]

На индивидуальном уровне выделяется влияние личностных характеристик, эмоций и когнитивных процессов на восприятие цифровизации. На организационном уровне обсуждается влияние корпоративной культуры, стиля управления, коммуникации и характера перемен. На технологическом уровне акцент делается на роли технологий в формировании недоверия сотрудников к цифровизации.

С.Н.Гагарина и Е.С. Еськова [5] в своей статье подчеркивают важность мотивации персонала в условиях цифровой трансформации бизнеса. Руководители крупных организаций придают большое значение системе мотивации сотрудников для достижения корпоративных целей и предотвращения ухода ценных специалистов, что может вызвать реальные риски в достижении целей компании. В большинстве случаев более экономически целесообразно инвестировать в мотивацию и удержание сотрудников, чем в поиск и подбор новых специалистов.

В книге "Платформа: Экономика многовластных монополий" Алекса Моазеда и Николаса Джонсона [6] обсуждается роль сотрудников компаний и процессы трансформации в контексте платформенных бизнес-моделей. Авторы подчеркивают успешность платформенной бизнес-модели, так как компании, основанные на платформах более гибкие и быстрее адаптируются к изменениям в рынке. Сотрудники в таких компаниях готовы к изменениям, быстро переqualифицируются и обучаются новым навыкам. Важно создать экосистему сотрудников, тем самым усилив взаимодействие между разными участниками платформы, в том числе с разработчиками, партнерами и клиентами, поскольку разрозненность и неэффективные коммуникации негативно влияют на трансформацию и достижение ее метрик.

Удобным инструментом для анализа факторов внедрения трансформационных изменений является Колесо организационной трансформации. [7] Колесо помогает систематизировать факторы, влияющие на скорость внедрения изменений в организации. Каждая спица в колесе

показывает определенный фактор, например коммуникации, мотивация, лидерство, культура, компетенции, который надо учесть при разработке и реализации стратегий по изменениям и управлению процессами трансформации.



Рисунок 1: Колесо организационной трансформации

Результаты исследования компании Prosci, подтверждают важность этих факторов. Исследование охватило 2688 респондентов из 38 индустрий из 101 страны, в том числе 80% компаний входят в список Fortune 500, выборка составила 448 респондентов. Методология ADKAR, разработанная этой организацией является наиболее используемым подходом к управлению изменениями в мире, в том числе 80% компаний Fortune и крупнейшие компании СНГ применяют ее. 25% опрошенных ответили, что наиболее значимым фактором является активное и прозрачное исполнение Стратегии, 23% подчеркнули важность структурированного подхода к управлению изменениями, 18% обозначили значимость вовлечения и участия сотрудников организации в трансформации. [8]

Что касается блокеров и вызовов, то наиболее важным является низкая вовлеченность руководства и стейкхолдеров и отсутствие лидерства – 39%. 26% ответили, что самыми серьезными вызовами являются пробелы в образовании и сопротивление людей к изменениям. Интересным результатом исследования является то, что 41% ответили, что основное сопротивление идет от менеджеров среднего звена, 30% от фронт-менеджеров.

ДАННЫЕ И МЕТОДОЛОГИЯ

2.1. Данные

Для анализа факторов, влияющих на цифровую трансформацию в компаниях Казахстана были использованы качественные и количественные методы исследования. Был запущен опрос с открытыми и закрытыми вопросами о цифровой трансформации. Также, было проведено интервью с руководителями компаний Казахстана и России.

2.2. Методология

Сбор данных

Поскольку целью работы является определение факторов, связанных с сотрудниками, работающими в компаниях, где происходит процесс трансформации, то было проведено анкетирование более 100 респондентов. Опрос включал социально-демографического характера, вопросы об использовании цифровых решений, о факторах и блокерах

трансформации. В опросе встречаются вопросы и с возможностью открытых ответов, чтобы люди могли написать свое мнение и отношение касательно проблематики.

Кроме того, было проведено интервью с пятью респондентами, представляющими категорию руководителей, имеющими опыт в трансформации в компаниях Казахстана и России. Вопросы интервью связаны с факторами для успешной трансформации и вызовами и блокерами, которые возникают при работе с изменениями.

Анализ данных

Анализ результатов, полученных по результатам опроса позволяет определить наиболее значимые факторы для успешной трансформации и ключевые вызовы, стоящие перед руководителями и сотрудниками национальных и частных компаний Казахстана.

При анализе ответов на интервью руководителями компаний важной задачей было определить те вызовы и факторы, которые волнуют руководство компаний при цифровой трансформации.

ЭМПИРИЧЕСКИЕ РЕЗУЛЬТАТЫ

Анализ результатов анкетирования о трансформации

На опрос ответили 103 человека, 52% - от 26 до 35 лет, 33% - от 36 до 45 лет. 63,8% респондентов – мужчины, 36,2% - женщины. 40% респондентов проживают и работают в Алматы, 32% в Астане, 28% работают в других городах Казахстана и в странах СНГ. 39% респондентов работают в сфере Информационных технологий, 36,2% - в телеком компаниях, 14,9% - в сфере оказания финансовых и банковских услуг, 7,4% - производство, по 4,3% - представители сфер торговли и транспорта.

92% опрошенных имеют высшее образование, более 40% имеют степень магистра или PhD.

52% работают в Национальных компаниях, 24% в среднем бизнесе, 15% - в международных компаниях. Что касается роли и должности респондентов в компании, то 34% - сотрудники и менеджеры, 36% - директора департаментов и руководители направлений, 10% - первые руководители компаний.

Согласно результатам опроса, практически все респонденты ответили, что цифровая трансформация помогает компании в достижении целей. 95,7% ответили, что трансформация необходима для развития компании. На вопрос об отношении сотрудников и руководителей в компании к трансформации 87,2% ответили, что оно положительное, 9,6% - нейтральное.

Для анализа результатов опроса, где важно было обозначить ответы именно сотрудников, а не руководителей, ответы были разделены. Результаты ответов 38 сотрудников представлены ниже.

76% участников высоко оценивают уровень поддержки руководства, из них 47% ответили, что он максимальный. Однако 26% оценили поддержку как ниже-среднего.

71% опрошенных оценили уровень обучения как выше-среднего и хорошо, но 8% оценили как «плохо», и 21% на уровне ниже-среднего.

66% респондентов не работают с бумагой, 32% работают в смешанном формате, и на бумаге и онлайн.

Таким образом, результаты указывают на относительно высокую поддержку руководства, хороший уровень обучения и активное использование цифровых технологий.

На основе полученных ответов о трудностях и блокерах трансформации можно выделить следующие ключевые выводы:

- Большинство респондентов (59%) указывают на сопротивление сотрудников как основной блокер трансформации. Это подчеркивает важность внимания к аспектам управления изменениями и вовлечению персонала в процессе изменений.
- 56% респондентов сталкиваются с трудностями, связанными с устаревшими системами и инфраструктурой.
- 46% участников отмечают разрозненность действий подразделений, что указывает на несогласованность внутри компании.
- 43% испытывают проблемы из-за недостатка необходимых навыков и компетенций внутри организации.
- 37% респондентов сталкиваются с проблемами, связанными с регламентами и нормативно-правовыми актами.
- 36% указывают на отсутствие четкой стратегии трансформации.



Рисунок 2: Трудности и блокеры трансформации

Кроме того, респонденты подчеркнули важность коммуникаций в процессе трансформации. 66% участников оценивают уровень коммуникации как выше среднего или высокий, что является положительным знаком и свидетельствует о том, что большинство сотрудников получают достаточно информации о трансформации. Обеспечение эффективной коммуникации о трансформации является ключевым фактором для успешной реализации изменений в организации. Низкий уровень коммуникации оценивают 9%, а ниже среднего – 26%.



Рисунок 3: Коммуникации о трансформации

Анализ результатов интервьюирования руководителей

Руководители ИТ и Телеком компаний в рамках интервью предоставили ценные для исследования факты о трансформации в их компаниях. Кроме того, были обозначены факторы и ресурсы, необходимые для достижения целей трансформации, перечислены блокеры и рекомендации по их преодолению.

Руководителем подразделения в телекоммуникационной компании «Мегафон» важными факторами для успешной трансформации были обозначены принятие трансформации сотрудниками, постоянное обучение, активное вовлечение сотрудников на всех уровнях и активные коммуникации со всеми. Необходимо показать сотрудникам, что трансформация – это не риск потерять работу, а новые возможности, открывающиеся для компании и ее сотрудников. У компании есть корпоративный портал, где все сотрудники видят ценности компании, которые соответствуют целям стратегии. Чтоб повысить уровень участия в трансформации, необходимо показывать сотрудникам, что каждый важен, что все идеи имеют ценность.

Директор крупной ИТ-компании Казахстана, реализующей цифровые решения в том числе для телеком компаний, дал развернутое определение цифровой трансформации, описав ее как изменение бизнес-процессов и бизнес-модели организаций с учетом технологий, которые появляются и ограничений, которые стираются. Трансформация способствует увеличению производительности труда, повышению эффективности процессов, объема выручки, сокращению расходов и росту маржинальности и рыночной стоимости компании.

Факторы для благоприятной трансформации:

1. Политическая воля и вовлеченность владельца компании и CEO;
2. Сбор команды трансформации. Люди должны иметь компетенции и софт-скиллы;
3. Определить периметр и цели трансформации, необходимые ресурсы для реализации проектов трансформации.

Блокеры и препятствия трансформации:

1. Регламенты и нормативно-правовые документы, бюрократические процедуры;
2. Технические блокеры;
3. HR и организационные изменения. Преобразования организационной структуры, переквалификация людей.

Согласно рекомендациям руководителя компании, обучение, вовлечение, продвижение, свобода творчества и устранение страха совершить ошибку, личное участие первого

руководителя компании, организация регулярных встреч команд трансформации – рецепт для успешной трансформации.

Руководитель дочерней компании MTS описал цифровую трансформацию как изменение бизнес-модели, переход к экосистемной логике, запуск новых продуктовых вертикалей, когда считаешь не только финансовые метрики, но и измеряешь качество, в том числе удержание клиентов, LTV, Retention-rate.

Снижение сопротивления трансформации должно решаться на уровне стратегии компании, должна быть поддержка CEO. Необходимо перейти от модели «стакана» к модели «партнеров».

Факторы, необходимые для успешной трансформации:

1. Целеполагание трансформации – зачем и какие цели трансформации поставлены перед компанией
2. Наличие необходимых ресурсов, так как вырастают затраты в первое время, но дальше происходит большая оптимизация и увеличение доходов компании
3. Наличие сильных амбассадоров, продвигающих трансформацию в компании. Нужен человек с «мандатом», которому делегируют вопросы трансформации
4. Благоприятная общая экономическая ситуация в стране. Макроэкономический ландшафт имеет большую важность.

Блокеры трансформации могут быть следующими:

1. «Ложный» мандат трансформации. Когда человек, делающий трансформацию, ограничен в ресурсах и не имеет влияния
2. Бэк-офис не поддерживает трансформацию. Трансформации нужны соратники
3. Нестабильность стратегии или политики компании.

Культура и коммуникации очень важны для успешной трансформации. Правильные формулировки целей, повышение доступности информации для всех сотрудников компании, регулярные среды, где говорят о трансформации, способность говорить открыто и об успехах и об ошибках – это то, что обязательно должно быть при реализации проектов трансформации и внедрении изменений в компаниях.

ЗАКЛЮЧЕНИЕ

Более половины сотрудников, 57%, оценивают успешность трансформации в своих компаниях как среднюю. Это может быть связано с тем, что хотя и уровень поддержки руководства оценивается высоко, существует разрозненность в других аспектах, таких как уровень обучения и устаревшая ИТ инфраструктура, слабый уровень коммуникаций о трансформации. Сопротивление сотрудников (59%) и разрозненные действия подразделений (46%) выделяются как значимые блокеры трансформации. Это может указывать на необходимость более активного управления изменениями и повышения координации между различными частями компании. Проблемы, связанные с отсутствием необходимых навыков (43%) и отсутствием стратегии трансформации (36%), могут быть преодолены через дополнительное обучение и разработку четкой стратегии.

В результате анализа мнений опрошенных респондентов по вопросам цифровой трансформации выявлены ключевые аспекты, которые могут служить основой для формулировки выводов и рекомендаций. Несколько важных направлений обсуждения включают обучение персонала, улучшение внутренних процессов, мотивацию сотрудников, установление четких целей и эффективные коммуникации.

Значимый блок рекомендаций подчеркивает важность обучения сотрудников и изменения мышления для успешной адаптации к цифровым технологиям. В трансформационном кейсе необходимо планировать значительные инвестиции в программы обучения и развития сотрудников, чтобы обеспечить их готовность к цифровым изменениям.

Второе направление рекомендаций связано с упрощением внутренних процессов и уменьшением бюрократии. Оптимизация бизнес-процессов может эффективно способствовать цифровой трансформации, позволяя сделать не просто автоматизацию процессов, но и изменяя их и значительно ускоряя внедрение новых технологий.

Многие респонденты дали рекомендации касательно использования мотивационных и финансовых стимулов для повышения участия сотрудников в цифровой трансформации. Это включает в себя создание механизмов поощрения и поддержки, способствующих активному участию персонала в процессах изменений.

Четвёртый аспект подчеркивает важность определения четких целей, мониторинга ключевых показателей производительности (KPI) и регулярной коммуникации по достижению этих целей.

Пятое направление касается гибкости, быстрой реализации проектов и готовности к риску в ходе цифровой трансформации.

Также была выявлена потребность в использовании современных технологий, сокращении бумажного документооборота и автоматизации рутинных процессов для повышения эффективности операций.

Наконец, общий акцент в рекомендациях сделан на улучшении внутренних коммуникаций, вовлечении сотрудников и формировании корпоративной культуры, где цифровая трансформация становится естественной частью бизнес-процессов, подчеркивает важность социокультурных аспектов в успешной трансформации компании.

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“Развитие беспроводной технологии связи в сельских населенных пунктах”

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Аннотация

Статья посвящена проблеме преодоления цифрового неравенства между городскими и сельскими жителями в условиях низкой плотности населения и обширности территорий. Практическая значимость темы обусловлена необходимостью совершенствования существующего организационно-экономического механизма сокращения цифрового неравенства в сельской местности на основе полной компенсации убытков единственного оператора универсальных услуг связи из средств государственного фонда.

Цели.

Разработка модели преодоления цифрового неравенства между городским и сельским населением, которая будет превосходить действующую в Республике Казахстан модель по скорости распространения универсальных услуг связи, потребительским свойствам услуги доступа к глобальной сети, объему расходуемых инвестиций государственного фонда универсального обслуживания.

Методология.

В исследовании использован компаративный метод, анализ передового международного опыта реализации инфраструктурных проектов и отраслевого регулирования, применяемых для преодоления цифрового неравенства между городским и сельским населением, а также дифференциация универсальных услуг связи.

Результаты.

Разработана модель преодоления цифрового неравенства между городским и сельским населением на основе государственно-частного партнерства, которая содержит механизм создания конечной услуги универсального доступа путем оптовой продажи оператором универсальных услуг связи узкополосных и широкополосных услуг доступа операторам сетей абонентского доступа и последующей продажи услуг доступа к глобальной сети конечному пользователю. Показано преимущество сочетания регулируемых технологических решений оператором универсальных услуг связи при создании оптовой услуги и разнообразных технологических решений при развитии сетей абонентского доступа. Проанализирована конкретная реализация разработанной модели и обоснованы ее ключевые структурные характеристики.

Выводы.

В целях устранения цифрового неравенства между городским и сельским населением необходимо использовать такие формы государственно-частного партнерства, которые формируют экономическую мотивацию бизнеса осуществлять рентабельные инвестиции в развитие телекоммуникационной инфраструктуры в сельской местности без увеличения государственных инвестиций. Такое партнерство позволит обеспечивать большую территорию доступа к глобальной сети и лучшие характеристики продукта.

Ключевые слова:

цифровое неравенство, малый населенный пункт, сельская местность, ИКТ инфраструктура, частногосударственное партнерство, социальная дезинтеграция.

ВВЕДЕНИЕ

Инфокоммуникационные технологии (ИКТ) в постиндустриальном обществе становятся такой же частью социальной инфраструктуры населенного пункта, как и дорожная доступность, наличие электрических сетей, объектов здравоохранения, среднего образования. Цифровое неравенство между городским и сельским населением, то есть различная доступность инфокоммуникационных технологий в городских агломерациях и удаленных малых населенных пунктах сельской местности, обостряется в связи с эмиграцией населения из сельской местности в города. Экономическими инструментами государственной политики, направленной на заселение территорий, повышение обороноспособности государства, обеспечение промышленности природными ресурсами с незаселенных территорий, являются распределение производительных сил, государственные инвестиции в развитие вспомогательной инфраструктуры, экономическая мотивация трудовой миграции. Однако из-за отсутствия целенаправленной политики управления расселением доминирует глобальный фактор изменения картины самого расселения – урбанизация и соответствующее увеличение отношения городского населения к сельскому. Ежедневно 3 млн чел. на планете переселяется из сельской местности в города, средняя численность малых населенных пунктов сокращается, что по закону экономики масштаба делает еще более затратной их социальное и инфраструктурное обеспечение и комфортное проживание. Конкуренентоспособность на рынке труда, уровень дохода и политическое участие сельского населения сокращаются, образуя социально-экономический разрыв и дезинтеграцию с городским населением. В мегаполисах, напротив, усиливается социальная напряженность из-за гиперконцентрации населения, культурных различий этнических групп, усиливающейся конкуренции и т.п.. Сосредоточение экономической активности и концентрация капитала в городах сотни лет являлись основными факторами урбанизации, однако по мере перехода к постиндустриальной экономике происходит виртуализация капитала и трансформируется физическая локация рабочей силы. Итак, в результате ослабления связей между физическим капиталом и городом, а также между рабочей силой и городом в экономике знаний, концепция дезурбанизации (контрурбанизации, рурализации) может реализоваться на практике. Но если город утрачивает функцию локализации трудовых ресурсов и капитала, возможно ли предположить, что подобно капиталу все экономическое пространство виртуализируется, и как можно на это повлиять? Инфокоммуникационные технологии, будучи ключевым элементом социально-экономической инфраструктуры, способны повлиять на сельскогородскую миграцию и сформировать условия для контрурбанизации: создание материальной и виртуальной инфраструктуры для получения образовательных и медицинских услуг в сельской местности, компенсация отсутствия сети розничной торговли товарами народного потребления за счет электронной торговли, платежных систем и т.п. Исследования подтверждают, что уровень дохода и занятости населения в сельской местности, имеющего широкополосный доступ, выше, чем у населения, не имеющего подобных технологий. Контрурбанизация позволяет сократить издержки, связанные со сверхконцентрацией городского населения, снизить социальную и экологическую напряженность, связанную с большой неравномерностью стоимости жилья, повысить качество жизни за счет проживания в индивидуальных домовладениях, не характерных для сити-формата и т.п. Развитие информационно-коммуникационной инфраструктуры в сельской местности, как и любой другой, требует существенных капиталовложений и издержек на обслуживание. Повышение эффективности

государственных инвестиций в развитие сельской местности может быть достигнуто не только обоснованными в долгосрочной перспективе технологическими решениями, но и путем формирования условий для государственно-частного партнерства.

Модификация модели преодоления цифрового неравенства в Республике Казахстан с учетом передового зарубежного опыта реализации универсального доступа в малых населенных пунктах.

С учетом опыта инфраструктурных проектов России, Австралии и Индии, рассмотрим варианты модификации некоторых структурных элементов модели устранения цифрового неравенства между городским и сельским населением в Республике Казахстан.. В качестве основного заимствования из опыта России, Индии и Австралии предлагается использовать привлечение частных инвестиций операторов связи для развития сетей доступа. Применение механизмов государственно-частного партнерства позволит без увеличения общего объема государственных инвестиций сосредоточить имеющиеся средства на развитии магистральной сети передачи данных, объединяющей территории, а значит обеспечить более высокую пропускную способность магистральной сети и сократить перечень населенных пунктов, подключаемых по системам и линиям связи. При этом для развития сетей абонентского доступа предлагается применить австралийский механизм оптовой продажи универсальной услуги связи, а для обеспечения необходимого уровня конкуренции принять мультитехнологичность (технологическую нейтральность) на сетях абонентского доступа, как это реализовано в индийской модели. Согласно ряду исследований обеспечение физического доступа к глобальной сети через мобильные устройства менее затратно, а также мотивирует более интенсивное использование информационно-коммуникационных технологий. Развитие негосударственных сетей абонентского доступа в сельской местности позволит дискретизировать объект потребления услуги до индивидуального пользователя, что значительно повышает потребительские свойства доступа. Кроме того, применяемая в рамках действующей модели устранения цифрового неравенства технология Wi-Fi обладает наименьшей зоной покрытия по сравнению с другими технологиями беспроводной связи, популярными среди жителей городов . В качестве структурного преобразования действующей модели, направленного на более эффективное планирование покрытия сетью универсального обслуживания, предлагается дифференциация услуг универсального доступа на узкополосный доступ, то есть доступ, достаточный для передачи голосовой информации, и широкополосный доступ, необходимый для скоростной передачи данных. К технологиям реализации узкополосного доступа относится ряд популярных технологий, применяемых в сетях мобильной связи – GSM, CDMA. Расширение территории покрытия за счет применения беспроводных технологий [сокращает издержки и позволяет включить в зону покрытия прилегающие к населенным пунктам линейные локалитеты – автомобильные и железные дороги, места летнего отдыха, туристические маршруты и т.д. На территории такого рода локалитетов достаточным можно считать наличие узкополосного доступа , реализованного на основе, например, технологии GSM 900 или LTE 450. Охват даже узкополосными сетями беспроводной связи окрестностей очагового населенного пункта, подъездных путей к нему в сочетании с широкополосным доступом на территории населенного пункта превосходит по потребительским качествам наличие одной точки доступа. Обобщая мировой опыт преодоления цифрового неравенства между городскими и сельскими жителями в странах с низкой плотностью населения, а также предложения по модификации структурных

характеристик действующей в Российской Федерации модели, синтезируем структурную модель преодоления такого неравенства. Модифицированная модель сохраняет роль группа компании АО «Казахтелеком» в качестве одного из оператора универсального обслуживания и дополняется механизмом оптовой продажи узкополосных и широкополосных универсальных услуг операторам сетей доступа. Такая схема соответствует принципу недискриминационного доступа к субсидируемым магистральным ресурсам. Модифицированная модель не исключает оказание группой компании АО «Казахтелеком» конечной услуги, однако при условии наличия более одного партнера, оказывающего розничные услуги доступа к сети универсального обслуживания, поэтому от оказания конечной услуги группой компании АО «Казахтелеком» предпочтительно отказаться в целях сокращения затрат

LTE 450 – технологический драйвер развития сетей абонентского доступа в сельской местности

В качестве одной из наиболее перспективных технологий для развития сельских беспроводных сетей абонентского доступа рассмотрим стандарт LTE 450, который уже зарекомендовал себя в качестве эффективной технологии для покрытия больших территорий в Бразилии, Финляндии, Китае и Швеции². В Российской Федерации лицензия на оказание услуг связи в стандарте LTE 450 предоставлена в настоящее время только компании группе компаний АО «Казахтелеком», лицензионный портфель которой позволяет оказывать услуги широкополосной и узкополосной связи в беспроводных стандартах LTE 800, LTE 2600, UMTS 2100, GSM 900, GSM/DCS 1800. Пример государственно-частного партнерства с компанией АО «Казахтелеком» демонстрирует возможность значительного увеличения площади территорий, на которых появляется техническая возможность получить доступ к глобальной сети. Применение технологии LTE 450 на сети абонентского доступа и включение ее в модель полимерного мультитехнологичного частногосударственного партнерства с АО «Казахтелеком», позволяет обеспечить максимальную зону доступности универсальных услуг связи в сельской местности. Несмотря на ряд успешных реализаций проектов LTE 450 в мировой практике, с перспективами развития стандарта связаны некоторые неопределенности:

- во-первых, ограниченность экосистемы стандарта – от того, насколько будут популярны устройства с поддержкой LTE 450, будет в конечном итоге зависеть потенциальная база пользователей услуг этой сети;
- во-вторых, перспективы реализации услуг телефонии в стандарте LTE.

Наибольшая экономическая эффективность развития сетей абонентского доступа в стандарте LTE 450 достигается в случае популярности устройств с поддержкой этой технологии, а также реализации голосовой телефонной связи. Только в этом случае возникнет инвестиционная целесообразность оказания и узкополосных, и широкополосных универсальных услуг связи на максимальном количестве локалитетов. Но даже в случае, когда устройства на чипсете LTE 450 не будут представлены в широкой номенклатуре, являясь относительно дорогими, а голосовые услуги в этом стандарте не будут поддерживаться³, данный стандарт по сравнению с другими позволяет создать доступ к глобальной сети большего количества локалитетов при одинаковой рентабельности инвестиций, то есть общая себестоимость владения на единицу площади покрытия минимальна для стандартов беспроводной связи в диапазоне 450 МГц. Абсолютное превосходство технологии LTE 450 по показателю «общая стоимость владения

объектом сети LTE 450» по сравнению с другими стандартами сотовой связи позволяет сделать вывод о хороших перспективах ее широкого применения для решения задачи по ликвидации цифрового неравенства между городским и сельским населением, а соответствующее партнерство между группами компаниями «Казахтелеком» может принять масштабные формы

Заключение

Сокращение цифрового неравенства между городским и сельским населением – это капиталоемкая и сложная задача, требующая использования средств государственных фондов и частных инвестиций, применения эффективных механизмов и организационно-экономических моделей, современных технологий. Сокращение структурных барьеров на пути развития сетей доступа негосударственными операторами мобильной и проводной связи в сельской местности позволит повысить потребительские свойства услуг доступа в Интернет, увеличить площадь территорий, обеспеченных доступом. Предложенная модификация действующей модели устранения цифрового неравенства учитывает необходимость преимущества по отношению к действующим субъектам, источникам и объемам государственного финансирования. Проведенный компаративный анализ опыта преодоления цифрового неравенства между городским и сельским населением позволил интегрировать в предложенную модифицированную модель лучшие практики: оптовую продажу универсальных услуг доступа, мультитехнологичность сетей доступа. Кроме того, впервые предложено применение схемы соответствия дифференциации универсальной услуги для различных локалитетов, разработанной авторами. Проанализирована конкретная реализация модели устранения цифрового неравенства между городским и сельским населением в партнерстве с компанией «Казахтелеком» с применением технологии LTE 450, обладающей преимуществом именно для сельской местности. Дополнительными инструментами развития сетей доступа могут выступать организационные методы стимулирования совместного использования инфраструктуры сетей связи RAN-sharing, site-sharing, а также применение механизмов муниципально-частных партнерств по предоставлению объектов существующей муниципальной инфраструктуры (конструктивные элементы зданий, водонапорных башен и других сооружений) для размещения объектов связи.

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“НЕКОТОРЫЕ АСПЕКТЫ ЭКОНОМИЧЕСКОЙ ЭФФЕКТИВНОСТИ АВТОМАТИЗАЦИИ ПРОЦЕССОВ СБОРА ОТЧЕТНОСТИ ПРИ ОПТИМИЗАЦИИ ОБОРУДОВАНИЯ НА СЕТИ ДОСТУПА АО «КАЗАХТЕЛЕКОМ» “

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Аннотация

Объектом исследования являются некоторые аспекты экономической эффективности автоматизации процессов сбора отчетности при оптимизации оборудования на сети доступа АО «Казакхтелеком». Несмотря на то, что структура рынка связи и телекоммуникаций республики за последние годы существенно изменилась в лучшую сторону, развитие различных сегментов отрасли имеет разноплановые закономерности, формирующие вполне определенные тренды, определяющие перспективу их развития. В этой связи проводился анализ состояния сети доступа АО «Казакхтелеком», идентификация типа повреждений, выявлялись влияния состояния коммутационного оборудования на статистику повреждений и закономерности ее развития. Как научный инструментальный решения поставленной в статье задачи использовалась совокупность методов статистического и аналитического анализа, на базе которых обосновываются и иллюстрируются основные положения анализа, проблемы и тенденции развития. Следует отметить, что рынок информационно коммуникационных услуг Республики Казахстан характеризуется государственным присутствием, сущность которого проявляется как в использовании инструментов, формирующих структурные и технологические сдвиги в развитии отраслей рынка, так и поддержке его развития по приоритетным направлениям, определяющим конкурентоспособность рынка государства в целом. Развитие рынка сопровождается появлением на нем новых игроков из технологического сектора, и, как следствие, рост конкуренции за потребителя через расширение спектра услуг, повышение их качества и ценовую политику. Как следствие конкуренции, в сфере телекоммуникационных услуг республики сформировался пул ведущих операторов, деятельность которых уже выходит за пределы национальных рамок. Вместе с тем, по-прежнему, необходимо совершенствование инфраструктуры отрасли, для которой характерно доминирование аналоговой системы передачи данных и неразвитость цифровой и спутниковой инфраструктуры. Это, в свою очередь, потребует и от операторов и государства модернизации существующей телекоммуникационной инфраструктуры как одного из важных факторов вхождения Казахстана в глобальное информационное пространство.

Основной текст:

Телеком инфраструктура – двигатель экономики, есть потребность в Большого бизнеса в надежном партнере с сетью, готовой к развитию новых технологий и решений и Казакхтелеком направлен на организацию сети на магистральном уровне к новым решениям, а так же на развитие альтернативных маршрутов, предлагать новые решения для бизнеса и клиентов. Для соответствия ожиданиям клиентов по скорости доступа, а так же разумного распределения ресурсов, Компанией проводятся работы по реконструкция сети через дедубликацию медной и FTTx инфраструктуры в многоквартирном секторе городов, вывод медных линий ввиду перехода на беспроводные технологии в селе. В рамках данного направления компанией проводятся работы по оптимизации сети Общества, где производится переключение существующих абонентов которые получали услуги Казакхтелекома по медным линиям связи

со скоростью 5 Мбит/с на технологию GPON, что позволяет увеличить скорость интернета до 500 Мбит/с.

Данный пункт охвачен в стратегии развития АО «Казахтелеком» на 2023 -2032 гг., который является портфелем и включает в себя программы, связанную с ними операционную работу, которые реализуются для достижения конкретной стратегии бизнес-цели, таковыми в стратегии компании на 2023-2032г.г. являются 4 направления: Jaqyn, Birlik, Alau, Orken.

Компанией разработан проект «Газарту», основная цель проекта заключается в реконструкции дублирующих медных сетей и постепенном переключении клиентской базы на оптоволокно. Общая протяженность медных сетей по республике превышает 137 тыс. км, где часть магистрали «соседствует» с уже проложенными оптическими линиями. Таким образом, клиентам доступны услуги по обеим технологиям, при этом оптические сети обладают большей пропускной способностью, что позволяет передавать большие объемы данных одновременно. Это особенно важно, когда все большее количество людей использует интернет для работы, обучения и развлечений. Другим преимуществом оптических сетей является их стабильная работа – они менее подвержены электромагнитным помехам, что гарантирует более надежное подключение к интернету и стабильную передачу данных.

Представим ситуацию, где сосредоточенность исключительно на той нише на которой существует АО «Казахтелеком», предоставление услуг телекоммуникации, и непосредственно конкурентах вынудит непрестанно бороться за то, чтобы предоставлять услуги по самой низкой цене или с максимальным объемом контента. Тогда компания должна постоянно сокращать свою норму прибыли или регулярно добавлять новые возможности и предложения, ну эта же ситуация может быть и наших конкурентов. Что наши конкуренты делают то же самое и нам придется все начинать с начала.

В условиях такой практически непрерывной, жесткой конкуренции может сформироваться крайне неблагоприятная динамика, вследствие которой значительно сокращается капитал, необходимый для внедрения инноваций в работу. А что еще хуже таким образом можно упустить возможность привлечения значительное количество новых клиентов.

Возникновение такой опасной ситуации, связанной со стремлением либо снижать цены, либо выделиться среди конкурентов на одном и том же рынке, описывается в книге «Стратегия голубого океана». Где описывается, что стратегия голубого океана – это стремление одновременно дифференцировать свой бизнес и обеспечить низкие цены, чтобы завоевать новое рыночное пространство и создать новый спрос. Чтобы наши услуги были успешными, нам необходимо предлагать принципиально новую услугу. Вместо того, чтобы превзойти своих конкурентов в плане цен и услуг, нам необходимо пересмотреть наше нынешнее коммерческое предложение и улучшить его, чтобы «создать и покорить неосвоенные рыночные пространства, где отсутствует конкуренция».

Введение и задачи:

В конце 80-х годов прошлого века, тогда, когда в некоторых странах начали разворачивать сотовые сети первого поколения, появился некий тезис о том, что проводная телефония — архаика, и с легкой руки его авторов, начался обратный отсчет для нее. Но прошло почти 40 лет, а «архаика» все еще продолжает жить. И более того, успешно трансформировалась в «цифровую», обрастая новыми возможностями.

К слову, первая телефонная станция в Казахстане появилась в Петропавловске в 1909 году. Тогда это лишь несколько десятков абонентов. Сейчас в Казахстане почти 27 млн абонентских контрактов для мобильных и фиксированных сетей.

Обзор современной литературы

Согласно В.Чан Ким и Рене Моборн, авторам книги «Стратегия голубого океана», алые океаны – это уже существующие рыночные пространства, в которых мы, компания АО «Казахтелеком» уже работает. И есть у нас конкуренты. Алый цвет означает что на этом рынке есть предприятия, компании которые работают и конкурируют между собой, в следствии чего, среда «кравоточит». Голубой океан – это рынок, который принадлежит нам, поскольку голубые океаны состоят из отраслей, которые начнут существовать только когда им удастся создать(и удовлетворить) новый спрос. Здесь необходимо обратить внимание на термин «спрос», так как главная особенность голубых океанов, в том, чтобы быть в голубом океане не обязательно изобретать новую продукцию или услугу, а способность удовлетворить определенную, а может и нестандартную потребность клиента. В нашем случае абонента. Таким же голубым океаном для АО «Казахтелеком» могут стать абоненты к которым мы будем предоставлять услуги по оптическим линиям связи в замен медным. Существующим абонентам, пользователям услуги АО «Казахтелеком», на медных линиях связи предоставлялись услуги с низкой скоростью и качеством, это был наш Алый океан, где конкуренты могли увести наших клиентов за менее низкую цену. Но если мы на существующем рынке заменим медные линии на оптические, переключим существующих абонентов на новые тарифные планы, так как по оптическим линиям связи предоставляемая скорость выше, качество лучше и с меньшими повреждениями, то есть абонентам не придется по несколько раз вызывать мастера для устранения повреждения. Вот что может послужить увеличением прибыли компании. Абоненты некогда отказавшиеся от услуг АО «Казахтелеком», в пользу нашим конкурентам, которые так же являются нашими провайдером, и мы знаем качество связи предоставляемые ими, после замены медных линий связи на оптические вернуться к нам. Так как к вышеупомянутым положительным эффектам дополняются скорость устранения повреждений. Повреждений на оптических линиях связи маленькое количество, но время устранения установлено в течении 12 часов. То есть работники компании заинтересованы в кратчайшие сроки устранить повреждение. За устранение повреждений в кратчайшие сроки компанией предусмотрено поощрение. Ну и новые абоненты.

В современном мире, где есть потребность в онлайн телевидении, работа в онлайн формате, где есть необходимость работы в режиме реального времени в программах комплексах и приложениях, развито взаимодействие по видеосвязи, онлайн игры и киберспорт, что требует высокоскоростного интернета, поддерживание медных сетей невозможен, и вывод его из эксплуатации это вопрос времени. Чем раньше АО «Казахтелеком» заменит медь на оптику, а где нет сетей телекоммуникации проведет оптику, тем быстрее будет захват рынка. Это и есть переход с алого океана в голубой. Понятно что расходы большие, но таким компаниям как наша, с многолетней историей, некогда медлить. Давайте рассмотрим ситуацию на основе SWAT анализа (таблица 1).

Strengths (Сильные стороны): <ul style="list-style-type: none">• Транспортная сеть, проходящая по всей территории РК, обеспеченная необходимой телекоммуникационной инфраструктурой;	Weaknesses (Слабые стороны): <ul style="list-style-type: none">• низкая скорость доступа к Интернету на медных линиях, что не удовлетворяет потребности клиентов в высокоскоростном доступе к Интернету;
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<ul style="list-style-type: none"> • технологическое лидерство в зоне конкуренции (многоквартирный сектор крупных городов); • большая клиентская база; • финансовая стабильность, высокая рентабельность бизнеса; • высококвалифицированный штат, обладающий большим опытом эксплуатации телекоммуникационного оборудования. • широкий спектр услуг; • не копируемое позиционирование на рынке B2C 	<ul style="list-style-type: none"> • отсутствие новых технологий и инновационных продуктов, что может привести к потере конкурентных позиций; • бюрократия. Сложная и недоступная структура управления и проведение закупочных процедур, что затрудняет принятие оперативных решений и быстрого развития; • разбросанность абонентской базы. Значительная часть базы находится в сельских населенных пунктах; • устаревшая инфраструктура требует большого внимания и процессов оптимизации, перевода существующих клиентов на другие, альтернативные технологии; • слабая обратная связь с клиентом, что негативно сказывается на качестве сервиса; • устаревшее терминальное оборудование и зависимость от производителя оптического оборудования сети доступа; • долгий time-to-market
<p>Opportunities (Возможности):</p> <ul style="list-style-type: none"> • быстрый рост рынка телекоммуникаций в Казахстане, что может привести к увеличению спроса на услуги компании; • необходимость перехода на оптоволоконные сети для удовлетворения потребностей клиентов в высокоскоростном доступе к Интернету; • развитие новых технологий и инновационных продуктов для увеличения конкурентных позиций компании; - тренды цифровизации экономики и образования; - извлечение синергии от взаимодействия с мобильными операторами; инвестиции в инновационные технологии для сохранения технологического лидерства; 	<p>Threats (Угрозы):</p> <ul style="list-style-type: none"> • Конкуренция на рынке телекоммуникаций в Казахстане со стороны других крупных игроков, что может привести к снижению доли рынка; • Потеря клиентов из-за низкой скорости доступа к Интернету на медных линиях; • Регуляторные риски, такие как изменение правительственной политики и законодательства, которые могут привести к ограничению деятельности компании; - замещение фиксированных услуг услугами моб связи; - активные капиталовложения со стороны конкурентов; - популяризация товаров-заменителей (в частности ТВ)

<ul style="list-style-type: none"> • диверсификация бизнеса и вхождение в смежные отрасли 	<ul style="list-style-type: none"> - снижение платежеспособного спроса; - рост издержек вследствие снижения валютного курса; ужесточение фискальной политики
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То есть голубой океан представляет с собой среду с высоким уровнем инновации, в которой предлагаются услуги, имеющие поистине уникальную ценность для новых рыночных пространств и являющиеся результатом новаторства и экспериментов. Однако, важно помнить что суть концепции голубого океана заключается не в изобретении совершенно нового продукта или услуги, или разработке оригинальной идеи только лишь для того, чтобы обойти конкурентов. Скорее суть в том, чтобы предложить что-то новое используя и преобразив то, что у вас уже есть.

Выход в голубой океан для АО «Казахтелеком» поможет предлагать своим абонентам эффективные, ранее не использовавшиеся решения новых, нерешенных задач, благодаря чему наша клиентская база, скорее всего, увеличится или изменится, пополнившись не только абонентами, на привлечение которых уже направлены силы, но и новыми клиентами.

В той же книге «Стратегия голубого океана» авторы В.Чан Ким и Рене Моборн предлагают тактический подход ERRC (Eliminate, Raice, Reduce, Create). То есть разложить свой бизнес по следующим критериям Устарение, Усовершенствование, Сокращение, Создание (таблица 2).

Таблица 2 – ERRC (Eliminate, Raice, Reduce, Create) АО «Казахтелеком»

Eliminate- Устарение	Raice - Усовершенствовать
<ul style="list-style-type: none"> • вывод из эксплуатации использование медных линий связи; • оптимизировать марольно-физический устаревшее оборудования с поддержкой технологии TDM; 	<ul style="list-style-type: none"> • усовершенствовать оборудование NGN; • формы отчетности по существующим коммутационным оборудованием с привязкой к физическому адресу высвобождаемого помещения; •
Reduce - Сокращение	Create - Создание
<ul style="list-style-type: none"> • сократить расходов на закуп медных линий связи; • сократить арендуемые площади за счет оптимизации старого оборудования; • сократить затраты на содержания помещений где располагаются оборудования; 	<ul style="list-style-type: none"> • на основе имеющихся данных совместно с другими филиалами создать форму отчетности в Дашборд; • единую платформу где прослеживалось бы реальная картина на сети доступа по оптимизированным оборудованям

Чтобы оптимизировать стоимость услуг и вместе с тем, дифференцировать их, важно уделять внимание всем четырем аспектам: устранению, сокращению, усовершенствованию и созиданию. Не смотря на то что многие компании, посчитают что стратегия голубого океана в том, чтобы создать или разработать новый продукт, услугу или новый бизнес-возможность, не

менее важно знать и то, что какие отраслевые факторы являются лишними и от которых нужно избавиться.

Методология исследования и инструменты сбора данных;

Сбор и анализ данных имеет важное значение для управления доходами и расходами компании и ответственности перед обществом. Когда необходимо извлечь большие объемы данных, сбор данных вручную занимает чрезвычайно много времени.

Существующей задачей для сети доступа является использование технологий для эффективного сбора и анализа данных. Целью этого проекта было повышение эффективности анализа и отчетности о данных об оптимизации проводимых на сети доступа за счет автоматизации ручного извлечения данных.

Был проведен опрос с помощью анкетирования, где исполнители с разных регионов республики и подразделений, не смотря на различные виды работ но тем или иным способом вовлечены в проект по оптимизации сети, отвечали на вопросы касаемые заполняемых и/или предоставляемых отчетов. Так, группу из 60 работников компании занимающиеся непосредственно подготовкой и анализом отчетов по средствам обучающего приложения Kahood был произведен опрос. Проработали небольшой перечень простых для понимания вопросов относительно отчетов и цифровизации данных, таких как:

1. как часто вам приходится заполнять отчеты?
2. какого рода отчетностями вам приходится работать?
3. сколько времени в день затрачивается на заполнения отчетов?
4. вы анализируете данные предоставленные в отчетах?
5. сколько времени затрачивается на анализ отчетов?
6. возможно ли допущение ошибок в заполнении данных при формировании отчетов?
7. вероятность допущения ошибок при анализе данных отчетов?
8. есть возможность оцифровать процесс предоставления отчетов?
9. есть возможность оцифровать процесс заполнения отчетов?
10. как часто вы работаете в ПК Qlick Sence?

По итогам опроса 82% респондентов заполняют занимаются заполнением данных в отчетах, из них 56% на еженедельной основе, 60% затрачивают более 1 часа времени на заполнение данных в отчетах, не смотря на это 20% признают возможность допущения ошибок(человеческий фактор), а вот 75% всего опрошенных работников так же работают в ПК Qlick Sence и используют в своей работе и отображение данных отчетности в визуализированном виде способствует положительному анализу работы сети доступа.

По итогам анкетирования выявлено что работники компании затрачивают на различные виды отчетности около 50 часов в месяц. Учитывая основные данные вводятся ручным способом, то закономерно и возможность допущения ошибок в данных или их не соответствия. Для проверки предоставленных данных затрачиваются дополнительные ресурсы. Так же временные ресурсы затрачиваются на сопоставление данных для визуализации общей картины по состоянию сети доступа в результате выполненных работ по оптимизации или модернизации сети доступа. Так же затруднен расчет предполагаемых затрат и доходов общества.

Предполагаемая в диссертационной работе экономия времени персонала составляет более 50 часов в месяц, инструмент для анализа больших данных и на основе анализа данных прогнозирование будущих затрат, доходов, и как следствие выполнение стратегических планов в целом компании.

По завершению проекта описанной в диссертационной работе, можно будет извлекать отдельные точки данных для использования в информационной панели - Дашборд, сводках Дивизионов компании и отчетах о прибылях и убытках.

Самой большой проблемой предполагается разделение большого объема работ на управляемые этапы. Следующим шагом является получение данных из отчетов предоставляемых филиалами. Оптимизация сбора и эффективности анализа данных имеет важное значение для будущего сети доступа.

В частности, предлагаемая визуализация отчетных данных позволит оптимизировать все более и более сложные экономические условия, в которых можно совместно автоматизировать множество различных видов деятельности.

Примером является существующий отчет в ПК Qlick Sence где отражены коммутационные станции с монтированной и задействованной емкостью, к данному отчету благодаря команде BigData была подтянута данные по физическим адресам тех же коммутационного оборудования. Теперь можно в реальном времени следить за количеством оставшихся абонентов и при минимальном значении предложить высвободить то или иное оборудование с целью использования его в районных центрах, селах. Но в данном отчете необходимо добавить данные по площади высвобождаемого помещения при демонтаже оборудования и здесь же отразить рыночную стоимость при сдаче помещения или продаже. При демонтаже коммутационного оборудования он должен исчезнуть с дашборда, при подключении его в другом СНП так же отражаться. По мере подключения к данному оборудованию абонентов увеличиваться и задействованная емкость. Для расчета экономической эффективности с точки зрения предоставляемых услуг компании своим абонентом в предлагаемом в диссертационной работе Дашборде необходимо отразить стоимость услуг. То есть при анализе данных руководство компании может определить сколько стоит та или иная услуга и если абонент перешел из одного тарифа на другой то и отражаться разница услуг в цене. Тем самым мы можем проанализировать сколько дохода приносит абоненты и спрогнозировать предполагаемый доход. Так же появится возможность планировать закуп того или иного оборудования, на основе данных по коммутационному оборудованию. Какой срок службы, какая амортизация основных средств, остаточная стоимость и так же предполагаемые затраты при выходе из строя. Так же экономию затрат на закуп запасных частей, дополнительных лицензии для предоставления телекоммуникационных услуг.

Анализ данных с применением критического мышления и обсуждения;

Две главных категории воздействий — это факторы среды предприятия и активы процессов организации. Источником факторов среды предприятия является внешняя по отношению к проекту и часто внешняя по отношению к организации среда. Факторы среды предприятия могут оказывать воздействие на уровне организации, портфеля, программы или проекта. То есть, на уровне организации эффективность процессов будет в том, что руководство компании в режиме реального времени может следить за ситуацией в компании, где и сколько было оптимизированного оборудования, сколько высвободилось арендуемого помещения, и какое количество медного кабеля было демонтировано. Как итог сколько в денежном эквиваленте компания перестала платить арендную плату, а значит сэкономила затраты, за какую сумму было продано кабельное хозяйство, а значит сколько прибыли принесли демонтаж кабельного лома. Какое количество абонентов переключились с медной линии связи на оптические, а значит сколько абонентам было предоставлено качественные

услуги связи с изменением тарифных планов, UPSALE. То есть и здесь руководители компании увидят прибыль в денежном эквиваленте.

Активы процессов организации являются внутренними по отношению к организации. Их источником может быть сама организация, портфель, программа, другой проект или их сочетание. По данному критерию тему диссертационной работы раскроет то что, сократится количество предоставляемых ручным способом отчетности, то есть экономия трудовых ресурсов, и уменьшение возможных ошибок допускаемых человеком. Сокращение времени предоставления отчетов. То есть данные обновляются раз в неделю вместо ежеквартальной отчетности.

Объем и ограничения исследования

Предлагаемые аспекты экономической эффективности процессов сбора отчетности при оптимизации оборудования на сети доступа соответствует стратегии компании, где сформулирована четкая концепция предоставления услуг, планирование и управление продуктовыми предложениями компании. Эффективность автоматизации процессов сбора отчетности так же позволит сотрудникам сосредоточиться на стратегических целях компании и избавиться от рутинной работы, что в свою очередь послужила бы повышению их мотивации и уровня удовлетворенности.

Обширная инфраструктура компании, которая охватывает сети передачи данных, кабельные и оптоволоконные сети и огромное количество телекоммуникационных объектов по республике позволяет предоставлять широкий ассортимент услуг связи. Для предоставления современных услуг в информационных технологиях Компания на постоянной основе занимается внедрением новых инновационных решений в области телекоммуникации. Благодаря непрерывному усовершенствованию технологий, оптимизации процессов АО «Казахтелеком» предоставляет широкий спектр услуг для бизнеса, для государственных организация, и структур такие как облачные решения, центры обработки данных и т.д.

Подведение итогов, выводы и рекомендации

В этой работе рассматриваются некоторые аспекты экономической эффективности при предоставлении отчетности в результате работ оптимизации сети доступа, позволяющий:

- I. Разработать метод анализа отчетности, который обеспечит разумное решение при выборе данных в программно-конфигурируемых сетях.
- II. Определить точки развития при формировании единого Дашборда с данными реального времени
- III. Прогнозирование состояния потока на основе состояния сети
- IV. Методы управления потоком данных и их влияние на экономическую эффективность

Существующие формы отчетности в телекоммуникационных сетях были сосредоточены локально, то есть каждый филиал вел свою отчетность и не было возможности анализировать данные на одной площадке. В общем, требуется метод, создающий набор формул, позволяющих количественно оценить влияние ключевых показателей эффективности (например, количество оптимизированного оборудования, количество монтированной и задействованной емкости как абонентов телефонии, так и абонентов ПД, объем потребляемой электро энергии, площади высвобождаемого оборудования в следствии вывода из эксплуатации оборудования и демонтажа ее, так о количестве линейно – кабельного хозяйства. В предлагаемом методе анализа так же нужно учитывать изменение тарифов при переключении абонента с медной сети на оптические и расчет Upsale к существующим абонентам, доходы от новых абонентов в зоне покрытия оптической линией связи. Однако, ни один из этих методов

не может удовлетворить требованиям масштабируемости и количественно оценить влияние вышеперечисленных показателей в результате проделанной работы. Недавние исследования были сосредоточены на использовании последних достижений в области технологий больших данных для реализации корреляции в телекоммуникационных сетях самообучающаяся оптимизация программно-конфигурируемой сети. Хотя эти усилия продемонстрировали способность кластеризовать ошибки и поддерживать очень большие наборы данных, алгоритмы больших данных еще не использовались для расчета экономической эффективности работ по оптимизации сети доступа, необходимых для информацией меняющейся по завершению или в процессе оптимизации.

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АННОТАЦИЯ

В условиях стремительного технологического прогресса и постоянно изменяющейся бизнес-среды, успешное управление активами компании становится важнейшим фактором ее развития. В данной статье рассматриваются основные проблемы, с которыми организации сталкиваются в управлении своими активами, и предлагаются возможные стратегии их решения в современном мире. Гипотеза исследования направлена на изучение управления активами компании "Казахтелеком" и возможных путей решения основных проблем, с которыми сталкивается организация в настоящее время. В основе исследования лежат данные и информация, полученные из анализа проблем и способов их решения в управлении активами "Казахтелеком" в современных условиях. Методы анализа и синтеза информации, обзор литературы, анализ статистических данных и экспертные оценки использовались для проведения исследования. Результаты выявили проблемы, такие как неэффективное использование площадей, несвоевременное обслуживание и ремонт активов, управление документацией и учет активов. Предложены пути их решения, такие как внедрение современных IT-решений, оптимизация пространства, эффективное финансирование обслуживания и централизация документации.

1. ВВЕДЕНИЕ

Управление активами компании является фундаментальным аспектом успешного функционирования в современном бизнес-мире. В условиях стремительных изменений, которые характерны для современной экономики, компании вынуждены постоянно адаптироваться, оптимизировать свою деятельность и управлять своими активами с максимальной эффективностью. В этом контексте, исследование управления активами компании приобретает особую актуальность.

Управление активами охватывает важные аспекты, такие как управление физическими активами, финансовыми ресурсами, информацией и технологиями. Эффективное управление активами позволяет компании обеспечивать стабильность, устойчивость и конкурентоспособность на рынке. Оптимальное использование активов позволяет снизить издержки, увеличить прибыль и обеспечить долгосрочное развитие компании. В то же время, неэффективное управление активами может привести к финансовым убыткам, росту издержек и потере конкурентных преимуществ.

Целью данной статьи является анализ системы управления активами в современных компаниях, с особым акцентом на телекоммуникационной отрасли. Мы стремимся выявить проблемы и вызовы, с которыми сталкиваются компании, и предложить пути их решения.

Основные задачи исследования включают:

- Анализ теоретических основ управления активами и их применимость к современным компаниям.
- Исследование опыта эффективного управления активами в мировой практике с целью выявления передовых методов и практик.
- Анализ компании "Казахтелеком", включая исторический обзор, структуру активов, финансовые показатели и существующие методы управления активами.

- Выявление проблем в управлении активами "Казакхтелеком" и оценка их последствий.
 - Предложение рекомендаций и путей улучшения системы управления активами для "Казакхтелеком" и других компаний в современном мире.
- Таким образом, исследование управления активами имеет большое значение для повышения эффективности деятельности компаний и их способности к адаптации в современной бизнес-среде. В этой статье мы представим анализ и рекомендации, которые помогут компаниям справиться с вызовами управления активами в современном мире.

2. ТЕОРЕТИЧЕСКИЕ ОСНОВЫ УПРАВЛЕНИЯ АКТИВАМИ

В данном разделе мы проанализируем теоретические аспекты управления активами как в мировой практике, так и в контексте телекоммуникационной отрасли.

Мировая практика предлагает богатый опыт управления активами в различных секторах бизнеса. Исследование, проведенное Maletic³ и коллегами в 2018 году, демонстрирует, что практики управления физическими активами содействуют устойчивой производительности организаций. Это подчеркивает важность управления активами для достижения желаемых результатов в разнообразных сферах. Также статья предоставляет концептуализацию управления активами через четыре ключевых компонента: управление рисками физических активов, оценку производительности физических активов, управление жизненным циклом физических активов и разработку политики и стратегии физических активов. Эти аспекты играют значительную роль в оптимизации расходов, повышении производительности и управлении рисками, связанными с активами. Методологические и концептуальные основы, представленные в этой статье, служат важными элементами при разработке стратегии управления активами [1,2,3].

Телекоммуникационная отрасль представляет особый контекст для управления активами. Высокая сложность и интенсивная конкуренция в данной сфере требуют специфических методов управления активами. Особенности управления физическими активами в телекоммуникационной отрасли могут включать в себя оптимизацию использования сетей и оборудования, управление жизненным циклом технических ресурсов, а также учет особенностей рынка и потребительских запросов [4,5].

В этом разделе статьи также рассматривается опыт эффективного управления активами в мировой практике и его применимость к контексту Республики Беларусь. В современном мире различные страны активно разрабатывают и внедряют новые методы и технологии управления недвижимостью и другими видами активов. В данном контексте, Соединенные Штаты привлекают внимание своим независимым агентством GSA, которое играет важную роль в сокращении расходов налогоплательщиков за счет более эффективного использования государственных активов. Применяемые практики, такие как Total Workplace и переход на телеработу, способствуют оптимизации использования рабочих площадей и уменьшению потребности в недвижимости. Эти методы, взятые на вооружение и адаптированные к местным условиям, могут успешно применяться в государственных организациях Республики Беларусь, что позволит сэкономить бюджетные средства и оптимизировать управление активами [6,7]. Исследователи, такие как Гореванова, Кисляков и Шавров (2015), предлагают ценные рекомендации для улучшения управления активами в Республике Беларусь. Одной из таких рекомендаций является передача функций по управлению неиспользуемыми активами местным органам власти. Это позволит более эффективно использовать и управлять активами на местном уровне. Также, оптимизация рабочих пространств и переход на телеработу для сотрудников могут способствовать более эффективному управлению государственными активами. Эти шаги не только сэкономят средства, но также сделают работу государственных

организаций более гибкой и адаптивной к современным вызовам [7]. Итак, мировой опыт и анализ лучших практик в управлении активами предоставляют важные уроки и рекомендации для Республики Беларусь. Применение мировых методов и технологий в управлении активами внутри страны может способствовать оптимизации использования государственных активов в интересах налогоплательщиков и общества в целом.

Далее подробно рассматриваемая теоретические основы эффективного управления физическими активами в телекоммуникационной отрасли. Телекоммуникации занимают ключевое положение в современном мире, обеспечивая связь и передачу данных на глобальном уровне. В этом контексте правильное управление физическими активами, такими как сети, оборудование и инфраструктура, становится критически важным для обеспечения качественных телекоммуникационных услуг [8,9].

Рассмотрены ключевые аспекты управления физическими активами, включая их планирование, мониторинг, обслуживание и обновление. Следует подчеркнуть, что многие телекоммуникационные активы обладают длительным жизненным циклом, и их управление требует долгосрочной перспективы и стратегии. Особое внимание уделено следующим особенностям, присущим телекоммуникационной отрасли:

- Быстрое развитие технологий: Телекоммуникационная индустрия характеризуется стремительным развитием технологий, и управление активами должно учитывать этот динамичный процесс.

- Повышенная конкуренция: Индустрия телекоммуникаций является одной из наиболее конкурентных, и управление активами помогает компаниям эффективно сопротивляться конкуренции.

- Высокие требования к качеству обслуживания: Телекоммуникационные услуги подразумевают высокие стандарты качества, и управление активами способствует обеспечению надежной работы сетей и оборудования [10,11].

В разделе также освещается влияние цифровой трансформации на управление физическими активами в телекоммуникационной отрасли. С ускоренным развитием цифровых технологий, традиционные методы управления активами сталкиваются с новыми вызовами и возможностями. Цифровизация позволяет более эффективно мониторить и управлять активами, а также предоставляет новые инструменты для оптимизации процессов [12].

В заключении данного раздела подчеркивается, что управление физическими активами в телекоммуникационной отрасли представляет собой сложную и динамичную область. Для успешной адаптации к быстро меняющимся условиям в этой индустрии необходимо обращать постоянное внимание к инновациям и развитию. Эффективное управление физическими активами позволяет компаниям в телекоммуникационной сфере не только оставаться конкурентоспособными, но и предоставлять высококачественные услуги в мире телекоммуникаций.

3. АНАЛИЗ КОМПАНИИ "КАЗАХТЕЛЕКОМ"

История компании "Казакхтелеком" тесно связана с развитием телекоммуникационной отрасли Казахстана. Значительным шагом на этом пути стала идея создания национальной телекоммуникационной компании, аналогичной успешным предприятиям в других странах мира. Это стремление позволило организовать отрасль, учитывая современные рыночные условия и инновационные технологии. В итоге, 17 июня 1994 года стала датой основания национальной телекоммуникационной компании – Акционерного общества "Казакхтелеком". Этот шаг стал важным моментом в развитии телекоммуникаций в Казахстане, и с тех пор

компания "Казакхтелеком" стала неотъемлемой частью телекоммуникационной индустрии страны [14].

За долгие годы своей истории "Казакхтелеком" продолжала развиваться, адаптироваться к изменяющимся рыночным условиям и внедрять современные технологии. Компания предоставляет важные услуги связи и играет существенную роль в экономике и обществе Казахстана. "Казакхтелеком" стала неотъемлемой частью повседневной жизни граждан и бизнеса, обеспечивая их связью и доступом к информации.

Основой деятельности "Казакхтелеком" является обширная инфраструктура телекоммуникаций, которая включает в себя сети, оборудование, и другие активы. Эти физические активы охватывают территорию всей страны и обеспечивают высококачественные телекоммуникационные услуги для клиентов [14].

"Казакхтелеком" как ключевой участник телекоммуникационной отрасли Казахстана, сумела добиться значительного финансового успеха. Финансовые показатели компании свидетельствуют о ее финансовой устойчивости и способности инвестировать в развитие сетей и технологий для удовлетворения растущего спроса на телекоммуникационные услуги.

"Казакхтелеком" добилась успеха в управлении своими активами благодаря применению современных методов управления активами. Это включает в себя планирование, мониторинг, обслуживание и модернизацию активов. Такие методы позволили компании эффективно управлять своей инфраструктурой и обеспечивать качественные услуги клиентам. "Казакхтелеком" постоянно адаптируется к новым технологиям и рыночным условиям, что позволяет ей оставаться одним из ведущих провайдеров телекоммуникаций в регионе [14].

4. ПРОБЛЕМЫ В УПРАВЛЕНИИ АКТИВАМИ «КАЗАХТЕЛЕКОМ»

В анализе существующих методов управления активами в компании АО "Казакхтелеком" выявляются несколько ключевых проблем и вызовов. Во-первых, компания пока не располагает полноценной автоматизированной системой учета активов, особенно объектов недвижимости. Данные хранятся в разрозненных файлах формата Excel, что усложняет их структурирование и аналитическую обработку. Попытки использования системы SAP для учета недвижимости сталкиваются с трудностями, так как ее интерфейс не оптимизирован для данной задачи. Даже введение информационной системы в 2022 году, хоть и с более удобным интерфейсом, не решает проблемы полной интеграции с SAP, что требует дальнейших исследований в 2024 году.

Во-вторых, компания неэффективно использует и распределяет площади своих активов. Отсутствие установленных норм площадей на единицу работников приводит к неоптимальному распределению рабочих мест. Филиалы компании не проявляют интереса к оптимизации использования площадей, что требует внимания и мотивации со стороны управления. Важно также отметить наличие спроса на аренду площадей сторонними организациями, что создает коммерческие возможности.

Третья проблема связана с неэффективным и несвоевременным обслуживанием активов. Процессы планирования и закупок оказываются слишком длительными, что замедляет реагирование на необходимость ремонта. Даже аварийный ремонт занимает слишком много времени. Ежегодный бюджет на ремонт не соответствует объему амортизации недвижимости, что приводит к недостаточному уровню проводимых работ. В результате, большинство зданий не соответствует современным требованиям дизайна, санитарным нормам и нормам пожарной безопасности.

Четвертая проблема связана с текущим состоянием документации. В настоящее время компания активно работает над организацией централизованного электронного архива для

хранения правоустанавливающих документов. Это улучшение позволит обеспечить более быстрый доступ к информации, уменьшить объем бумажной документации и усилить защиту данных.

Пятым аспектом, который необходимо выделить, является переход к целевой модели управления. Компания "Казахтелеком" выделила категории объектов недвижимости, что позволит определить приоритеты в их развитии. Эта классификация будет служить основой для целевой модели управления, что является ключевым шагом в оптимизации управления активами.

В целом, анализ существующих методов управления активами подчеркивает необходимость внедрения автоматизированных систем, усовершенствования процессов использования и обслуживания площадей, а также улучшения учета и документации. Эти шаги позволят компании более эффективно управлять своими активами и обеспечивать их долгосрочную устойчивость.

В разделе, посвященном путям решения проблем и улучшению управления активами в компании "Казахтелеком", рассматриваются рекомендации и примеры успешных практик. Первым шагом для улучшения управления активами в компании "Казахтелеком" является внедрение современной автоматизированной системы учета активов. Такая система позволит компании более эффективно управлять данными об активах, обеспечивая доступность, точность и актуальность информации. Интеграция существующей системы SAP с специализированным программным обеспечением для учета недвижимости станет ключевым шагом в этом направлении. Это упростит процессы мониторинга, планирования и обслуживания активов.

Вторым важным аспектом является разработка норм площадей на единицу работников, что позволит более эффективно использовать и распределять рабочие площади. Для мотивации филиалов компании к оптимизации площадей можно ввести систему поощрения и бонусов на основе достижения результатов в данной области. Существующий спрос на аренду площадей также предоставляет возможности для коммерческого использования.

Третьей важной рекомендацией является улучшение процессов обслуживания активов. Необходимо сократить время, необходимое для реагирования на неисправности и проведения ремонтных работ. Для этого следует оптимизировать процессы планирования и закупок, а также увеличить бюджет на регулярный и аварийный ремонт. Это поможет поддерживать активы в хорошем состоянии, соответствующем современным стандартам.

Четвертой важной рекомендацией является дальнейшее усовершенствование централизованного электронного архива для документации. Это поможет обеспечить более быстрый доступ к информации, снизить объем бумажной документации и укрепить защиту данных. Постоянное обновление и улучшение системы архивации станет неотъемлемой частью эффективного управления активами.

Следует также отметить, что для внедрения улучшений в управление активами, компания "Казахтелеком" может обратить внимание на успешные практики, применяемые в мировой практике. Например, подобные телекоммуникационные компании, как AT&T и Verizon, активно используют современные системы учета активов и интегрируют их с системами управления активами. Это позволяет им более эффективно мониторить состояние своей инфраструктуры и планировать обновления.

В области управления рабочими площадями, компания "KPMG" предлагает методологию по оптимизации использования офисных площадей, что может быть вдохновением для "Казахтелеком". Также, успешная практика использования облачных систем для учета и мониторинга активов применяется, например, компанией IBM.

Важно отметить, что каждая успешная практика требует адаптации к конкретным условиям и задачам компании "Казакхтелеком". Поэтому, перед внедрением, необходимо провести анализ и адаптацию принципов и методов под свои потребности и стратегические цели. Исходя из данных рекомендаций и анализа успешных практик, компания "Казакхтелеком" имеет все возможности для улучшения управления своими активами и обеспечения их долгосрочной устойчивости, что в свою очередь содействует развитию телекоммуникационной отрасли в Казахстане.

ЗАКЛЮЧЕНИЕ

В заключении исследования следует подвести итоги и подчеркнуть важность развития эффективных методов управления активами для будущего компании "Казакхтелеком" и других организаций в современном мире.

Суть проведенного исследования заключается в анализе и апробации методов управления активами в контексте компании "Казакхтелеком." Были рассмотрены исторические аспекты компании, структура ее активов, финансовые показатели, а также существующие проблемы и вызовы, с которыми сталкивается компания в управлении своими активами.

Важность эффективного управления активами в современном мире трудно переоценить. Компании, включая телекоммуникационные организации, сталкиваются с растущей сложностью и конкуренцией, а также необходимостью оптимизации затрат и повышения устойчивости. Управление активами позволяет компаниям более эффективно использовать свои ресурсы, обеспечивать долгосрочную устойчивость и успешно адаптироваться к меняющимся условиям.

В контексте "Казакхтелеком," результаты исследования выявили ряд проблем, связанных с отсутствием автоматизированной системы учета, неэффективным использованием рабочих площадей, несвоевременным обслуживанием активов и документацией. Однако, исследование также предоставило ценные рекомендации, как улучшить управление активами, включая внедрение современной системы учета, разработку норм площадей, оптимизацию процессов обслуживания и совершенствование электронного архива для документации.

В целом, развитие эффективных методов управления активами представляет собой ключевой аспект успешного функционирования компании "Казакхтелеком" и других организаций в современном мире. Путем улучшения управления активами, компании могут повысить свою конкурентоспособность, оптимизировать затраты и обеспечить более высокий уровень обслуживания клиентов. Для "Казакхтелеком" исследование стало отправной точкой для внедрения улучшений и обеспечения своей долгосрочной устойчивости в динамичной телекоммуникационной отрасли.

6. ВЫРАЖЕНИЕ ПРИЗНАТЕЛЬНОСТИ

В первую очередь, хочу выразить искреннюю благодарность руководителю за ценные наставления, постоянную поддержку и мудрые советы, которые сыграли ключевую роль в достижении поставленных целей. Также, неотъемлемая часть этого процесса — это благодарность коллегам и сотрудникам компании "Казакхтелеком" за предоставление необходимой информации и содействие в проведении исследования.

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“Недостатки централизованной структуры управления финансовыми операциями”

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В данной статье будут рассмотрены недостатки централизованной организационной структуры управления финансами, в частности бухгалтерией, будет рассмотрен вопрос эффективности финансовых общих центров обслуживания. Также будет рассмотрен опыт АО «Казахтелеком», оценена эффективность работы финансового ОЦО в компании.

Глобализация и постоянное развитие технологий предъявляют высокие требования к операционной гибкости и эффективности бизнес-структур. В этом контексте, грамотное управление финансовыми потоками и бухгалтерским учетом выступает фундаментальным фактором конкурентоспособности и устойчивого развития компаний.

История управления бухгалтерскими функциями открывает перспективу постоянных трансформаций, отражающих меняющийся характер бизнес-процессов. С начала промышленной революции и формирования первых крупных корпораций управление финансами и учетом было в центре внимания управленческих структур. В конце XX века, в ответ на возрастающую сложность глобализированного мира, многие организации укрепляли свои бухгалтерские функции путем централизации. Так компании пришли к практике создания общих центров обслуживания ожидая существенные экономические выгоды и упрощение управленческих процессов. Однако, с распространением цифровых технологий в начале XXI века, стало ясно, что подходы к управлению должны эволюционировать, чтобы оставаться в ногу со временем. Данная статья является частью этой эволюционной траектории, стремясь оценить актуальную роль децентрализации бухгалтерских функций в современной корпоративной стратегии.

Использование решений по централизации сервисных функций стало новым трендом существующих моделей управления холдингов. Крупнейшие коммерческие компании по миру стали организовывать общие центры обслуживания. Считается, что первые ОЦО появились в США во второй половине XX в., а их развитие пришлось на 1970–1980-е гг., когда объединенные центры обслуживания стали популярны также в Западной Европе. Однако, несмотря на их распространенность среди крупных компаний, эти центры сталкиваются с рядом критических недостатков, которые мы опишем ниже.

Гибкость является ключевым аспектом успешного бизнеса, однако ОЦО часто страдают от жесткости процессов и невозможности быстро адаптироваться к меняющимся условиям рынка и потребностям компании. Централизованные структуры создают бюрократические задержки, которые могут препятствовать инновациям и быстрому принятию решений.

Компании, использующие модель ОЦО, стремятся к стандартизации процессов для достижения эффективности и экономии затрат. Однако, эта стандартизация может привести к жесткости и снижению способности быстро реагировать на изменения в бизнес-среде или специфические требования отдельных подразделений компании.

В динамичной бизнес-среде компании сталкиваются с необходимостью быстрой адаптации к рыночным изменениям, новым требованиям законодательства, или технологическим инновациям. ОЦО из-за своей централизованной и стандартизированной

структуры часто не могут эффективно адаптироваться к этим изменениям, что может снижать конкурентоспособность и эффективность компании в целом.

Также как правило, в условиях централизованной структуры, процесс принятия решений может быть замедлен из-за необходимости координации между различными уровнями управления. Это может вести к задержкам в реализации важных инициатив или адаптации к новым условиям рынка.

Эти аспекты отсутствия гибкости в ОЦО подчеркивают важность баланса между стандартизацией и способностью к адаптации, что является ключевым для успешного функционирования в современной бизнес-среде.

Управление ОЦО включает сложности в координации между центральным офисом и местными подразделениями, что может привести к ошибкам и понижению качества услуг.

Также в структурах с ОЦО имеет место отрыв сотрудников бухгалтерии от основного производства. Бухгалтер на предприятии, кроме учетных функций, выполняет еще и контрольные. При выводе бухгалтеров из филиалов в ОЦО снижается контроль за своевременностью документирования хозяйственных операций.

Управление ОЦО включает координацию между различными подразделениями и регионами, что может быть сложно из-за географического разнообразия и различий в бизнес-процессах. Это часто приводит к увеличению административной нагрузки и затрудняет эффективное управление.

ОЦО, работающие в международном контексте, сталкиваются с трудностью соблюдения различных местных законодательных и налоговых требований. Это требует глубоких знаний и постоянного обновления информации о местных условиях, что может быть сложно для централизованной структуры.

В ОЦО могут часто возникать проблемы в коммуникации между центральным офисом и локальными подразделениями. Это может привести к недопониманию целей, стратегий и требований, что негативно сказывается на общей эффективности организации.

Эти управленческие проблемы подчеркивают важность внимательного подхода к управлению ОЦО, включая разработку четких коммуникационных стратегий, обеспечение соответствия местным требованиям и эффективное управление человеческими ресурсами.

Также в ОЦО часто встречаются проблемы с психологическим климатом в коллективе. Разрыв в коммуникации между центральным офисом и местными подразделениями может отрицательно сказаться на мотивации сотрудников, снижать уровень удовлетворенности и приверженности. Работа в ОЦО может создавать чувство неуверенности и беспокойства среди персонала. В больших, централизованных организациях сотрудники могут чувствовать себя лишенными возможности быть замеченными и оцененными за свой вклад, что снижает их мотивацию. Работа становится более монотонной, однообразной, а размер вознаграждения не зависит от результатов работы основной компании. В условиях ОЦО, где процессы и решения часто стандартизированы и диктуются из центрального офиса, сотрудники могут чувствовать недостаток контроля и участия в принятии решений, что снижает их вовлеченность и удовлетворенность работой. Разрыв в коммуникации между центральным офисом и местными подразделениями может создавать ощущение изоляции и недостаточного понимания корпоративных целей и стратегий среди местного персонала.

Эти факторы подчеркивают важность внимательного управления человеческими ресурсами и разработки стратегий для поддержания мотивации и морального духа сотрудников в условиях централизации функций в ОЦО.

Для глобальных компаний ОЦО могут стать источником проблем с соблюдением требований. Различия в законах, налоговых структурах и валютах разных стран могут стать

серьезной головной болью. Технологическая несовместимость между различными подразделениями бизнеса может потребовать дорогостоящих обновлений для перехода всех на одну платформу. Эффективность ОЦО сильно зависит от качества используемых информационных систем, технологическая несовместимость между различными подразделениями бизнеса может привести к дорогостоящим обновлениям и сбоям.

Также необходимо учитывать, что постоянное обновление и поддержка ИТ-инфраструктуры требуют значительных затрат. В условиях ограниченного бюджета это может быть серьезной проблемой для компании, использующей ОЦО.

Эти технологические ограничения требуют внимательного управления и планирования, чтобы минимизировать риски и обеспечить эффективность работы ОЦО.

Таким образом, можно выделить четыре группы проблем, к которым может привести централизованная организационная структура управления с использованием ОЦО:

1. Гибкость.
2. Контроль и координация.
3. Психологический климат.
4. Технологические ограничения.

Теперь рассмотрим эффективность внедрения централизованной структуры управления с созданием финансового общего центра обслуживания в АО «Казахтелеком», крупнейшей телекоммуникационной компании в Казахстане, несколько лет назад в рамках мероприятий по трансформации бизнеса принявшей решение о централизации бухгалтерских функций.

Для начала проанализируем экономический эффект от создания Финансового ОЦО. Для этого обратимся к результатам бенчмаркинга структуры затрат компании с другими отраслевыми компаниями по миру, проведенного AT Kearney, за 2017-2020 года.

Таблица 1. Отклонения затрат АО «Казахтелеком» от аналогичных компаний

Наименование	2017	2018	2020	Откл. 2020 к 2017
Финансы и бухгалтерия	64%	65%	70%	+ 6%
Контроллинг	74%	79%	84%	+ 10%
Итого	68%	71%	75%	+ 7%

В 2017 году АО «Казахтелеком» имел децентрализованную организационную структуру управления бухгалтерскими функциями, в 2018 году компания реализовала мероприятия по трансформации бизнеса, включая создание финансового общего центра обслуживания.

Как видно из таблицы 1, создание общего центра обслуживания не привело к снижению затрат. Расходы на финансы, бухгалтерию и контроллинг продолжали неуклонно расти относительно аналогичного среднего показателя затрат отраслевых компаний по миру, приведенного к объемам Казахтелеком.

Далее для оценки эффективности работы Финансового ОЦО был проведен опрос среди сотрудников компании, которые в ходе исполнения своих должностных обязанностей непосредственно взаимодействуют с ОЦО. Им было предложено ответить на вопросы, связанные с оценкой качества работы финансового ОЦО.

Таблица 2. Результаты опроса по оценке работы финансового ОЦО

Вопросы	Полностью согласен	Скорее согласен	Ни согласен, не ни согласен	Скорее не согласен	Совершенно не согласен	Итого респондентов ответило
Я регулярно получаю от ФинОЦО необходимую финансовую информацию и отчеты без задержек	3	6	5	4	7	25
Ошибки в финансовых отчетах и документах встречаются редко.	9	6	5	2	3	25
У меня есть доступ ко всей необходимой финансовой информации для выполнения моей работы.	2	2	10	6	5	25
ФинОЦО оперативно реагирует на мои запросы и обращения	3	3	5	7	7	25
Сотрудники ФинОЦО всегда доброжелательно консультируют при возникновении вопросов	9	2	5	7	2	25
Я удовлетворен общей работой ФинОЦО	1	6	4	8	6	25
Я оцениваю работу ФинОЦО как высокоэффективную.	0	2	8	6	9	25

Из таблицы 2 видно, что существует значительное расхождение мнений среди респондентов по всем вопросам, что указывает на разнообразие восприятия работы ФинОЦО.

Наибольшее количество ответов было дано в категории "Ни согласен, ни не согласен", что может указывать на неопределенность или нейтральность в отношении некоторых аспектов работы ФинОЦО.

Далее также для оценки эффективности работы Финансового ОЦО был проведен опрос среди сотрудников компании, где сотрудникам предлагалось сравнить финансовое ОЦО с децентрализованной организационной структурой управления.

Таблица 3. Результаты опроса по оценке работы финансового ОЦО

Вопрос	Финансовое ОЦО	В подчинении филиала	Не вижу разницы	Итого респондентов ответило
Вам было бы удобнее взаимодействовать с бухгалтерами, когда они подчиняются филиалу или ФинОЦО	1	11	4	16
Какая структура управления бухгалтерией по вашему мнению является более эффективной для компании?	6	6	4	16

Из таблиц 3 видно, что большинство респондентов предпочли бы взаимодействовать с бухгалтерией, находящейся в подчинении филиала. Это может указывать на то, что респонденты ощущают большую эффективность или удобство в работе с бухгалтерией, ближе к месту их работы или деятельности. Однако мнения респондентов разделились поровну между предпочтением централизованной структуры ФинОЦО и децентрализованной структуры в подчинении филиала.

На основе анализа проблем централизованных структур управления финансовыми операциями, в частности на примере АО "Казхателеком", становится ясно, что централизация может вести к ригидности управленческих процессов, затруднять быструю адаптацию к изменениям рынка и специфическим требованиям подразделений. Также обнаруживаются сложности в координации и коммуникации между центральным офисом и локальными подразделениями, что негативно сказывается на операционной эффективности и моральном духе сотрудников. Технологические ограничения также представляют собой значительные вызовы. Исследование подтверждает, что децентрализация может предложить более эффективный подход для управления финансовыми операциями в динамичной бизнес-среде.

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“Методика переключения с медных линий на оптические линии связи на МСТ”

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Аннотация:

В условиях постоянно растущей потребности в передаче больших объемов данных на большие расстояния, становится актуальной тема перехода с медных линий на оптические линии связи в местных сетях телекоммуникаций (МСТ). В данной статье представлена методика этого перехода, охватывающая аудит существующей инфраструктуры, планирование, подготовку сети, установку оптической инфраструктуры, тестирование и оптимизацию, а также обучение персонала.

Гипотеза исследования: Переход с медных линий на оптические в местных сетях телекоммуникаций (МСТ) увеличит пропускную способность, обеспечит стабильность и повысит эффективность передачи данных, что содействует улучшению общего качества услуг связи.

Материал исследования: Материал исследования включает в себя информацию о переходе компании "Казахтелеком" с медных линий на оптические, а также результаты аудита текущей инфраструктуры и обзор существующих технологий.

Методы и процедуры исследования: Исследование осуществлялось с применением методов аудита, планирования, тестирования и оптимизации инфраструктуры, а также обучения персонала. Процедуры включали в себя установку оптической инфраструктуры и тщательное тестирование ее работы.

Результаты исследования: Результаты исследования подтверждают, что переход с медных линий на оптические в МСТ существенно увеличивает пропускную способность, обеспечивает надежность и стабильность передачи данных, что в конечном итоге положительно сказывается на качестве услуг связи.

I. Введение

В наше современное информационное общество, где быстрый и надежный обмен данными стал неотъемлемой частью нашей повседневной жизни, эволюция сетей связи становится ключевым фактором, определяющим эффективность телекоммуникационных систем. С самого начала использования медных линий связи до современных оптических

технологий, прошло множество этапов, при каждом из которых сети телекоммуникаций становились более быстрыми, масштабируемыми и доступными.

В данной статье рассматривается этап эволюции местных сетей телекоммуникаций (МСТ) с основным акцентом на переходе от традиционных медных линий к современным оптическим технологиям. Этот переход оказывает значительное воздействие на структуру и функционирование современных сетей связи, открывая новые перспективы для более эффективного распределения информации и повышения общей пропускной способности.

В данном контексте рассмотрение технологических, экономических и стратегических аспектов перехода на оптические линии становится необходимым для более глубокого понимания выгод и вызовов, стоящих перед операторами связи. Анализ опыта других компаний, успешно реализовавших этот переход, предоставит ценные уроки и рекомендации для компаний, находящихся на этапе планирования или реализации собственных проектов по модернизации сетевой инфраструктуры.

Таким образом, статья стремится внести вклад в понимание важности перехода от медных к оптическим линиям в местных сетях телекоммуникаций, предоставляя читателям обзор современных вызовов, технологических трендов и опыта успешных реализаций в этой области.

II. Эволюция сетей связи: от меди к оптике

История магистральных сетей связи представляет собой захватывающий рассказ о том, как технологии передачи данных постепенно эволюционировали от первых примитивных систем, использующих медные кабели, к современным высокоскоростным оптическим сетям. С самого начала появления телефонных линий и телеграфов, медные кабели были основным средством связи, обеспечивая передачу голоса и текста на длинные расстояния [1,2].

С течением времени сети связи сталкивались с вызовами увеличения объема передаваемой информации и требованиями к скорости передачи данных. Технологический прогресс привел к разработке оптических волокон, предоставляя более эффективный и высокопроизводительный метод передачи данных. Эти изменения не только увеличили пропускную способность сетей, но и изменили облик коммуникаций, открыв новые возможности для инноваций [3].

Сегодня оптические линии являются неотъемлемой частью магистральных сетей телекоммуникаций. Их использование приводит к значительному увеличению скорости передачи данных и обеспечивает стабильность связи на больших расстояниях. Эти сети стали ключевым компонентом современных коммуникационных систем, поддерживая различные виды передачи данных, от видеоконференций до передачи больших объемов информации [4, 5].

Заключение данного раздела подчеркивает ключевые аспекты эволюции сетей связи и важность перехода от медных кабелей к оптическим сетям. Эта эволюция олицетворяет постоянное стремление обеспечить более эффективные и передовые технологии связи. Оптические сети становятся не только надежным и высокоскоростным средством передачи данных, но также играют ключевую роль в развитии сферы телекоммуникаций, интернета и информационных технологий.

Важно подчеркнуть, что переход к оптическим сетям требует значительных усилий в инвестициях и технологическом обновлении, но эти усилия оправданы преимуществами, такими как высокая пропускная способность, надежность и эффективность использования

ресурсов. Таким образом, раздел "Эволюция сетей связи: от меди к оптике" подчеркивает важность этого перехода и его воздействие на современное общество и цифровую жизнь.

III. Технологические и экономические аспекты перехода на оптическую сеть

Одним из ключевых моментов при рассмотрении перехода к оптическим сетям являются их технологические преимущества. Оптические линии связи обеспечивают высокую скорость передачи данных, значительную пропускную способность и высокую степень надежности. Сравнивая с традиционными медными кабелями, оптические линии позволяют обеспечить более эффективную передачу данных на длинные расстояния без потери качества сигнала.

Внедрение оптической инфраструктуры имеет значительное экономическое значение. Это способствует увеличению производительности и конкурентоспособности различных отраслей экономики. Благодаря высокой пропускной способности оптических сетей улучшается качество предоставляемых услуг, что в свою очередь ведет к удовлетворению растущих потребностей пользователей □6□.

Переход на оптические линии требует тщательного планирования и реализации. Этот процесс включает в себя замену устаревшего оборудования на оптическое, адаптацию существующей инфраструктуры под новые требования, а также обучение персонала. Кроме того, важно учесть физические и технические особенности передачи данных в оптической среде и предусмотреть меры по решению возможных проблем, таких как воздействие атмосферных и других внешних факторов на качество связи □7□.

В заключении данного раздела подчеркивается, что переход на оптическую сеть – это не только технологическое обновление, но и стратегическое решение с экономической перспективой. Преимущества оптических сетей ощутимы в различных областях, таких как телекоммуникации, телевидение, радиовещание, вычисления и автотранспорт. Поддерживая современные потребности в передаче данных и информации, оптические сети становятся стержнем развития коммуникаций и информационных технологий, оказывая существенное влияние на экономику и общество.

IV. Опыт других компаний в мире при переходе на оптическую сеть

Анализ успешных кейсов внедрения оптической инфраструктуры позволяет извлечь уроки, которые могут быть важными для компании "Казахтелеком" и других аналогичных организаций, стремящихся повысить эффективность своих сетей. Изучение опыта других компаний, перешедших на оптические сети, выявляет несколько ключевых уроков. Во-первых, скорость и качество передачи данных, предоставляемые оптическими сетями, оказывают существенное влияние на способность предоставления качественных телекоммуникационных услуг и удовлетворение растущего спроса клиентов. Эти уроки подчеркивают необходимость внимательного рассмотрения технологических аспектов внедрения оптической инфраструктуры □8□.

Другим важным аспектом является сравнение стратегий и подходов различных компаний при переходе на оптические сети. Разнообразие методов, применяемых в различных условиях, предоставляет ценный опыт для разработки собственных стратегий и тактик внедрения оптической инфраструктуры. Важно учесть, что каждая компания уникальна, и

успешные стратегии могут быть адаптированы к конкретным условиям и требованиям □9, 10, 11□.

В заключение данного раздела можно сказать, что анализ успешных кейсов и извлечение уроков из опыта других компаний предоставляют ценные наставления для компании "Казахтелеком" в процессе перехода на оптическую инфраструктуру. Разнообразие подходов, их плюсы и минусы, а также ключевые факторы успешной реализации, предоставляют богатый материал для формирования стратегий, способных удовлетворить потребности современной телекоммуникационной индустрии. Этот анализ также подчеркивает важность гибкости и адаптации под различные контексты при разработке планов перехода на оптическую сеть.

V. Связь между инфраструктурными инвестициями и качеством услуг связи

Развитие сетей связи, особенно переход от медных кабелей к оптическим линиям, становится важным фактором в обеспечении высокого качества услуг связи. В данном разделе рассматривается значимость инвестиций в инфраструктуру для достижения этой цели. Переход компании "Казахтелеком" с медной сети на оптическую служит примером того, как инфраструктурные изменения могут повысить качество связи.

Инвестиции в оптическую инфраструктуру несут потенциал существенного улучшения качества услуг связи. Оптические сети обеспечивают более высокую пропускную способность и надежность передачи данных. Это особенно актуально в контексте растущего спроса на широкополосный доступ в интернет и интенсивное использование коммуникационных услуг.

Взгляд на успешные кейсы внедрения оптической инфраструктуры в мире свидетельствует о положительном влиянии таких изменений. Компании, осуществившие переход, отмечают повышение эффективности, снижение операционных расходов и улучшение качества предоставляемых услуг. Эти примеры подчеркивают важность глубоких технологических трансформаций для достижения оптимальных результатов.

В заключении данного раздела подчеркивается, что инвестиции в инфраструктуру связи, особенно при переходе на оптические сети, сопряжены с важными стратегическими выгодами. Для компании "Казахтелеком" переход на оптическую сеть представляет собой не только технологическое обновление, но и стратегическую позицию на рынке. Это позволяет не только удовлетворять текущие потребности клиентов, но и оставаться конкурентоспособными в динамичной индустрии связи. Рассматриваемый раздел магистерской диссертации выявляет ключевые аспекты взаимосвязи между инфраструктурными инвестициями и качеством услуг связи, оставаясь фундаментом для дальнейшего анализа и исследования в этой области.

VI. Заключение

В заключение анализа "Эволюции сетей связи: переход от медных кабелей к оптическим линиям в местных сетях телекоммуникаций (МСТ)," становится очевидным, что этот технологический сдвиг является ключевым фактором обеспечения эффективной, быстрой и надежной передачи данных в современном мире.

Эволюция сетей связи, представленная переходом от медных линий к оптическим линиям, приносит значительные технологические и экономические выгоды. Оптические сети, обладающие высокой пропускной способностью и надежностью, становятся опорой

инфраструктуры местных сетей телекоммуникаций, обеспечивая мгновенный доступ к информации и новые возможности в области коммуникаций.

Опыт других компаний, аналогичных "Казахтелеком," подчеркивает важность долгосрочного стратегического планирования при переходе на оптические линии. Успешные случаи внедрения оптической инфраструктуры свидетельствуют о том, что инвестиции в современные технологии окупаются не только экономически, но также улучшают качество обслуживания и повышают конкурентоспособность.

Связь между инфраструктурными инвестициями и качеством услуг связи, рассмотренная в данной статье, подчеркивает важность постоянного развития телекоммуникационных систем. Инвестирование в оптические сети не только совершенствует техническую сторону коммуникаций, но также способствует социально-экономическому развитию региона.

В заключение, переход от медных линий к оптическим линиям - это не только технологический апгрейд, но и стратегическое решение, формирующее будущее связи. Тщательно продуманный переход к оптическим линиям сегодня является вложением в завтра, предоставляя компаниям и обществу возможность оставаться на передовой в эпоху быстро меняющихся технологий.

VII. Литература

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“Переход с меди на оптику. Новые горизонты развития бизнеса АО «Казахтелеком».

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Аннотация:

Эпоха пандемии COVID-19 вызвала необходимость к бурному развитию цифровизации во всех сферах жизни и бизнеса по всему миру: в частности, части наемным сотрудникам и предпринимателям пришлось менять схемы работы и переходить на новые, дистанционные модели ведения бизнеса и работы. В нынешнее время увеличивается количество компаний отдающих предпочтение удаленными гибридным режимам работы, цифровым рабочим пространствам, моделям использования облачных технологий и автоматизации. Все это помогает им адаптироваться к новым реалиям и ускорить переход к предприятию будущего, не стал исключением из этой общемировой тенденции и Казахстан, в котором дистанционные модели в своей повседневной деятельности активно используют не только крупные предприятия, но и представители малого и среднего бизнеса.

При этом важно понимать, что цифровая трансформация должна быть в симбиозе с преобразованием сети, которая будет построена вокруг приложений и должна обеспечивать каждому пользователю необходимый уровень комфорта в работе. Пандемийный период усилил эту тенденцию, укрепляя и подчеркивая значение сети как жизненно важной коммуникационной артерии организаций, чей бизнес перешел в виртуальную сферу, а

сотрудники работают удаленно. В результате основное внимание телеком-операторов, как сервисных компаний, сосредотачивается на качестве предоставляемых услуг и обеспечении производительности сети.

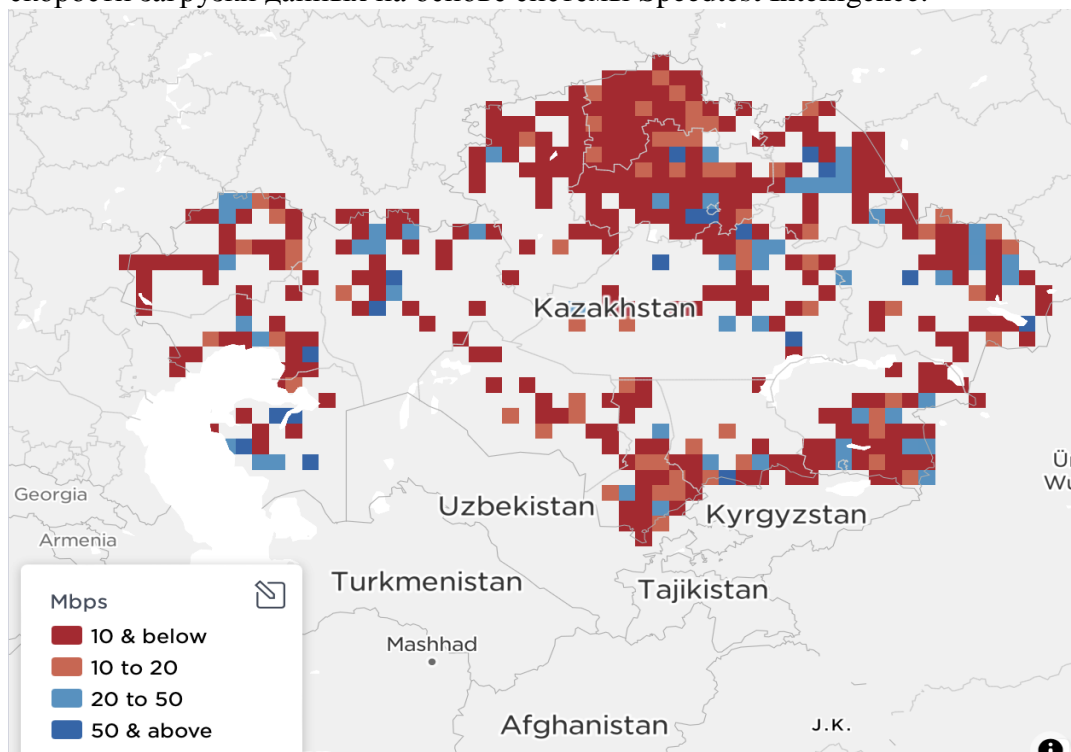
В Казахстане данную задачу усложняет возросшее в разы потребление интернета: в настоящее время на одно домохозяйство и на каждый субъект бизнеса в стране приходится по нескольку устройств, подключенных к сети, а пользователи проводят большое количество времени на видеоресурсах и за киберспортивными играми, которые требуют скачивания значительных объемов данных. Решение данной проблемы лежит в применении новых технологий, которые позволят увеличить емкость сети, обеспечивая при этом высокую скорость передачи данных и качество сигнала.

Основной текст:

Необходимость (и неизбежность) перехода на оптику в Казахстане очевидна всем, но переход от медных технологий к оптическим технологиям может быть довольно сложным и требует сбора большого количества данных для обеспечения успешной реализации такого проекта.

Анализ и сбор таких данных мы начали с оценки текущей ситуации и инфраструктуры АО “Казахтелеком”. Первоначальные данные мы собирали из систем биллинга и технического учета компании. По состоянию на 01 марта 2023 года, общее количество абонентов ШПД АО “Казахтелеком” составляет более 1,8 млн абонентов, из которых 972 тыс или 55% абонентов получают услуги ШПД по устаревшей медной технологии. Половина "медных" абонентов компании сосредоточены в сельской местности.

Наглядная картина концентрации абонентов с низкой скоростью ШПД по территории страны продемонстрирована на рисунке 2, где указывается распределение абонентов по скорости загрузки данных на основе системы Speedtest Intelligence.



Из данного рисунка видно, что абоненты со скоростью загрузки менее 10 Мбит/с рассредоточены по всей стране и, к сожалению, их большинство. При этом средняя скорость

загрузки по стране составляет около 20 Мбит/с, что является крайне низким показателем с точки зрения современных требований.

В целях определения разницы между оптической технологией GPON и медной технологией ADSL мы проанализировали данные по скоростям в разрезе областей. Из полученных данных видно, что оптическая технология выдает среднюю скорость по стране 99 Мбит/с, а устаревшая медная технология ADSL - всего 5,4 Мбит/с. При этом в южных регионах средняя скорость на медных сетях составляет всего 3 Мбит/с. Результаты указаны на рисунке 3.

Средняя скорость по регионам

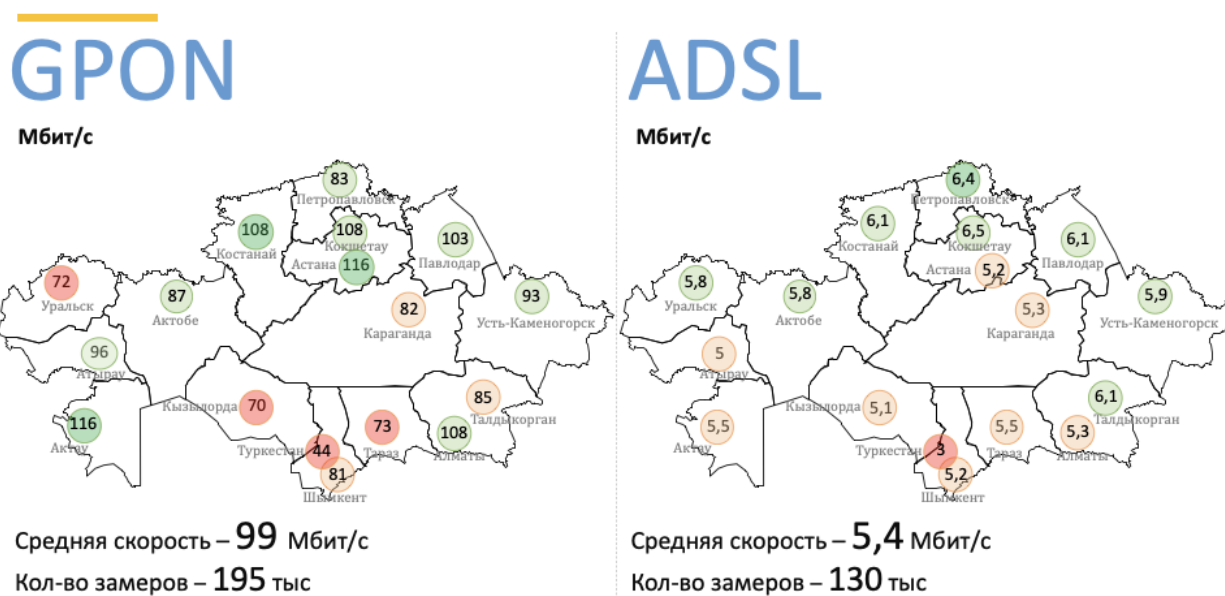


Рисунок 3 – Средняя скорость загрузки по регионам

Из полученных предварительных данных явно видно, что устаревшая медная технология не обеспечивает необходимую скорость для современного потребителя, при этом абоненты, требующие перехода с меди на оптику, раскиданы по всей стране.

Введение и задачи:

Следующим этапом анализа была оценка обращений клиентов на техническую службу для устранения аварий/повреждений на сетях АО “Казахтелеком”. В целях получения достоверной картинки по жалобам клиентов был выбран период за последние четыре месяца, а именно единичные повреждения на стороне абонентов с ноября 2022 года по февраль 2023 года.

Динамика количества ПВ за последние 4 месяца



Рисунок 4 – Динамика обращений клиентов за с ноября 2022 по февраль 2023 года

Из графика 4 видно, что в среднем в месяц на техническую службу АО “Казакхтелеком” для устранения единичных повреждений у абонентов поступает более 70 тыс. заявок, в среднем - около 2 400 заявок ежедневно. В целях понимания, что из себя представляют данные жалобы клиентов, мы посмотрели их структуру на рисунке 5.

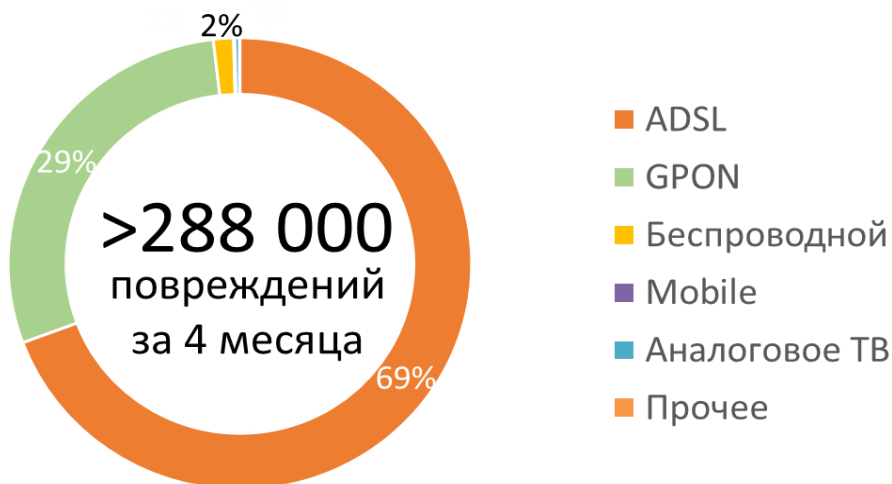
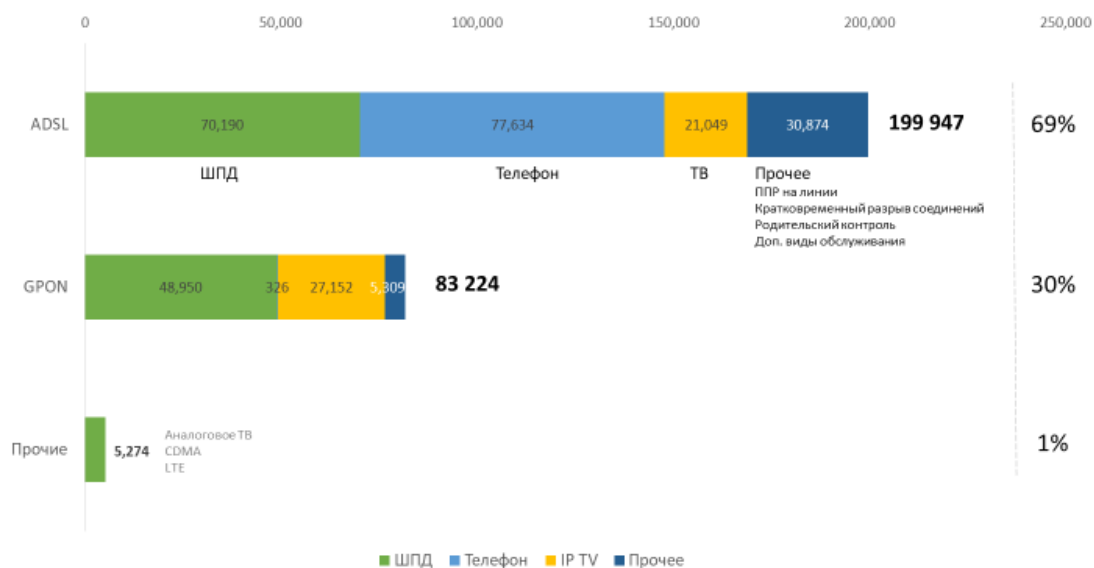


Рисунок 5 – Структура единичных повреждений

Из структуры повреждений видно, что 69% повреждений приходится на медную технологию и только 29% от всех повреждений происходит на оптических сетях. Более чем двухкратное "превосходство" меди по количеству повреждений связано в первую очередь с тем, что медные провода подвержены коррозии, окислению и прочим физическим повреждениям. Оптические же кабели не подвержены таким воздействиям, кроме того, в отличие от меди, они нечувствительны к электромагнитным помехам, поскольку в них для передачи данных используется световая волна, а не электрический сигнал, как в меди.

Для более детального анализа структуры повреждений мы разделили повреждения по типам обращения клиентов, а именно разделили на жалобы по телефонии, телевидению, интернету и по другим видам. В результате структура повреждений выглядит следующим образом (рисунок 6).

Структура единичных повреждений за 4 мес.



Из данной структуры видно, что 28% повреждений на медной сети происходят на телефонии, около 30% происходят на ШПД и около 10% - на телевидении. Общее количество всех повреждений составляет 69%, за 4 месяца это около 200 тыс. повреждений из общего количества 288 тыс. Таким образом, наибольшее количество так называемых единичных повреждений составляют обращения по ADSL, то есть по медным линиям.

Вместе с тем, для оценки влияния различных типов повреждений на общее количество повреждений был проведен анализ путем проведения линейной регрессии. Для составления были взяты данные за 120 дней, в которых фиксировались данные по всем типам повреждений. При этом в целях исключения мультикорреляции была проведен корреляционный анализ. Результаты приведены ниже:

Коэффициенты корреляции

	Общие кол-во ПВ	ADSL IP TV	ADSL Видеонаблюдение	ADSL Прочее	ADSL Телефон	ADSL ШПД	GPON IP TV	GPON Видеонаблюдение	GPON Прочее	GPON Телефон	GPON ШПД	Аналоговое ТВ	Беспроводной Mobile	
Общие кол-во ПВ	1,00													
ADSL IP TV	0,94	1,00												
ADSL Видеонаблюдение	0,12	0,01	1,00											
ADSL Прочее	0,98	0,90	0,13	1,00										
ADSL Телефон	0,97	0,87	0,10	0,95	1,00									
ADSL ШПД	0,98	0,92	0,13	0,96	0,92	1,00								
GPON IP TV	0,91	0,96	0,13	0,86	0,85	0,88	1,00							
GPON Видеонаблюдение	0,10	0,14	0,29	0,04	0,08	0,05	0,05	1,00						
GPON Прочее	0,92	0,84	0,00	0,90	0,91	0,88	0,83	0,04	1,00					
GPON Телефон	0,32	0,26	0,02	0,23	0,34	0,28	0,26	0,21	0,42	1,00				
GPON ШПД	0,96	0,88	0,17	0,94	0,89	0,94	0,85	0,03	0,90	0,25	1,00			
Аналоговое ТВ	0,41	0,40	0,25	0,37	0,37	0,37	0,33	0,19	0,38	0,15	0,39	1,00		
Беспроводной	0,68	0,58	0,13	0,66	0,62	0,64	0,53	0,08	0,56	0,20	0,63	0,17	1,00	
Mobile	0,21	0,17	0,26	0,26	0,14	0,24	0,07	0,04	0,26	0,05	0,22	0,06	0,06	1,00

Вывод:

Наибольшее влияние на количество единичных повреждений оказывают обращения по ADSL, а также GPON заявки по интернету.

Остальные параметры имеют высокую степень корреляции между собой.

Из данного анализа видно, что наибольшее влияние на количество единичных повреждений оказывают обращения по ADSL, а также GPON заявки по интернету. Остальные параметры имеют высокую степень корреляции между собой. Тесно связанные параметры были исключены из регрессионного анализа, в итоге получили следующее уравнение:

Regression Equation

Regression statistics	
Multiple R	0.999
R-square	0.999
Normalized R-square	0.998
standard error	45.310
Observations	120

Analysis of variance					
	df	SS	MS	F	Significance F
Regression	4	158543969.6	39635992.41	19306.3645	1.4902E-161
Remainder	115	236095.1554	2053.001351		
Total	119	158780064.8			

	Odds	standard error	t- statistic	P- Value	bottom 95%	Top 95%	Lower 95.0%	Top 95.0%
Y- intersection	17.357		11.2601.541	0.126	- 4.947	39.662	- 4.947	39.662
ADSL Phone	1,250		0.03140.480	0.000	1.189	1.311	1.189	1.311
ADSL broadband	1.159		0.05521.112	0.000	1.050	1.268	1.050	1.268
GPON broadband	1.256		0.07117.672	0.000	1.115	1.397	1.115	1.397
ADSL IP TV	2.207		0.13016.937	0.000	1.949	2.465	1.949	2.465

Number of single damages = 17 + 1.2 5 * ADSL Internet requests + 2.2* ADSL IP TV requests + +1.2* ADSL Telephony requests + 1.2* GPON Internet requests

Conclusion:

Per 100 ADSL calls Applications for IP TV accounts for an additional 220 new hits

Из уравнения регрессии видно, что отказы в медной сети составляют большую часть всех отказов. Можно сделать вывод, что данные повреждения отнимают большие ресурсы и требуют больших трудовых ресурсов для их эксплуатации.

Реализация пилот проект по переходу на оптику в г. Курчатов

В четвертом квартале 2022 года в городе Курчатов, Восточно-Казахстанской области, были проведены работы по полному переводу 900 абонентов с медных на оптические сети в

рамках проверки гипотезы об оптимизации затрат. В результате этих работ было освобождено более 1000 квадратных метров площади, где ранее находилось оборудование для обслуживания медных сетей. Оборудование для технологии GPON было перемещено в контейнер, который занимает площадь 20 квадратных метров.

Сравнительная таблица по изменению показателей после перехода на оптику за первое полугодие 2022 и 2023 гг.:

Показатель	1 полугодие 2022 года	1 полугодие 2023 года
Количество обращения от абонентов всего	466	207
Количество обращения на стороне абонента	250	207
Количество линейных повреждений	216	0
Среднее время устранения повреждений, ч	15	10,5
Средняя скорость интернета, Мбит/с	5	70

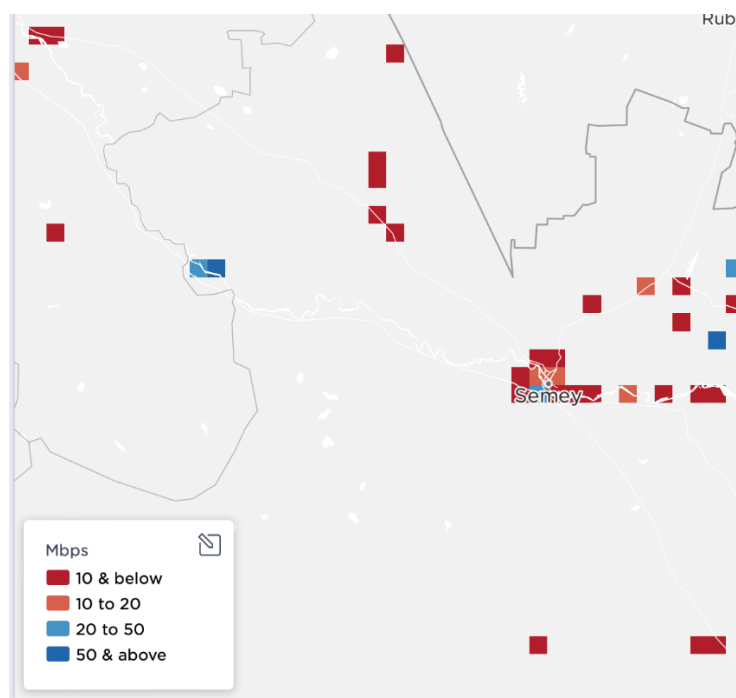


Рисунок 6 - Средняя скорость в г.Семей и ближайших районов

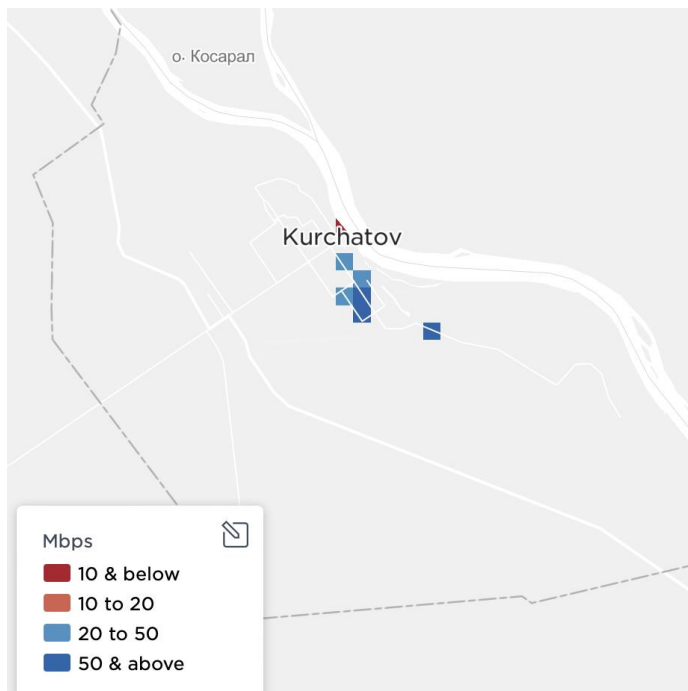


Рисунок 7 - Средняя скорость в г.Курчатов

В ходе выполнения работ было отмечено значительное улучшение условий для абонентов. Средняя скорость доступа к интернету выросла в 14 раз, а количество аварий у клиентов сократилось в 2 раза. Это свидетельствует о положительном влиянии перехода с медных на оптические сети на производительность и надежность связи.

Анализ участков с наибольшим количеством жалоб от абонентов

В свете значительных инвестиций, необходимых для переключения абонентов с медных на оптические сети, мы провели анализ участков с целью определения приоритетных для переключения в первую очередь. Был проведен анализ и составлена тепловая карта по количеству повреждений на 1 устройство ADSL.

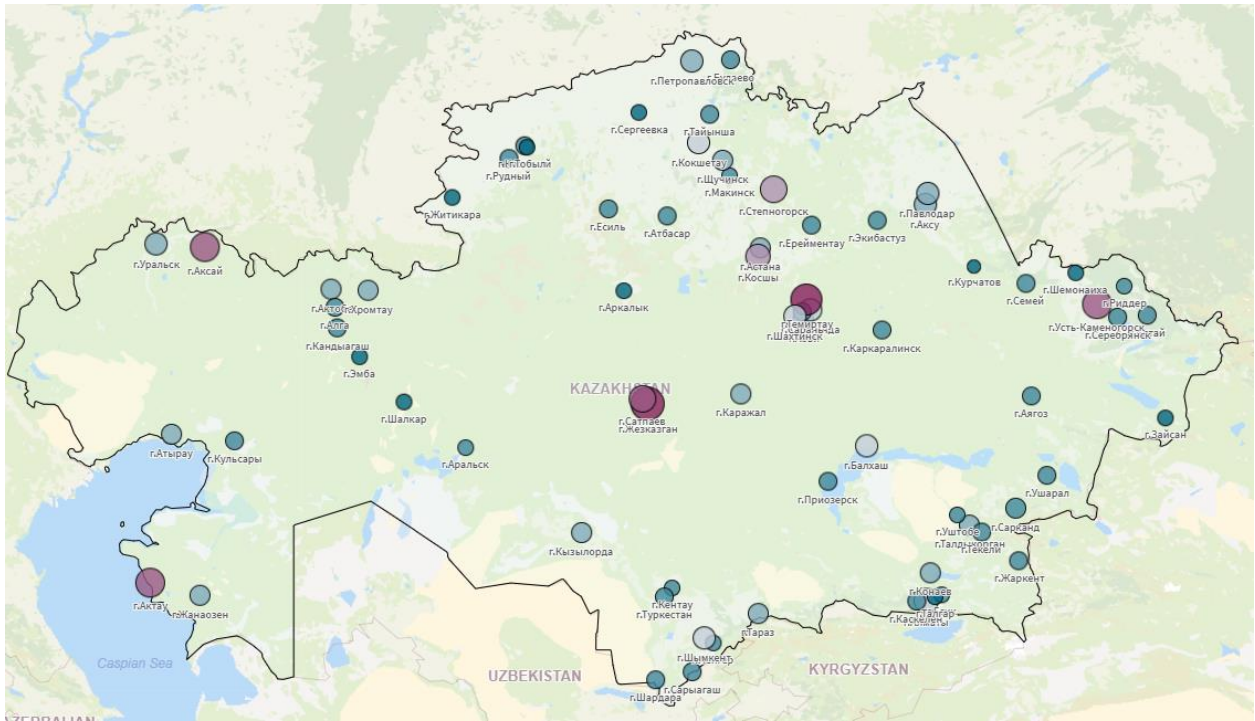


Рисунок 8 – Тепловая карта по количеству повреждений на 1 устройство

Из тепловой карты видно, что большинство жалоб сосредоточено в городах центральной региона и на западе страны. Также выявлено значительное количество жалоб в городах республиканского значения. Был проведен анализ аварийности на станциях в городах Астана и Алматы, и в результате этого анализа были выявлены станции с наибольшим количеством жалоб от клиентов. На основе этих данных была составлена тепловая карта для наглядного представления ситуации.

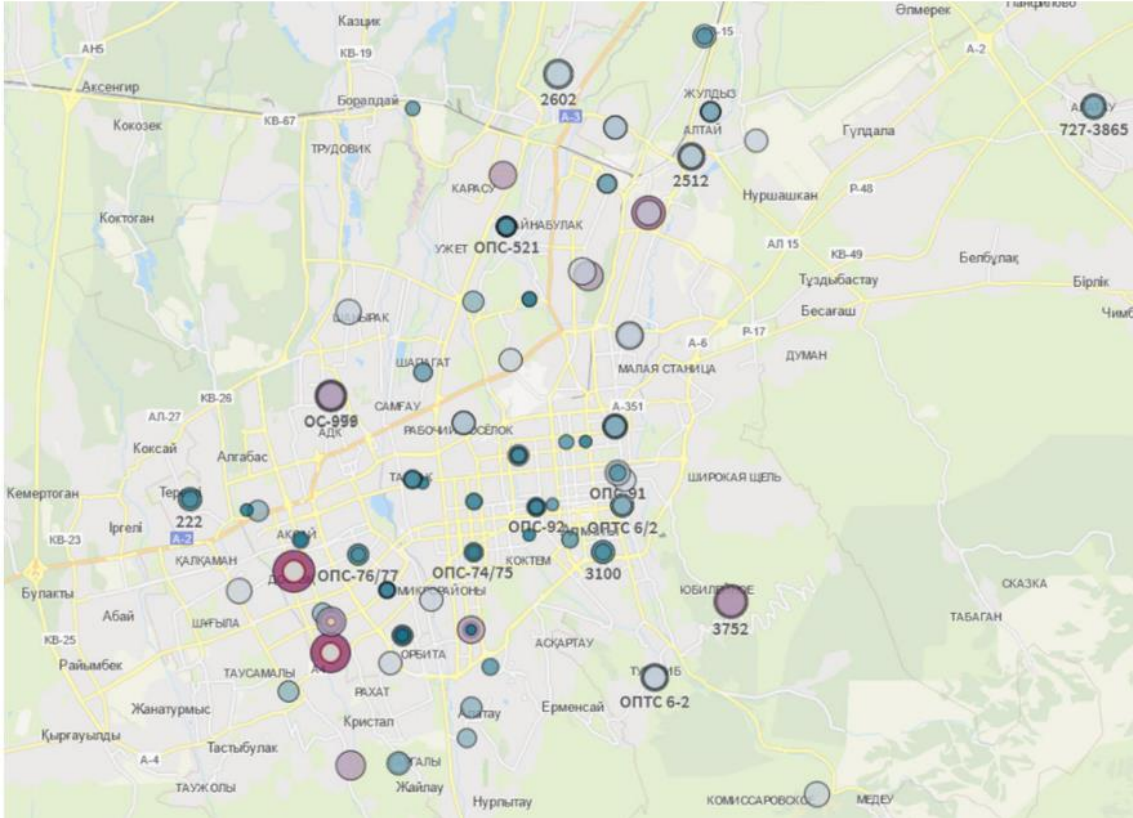


Рисунок 9 – Тепловая карта по г.Алматы

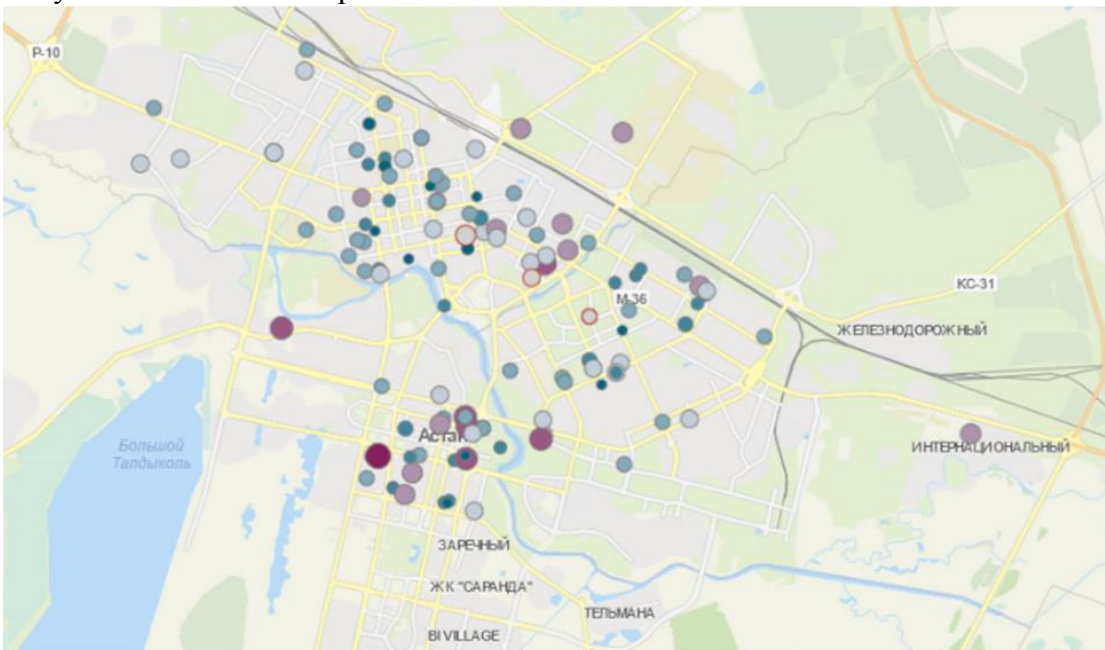


Рисунок 10 – Тепловая карта по г.Астана

На основе проведенного исследования города Алматы были выбраны три наиболее критичные станции, а в городе Астана - две станции, которые следует переключить в первую

очередь. Кроме того, было определено, что города Аксай, Жанаозен и Степногорск имеют высокий приоритет для перехода на оптические сети.

Подведение итогов, выводы и рекомендации

Выводы и рекомендации: Альтернативы оптике нет – вопрос только в цене и в сроках

Учитывая анализ внешней и внутренней среды, а также все виды анализа, которые были приведены ранее, можно выделить следующие альтернативы развития для Казахтелеком:

1. Инвестирование в новые технологии сети доступа, такие, как сети пятого поколения 5G, облачные технологии и Интернет вещей, чтобы оставаться конкурентоспособным и удовлетворять потребности своих клиентов.
2. Улучшение качества своих услуг и обслуживания клиентов для удержания текущих абонентов и привлечения новых. Для этого необходимо модернизировать устаревшую инфраструктуру и развивать каналы коммуникации с клиентами, улучшать процессы поддержки и обучать сотрудников.
3. Развитие бизнеса за пределами телекоммуникационной отрасли, например, инвестиции в смежные отрасли, такие, как электронная коммерция, облачные вычисления или медицинские услуги. Это поможет компании снизить риски, связанные с зависимостью от одной отрасли, и создаст новые источники прибыли.
4. Укрепление позиций местном рынке путем расширения клиентской базы, увеличения доли рынка и сокращения расходов. Для этого необходимо сосредоточиться на улучшении качества услуг, разработке более эффективных бизнес-моделей и расширении географического охвата.
5. Расширение бизнеса за пределами Казахстана путем инвестирования в другие страны или установок сотрудничества с международными операторами связи. Это позволит компании получить новые источники прибыли и диверсифицировать свой бизнес.

При этом проект по замене медной инфраструктуры на оптическую сеть доступа является важной и неотъемлемой технической частью каждого из перечисленных направлений – и жизненно необходим для удовлетворения потребностей клиентов в условиях развития технологий и появления сетей 5G. Медная инфраструктура ограничивает скорость передачи данных и качество услуг, что может привести к потере клиентов, которые ожидают высокой скорости передачи данных и стабильного подключения, она же сильно ограничивает возможности компании в плане освоения новых рынков, поскольку "медные" абоненты физически не смогут получить доступ к новым инструментам и продуктам телеком-оператора.

Внедрение оптической сети доступа позволит увеличить скорость передачи данных и обеспечить стабильное подключение, что приведет к повышению удовлетворенности клиентов и увеличению их лояльности, а также позволит Казахтелекому оставаться конкурентоспособным на рынке телекоммуникаций и удерживать свою долю на рынке.

Однако модернизация медной инфраструктуры на оптическую сеть доступа требует значительных инвестиций и времени - поэтому рекомендуется разработать план поэтапной модернизации инфраструктуры с учетом бюджетных ограничений и приоритетов компании. В первую очередь рекомендуется модернизировать инфраструктуру в наиболее плотно заселенных городах и районах, где отмечается наибольшее количество клиентов и высокий уровень конкуренции на рынке телекоммуникаций.

В условиях наличия существующих конкурентов, а также появления новых конкурентов, стоящих свои сети с “нуля” (что дает преимущество по операционным затратам), а также появления альтернативной технологии 5G, позволяющей удовлетворить потребности клиента, АО «Казахтелеком» крайне важно сосредоточиться на модернизация медной инфраструктуры с переходом на полностью оптическую сеть доступа. Медная инфраструктура ограничивает скорость передачи данных и качество услуг, и не может закрыть потребность клиента (Job to be done), что в свою очередь может привести к потере клиентов, которые ожидают высокой скорости передачи данных и стабильного подключения.

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«К ВОПРОСУ О КОРРЕЛЯЦИОННО-РЕГРЕССИОННОМ АНАЛИЗЕ ОБОРОТНЫХ АКТИВОВ КОМПАНИИ (НА ПРИМЕРЕ АО «КАЗАХТЕЛЕКОМ»)»

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АННОТАЦИЯ

Исследование посвящено вопросу корреляционно-регрессионного анализа оборотных активов АО «Казакхтелеком». Показан способ проведения анализа данных с помощью продукта Excel Microsoft и его пакета Анализ данных. На базе аудированной консолидированной отчетности АО «Казакхтелеком» за 2011-2022 гг. (в разрезе лет) и за 2018-2022 гг. (в разрезе кварталов). Приведены 3 способа применения простой регрессии: 1) используя команду Добавить линию тренда на графике; 2) с помощью инструмента анализа Регрессия, который обеспечивает более полную диагностику; и 3) с помощью функции листа ТЕНДЕНЦИЯ.

На практике при анализе финансовой отчетности АО «Казакхтелеком» подтвердилась гипотеза: «Оборотные активы имеют прямую зависимость с рядом статей баланса и отчёта о прибылях и убытках компании». Соответственно, изменяя величину оборотных активов, можно управлять показателями дохода и прибыли компании с определённой уверенностью.

Руководители и технические аналитики сторонних компаний найдут полезными методы анализа данных в вопросах принятия решений в их компаниях. Менеджеры и аналитики, обладающие знанием финансового учета и статистики, могут использовать настоящее исследование без учебника по статистике, так как представлена и обсуждена предваряющая соответствующая статистическая теория и в завершении дается интерпретация выходных данных Excel по консолидированной аудированной финансовой отчетности компании. В исследовании основное внимание уделяется статистическому анализу, регрессионным моделям и прогнозированию, поскольку именно они в основном влияют на принятие решений.

1. ВВЕДЕНИЕ

Чаще всего оборотные активы имеют существенный удельный вес в общей валюте баланса любой компании. Это наиболее мобильная часть капитала, от состояния и рационального использования которого во многом зависят результаты хозяйственной деятельности и финансовое состояние компании (Мирончик, 2012, стр. 14). Чем выше доля быстрореализуемых ликвидных активов, тем выше ликвидность компании.

Постановка задачи: исследовать аспекты корреляционно-регрессионного анализа оборотных активов компании.

Исследовательский вопрос: наличие закономерностей поведения оборотных активов прямо и косвенно влияющих на результаты компании.

Цели исследования: выявление и установление недостатков управления оборотными активами компании на базе ретроспективного анализа с применением инструментов корреляции и регрессии и нахождение резервов повышения эффективности их использования.

Ограничение касается выборки не всех статей аудированной консолидированной финансовой отчетности компании, больший акцент на оборотные активы и статьи отчёта о прибылях и убытках. При использовании уравнений регрессии необходимо помнить, что полученные на основе фактических данных прошлых периодов зависимости отражают ситуацию прошлого

периода и абстрагируются от прочих факторов, не учитываемых в регрессионном анализе, полагая их постоянными (Палий, В. & Вандер Вил, Р., 1997, стр. 146).

ОБЗОР ЛИТЕРАТУРЫ

Исследование литературных источников, в которых приведены взгляды авторов на определение «оборотные активы», показало преобладающее мнение, что это активы, которые можно продать, потребить полностью, использовать или обратить за год (Палий, В. & Вандер Вил, Р., 1997; Ефимова, 1999; Ярухина, 2019). А главным признаком группировки статей актива баланса считается степень их ликвидности (Савицкая, 2001, стр. 527). Оборот активов – скорость, с которой активы используются или ежегодно оборачиваются посредством сбыта, инвестиций в капитал. Оборот рассчитывается как сбыт, поделённый на используемые фирмой активы. Чем выше оборот, тем меньше требуется активов, чтобы поддержать данный объём сбыта. Таким образом, оборот активов является мерой эффективности использования активов (Палий, В. & Вандер Вил, Р., 1997, стр. 468).

Рассчитывать и контролировать оборотные активы, анализировать их изменения с успехом можно, применяя сведения из статистики о корреляционной зависимости между экономическими показателями. Зависимости между показателями, проявление которых наблюдается лишь в общем, в среднем, при массовом наблюдении называются корреляционными.

В корреляционных зависимостях одному значению факторного признака (x) соответствует одно значение результативного признака (y) (возможно существование и нескольких значений y, тогда рассматривается среднее). Для эффективного использования этой взаимосвязи необходимо её формировать в уравнение регрессии и убедиться, что найденная взаимосвязь действительно тесная (Мидлтон, 2005, стр. 74).

Первый вопрос о форме связи удобно решать построением графика разброса путём нанесения фактических данных в прямоугольной системе координат (по которым и строят предполагаемую кривую зависимости) или с использованием более точного метода наименьших квадратов.

Второй вопрос о тесноте связи решается вычислением коэффициента корреляции. В таблице 1 приведена количественная оценка тесноты связи Чеддока.

Таблица 1 Количественная оценка Чеддока (Мидлтон, 2005, стр. 76)

Диапазон изменения по модулю	0,1-0,3	0,3-0,5	0,5-0,7	0,7-0,9	0,9-0,99
Характер тесноты связи	слабая	умеренная	заметная	высокая	Весьма высокая

Коэффициент корреляции – это полезная общая характеристика двумерных данных в том же смысле, в каком среднее значение и стандартное отклонение являются для одномерных данных полезными суммарными характеристиками. Возможные значения для коэффициента корреляции лежат в диапазоне от -1 (минимальная отрицательная корреляция, все точки расположены на прямой с отрицательным углом наклона), 0 соответствует отсутствию линейной зависимости, до $+1$ (максимальная положительная корреляция, все точки лежат на прямой с положительным углом наклона). Коэффициент корреляции характеризует только линейную зависимость; в случае строго нелинейной зависимости (например, зависимость U-вида) коэффициент корреляции может быть близким к нулю (Мидлтон, 2005, стр. 77).

МЕТОДОЛОГИЯ ИССЛЕДОВАНИЯ

Гипотеза: «Оборотные активы имеют прямую зависимость с рядом статей баланса и отчёта о прибылях и убытках компании». Соответственно, изменяя величину оборотных активов, можно управлять показателями дохода и прибыли компании с определённой уверенностью.

Дизайн исследования. 1. Работа с литературой. 2. Работа с консолидированной аудированной финансовой отчётностью компании за 2018-2022 гг. и за 2011-2022 гг. 3. Введение исходных данных для корреляционно-регрессионного анализа в Excel Microsoft пакет Анализ данных. 4. Анализ данных в таблицах Excel. 5. Интерпретация результатов анализа. 6. Оформление текстового материала исследования.

Измерение переменных. Переменными в исследовании являются статьи аудированной консолидированной финансовой отчетности компании (баланса и отчета о прибылях и убытках), выраженные в тыс. тенге.

Сбор данных: в выборке участвовали статьи аудированной консолидированной финансовой отчетности компании за 5 (ежеквартально) и 12 лет соответственно. Процедуры сбора данных по компании на сайте Казахстанской фондовой биржи, в разделе список компаний, АО «Казахтелеком», закладка отчетность.

Методы анализа данных. Показан способ проведения анализа данных с помощью продукта Excel Microsoft и его пакета Анализ данных. На базе аудированной консолидированной отчетности АО «Казахтелеком» за 2011-2022 гг. (в разрезе лет) и за 2018-2022 гг. (в разрезе кварталов). Для решения аналитических задач исследования оборотных активов компании даются пошаговые инструкции, которые приводят к более полным результатам или отменяют нежелательное свойство инструмента. В настоящем исследовании приведены 3 способа применения простой регрессии: 1) используя команду Добавить линию тренда на графике; 2) с помощью инструмента анализа Регрессия, который обеспечивает более полную диагностику; и 3) с помощью функции листа Excel – ТЕНДЕНЦИЯ.

АНАЛИЗ ДАННЫХ

Обратимся к анализу выявленных закономерностей в части оборотных активов, прямо и косвенно влияющих на результативность и ликвидность компании.

Опираясь на годовую аудированную консолидированную финансовую отчетность АО «Казахтелеком» за 2011-2022 гг. (12 точек), сделаем выборку показателей, определив тесноту связи между ними (АО «Казахтелеком» (2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012). Аудиторский отчет по консолидированной финансовой отчетности АО «Казахтелеком», Астана). На базе исходных данных (Таблица 2) построим с применением пакета Excel Анализ данных корреляционную матрицу показателей.

Таблица 2 Исходные данные по АО «Казахтелеком» за 2011-2022 гг., тыс. тенге

Год	Оборотные активы	Активы	Доходы	Себестоимость	Валовая прибыль	Операционная прибыль	Прибыль до выплаты налогов
2011	115657199	421696204	173344036	124077903	49266133	25873800	21258202

2012	129993908	419259210	175668961	124178351	51490610	32034143	24499789
2013	84382588	416135278	190867420	135725761	55141659	28957336	23506779
2014	65051136	417693452	191303407	133700305	57603102	30084181	21503920
2015	69547141	436493944	189754329	127254556	62499773	36455549	34971938
2016	104859216	468962112	205819968	138292361	67527607	42807770	24082039
2017	115398777	471314192	210225225	151676716	58548509	33293987	32936666
2018	129604044	791968285	222726371	154015612	68710759	37104489	53990896
2019	150728085	1086019518	428080674	292576930	135503744	86560367	69758099
2020	186036341	1115426174	527330225	336970281	190359944	129457659	86925001
2021	306731466	1234585295	594193187	368002607	226190580	166977949	128730423
2022	347166325	1286733815	634496396	399170034	235326362	180658808	164448872

Инструмент анализа Корреляция наиболее полезен при определении попарных корреляций трех и более переменных для последующего использования в множественной регрессионной модели (Мидлтон, 2005, стр. 213).

Весьма высокая теснота связи наблюдается во всех парах, кроме одной, между оборотными активами и активами просто высокая теснота связи (Таблица 3).

Таблица 3 Корреляционная матрица

Наименование	Оборотные активы	Активы	Доходы	Себес-ть	Валовая прибыль	Операционная прибыль	Прибыль до выплаты налогов
Оборотные активы	1						
Активы	0,87	1					
Доходы	0,91	0,96	1				
Себес-ть	0,90	0,97	0,998	1			
Валовая прибыль	0,92	0,95	0,996	0,99	1		
Операционная прибыль	0,94	0,93	0,99	0,98	0,997	1	

Прибыль до выплаты налогов	0,96	0,93	0,96	0,95	0,96	0,97	1
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Представим графически зависимость активов от оборотных активов, используя ретроспективные данные за 12 лет (2011-2022 гг.) (рисунок 1).

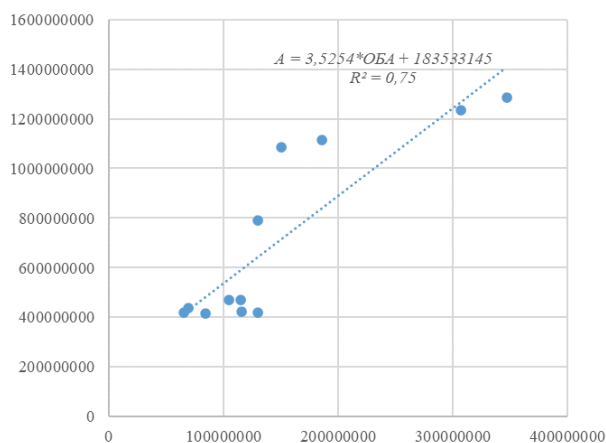


Рисунок 1: Линия тренда на графике зависимости активов от оборотных активов компании за 2011-2022 гг. (тыс. тенге)

Ответ на вопрос «Каково среднее соотношение?» можно получить, изучая уравнение аппроксимации, записанное в виде (1):

$$\text{Активы, тыс. тенге} = 3,5254 * \text{Оборотные активы} + 183533145, R^2=0,75. \quad (1)$$

Наклон или коэффициент регрессии 3,5254 показывает среднее изменение переменной активы при единичном изменении переменной оборотные активы. В нашем случае единицей измерения являются тыс. тенге. Соответственно при изменении оборотных активов на 1 тыс. тенге активы компании растут на 3,5254 тыс. тенге. Насколько хорошо приближение отвечает значение R^2 , которое измеряет долю изменения зависимой переменной и выражается через переменную независимую и линию регрессии (Мидлтон, 2005, стр. 212). В нашем случае 75% колебаний активов компании может быть выражено линейной моделью от оборотных активов. Возможно, остальные 25% колебаний могут быть выражены через другие параметры объектов в регрессионной модели с многими параметрами (в нашем случае – это влияние девальвации, а также поглощений).

Стандартная ошибка 188736879 тыс. тенге, её еще называют стандартной ошибкой оценки. Значения t-статистики являются частью проверок гипотезы о коэффициентах регрессии. Например, данные по оборотным активам за 12 лет могут рассматриваться как выборка из большей совокупности (компания функционирует больше 12 лет). Значение $F = 0,0002$ и t-статистики многим больше 2 по модулю (5,5) для углового коэффициента уравнения. Соответственно, отвергается нулевая гипотеза (что зависимость отсутствует, то есть коэффициент регрессии совокупности для оборотных активов равен нулю, а, следовательно, изменение оборотных активов не влияет на активы компании) и заключаем, что имеется существенная зависимость между оборотными активами и активами компании.

Обратимся к анализу периодических частей временных последовательностей данных. Имеющиеся данные имеют регулярно повторяющуюся часть. Такие повторения часто возникают в связи с временами года, но те же самые процедуры могут применяться к любому систематически повторяющемуся явлению. Будем использовать регрессию индикаторов (таблица 4).

Таблица 4. Регрессия индикаторов за 2018-2022 гг. и прогноз оборотных активов на 2023 г. (поквартально), тыс. тенге

Год	Кв-л	ОБА	Время	Зима	Весна	Лето	Осень	Прогноз
2018	1	129780449	1	1	0	0	0	73791621
	2	134468754	2	0	1	0	0	92000851
	3	154516113	3	0	0	1	0	130185407
	4	133871941	4	0	0	0	1	115829837
2019	1	131475454	5	1	0	0	0	128110893
	2	118272865	6	0	1	0	0	146320123
	3	138490260	7	0	0	1	0	184504679
	4	148535831	8	0	0	0	1	170149109
2020	1	158056985	9	1	0	0	0	182430165
	2	188391804	10	0	1	0	0	200639395
	3	211973576	11	0	0	1	0	238823950
	4	186036341	12	0	0	0	1	224468381
2021	1	186592409	13	1	0	0	0	236749436
	2	203322110	14	0	1	0	0	254958667
	3	284412383	15	0	0	1	0	293143222
	4	306731466	16	0	0	0	1	278787653
2022	1	306245526	17	1	0	0	0	291068708
	2	358741441	18	0	1	0	0	309277938
	3	404727420	19	0	0	1	0	347462494
	4	347166325	20	0	0	0	1	333106924
2023	1		21	1	0	0	0	345387980
	2		22	0	1	0	0	363597210
	3		23	0	0	1	0	401781766
	4		24	0	0	0	1	387426196

Интересующие нас оборотные активы можно проанализировать, используя модель множественной регрессии с трендом и сезонной компонентами. Компоненту тренда можно смоделировать линейным временным трендом на основе ежеквартальных данных за последние 5 лет (2018-2022 гг.) (АО «Казакхтелеком» (2023, 2022, 2021, 2020, 2019). Аудиторский отчет по консолидированной финансовой отчетности АО «Казакхтелеком», Астана).

Каждому наблюдению сопоставляется одна из четырёх возможных категорий (Зима, Весна, Лето и Осень, соответствующие 1, 2, 3 и 4 кварталам), как показано выше. Число индикаторов, включаемых в модель множественной регрессии, должно быть на единицу меньше числа моделируемых категорий, поэтому используются 3 индикаторные переменные – Зима, Весна, Лето, а Осень – это свободный член уравнения, с которым сравниваются остальные сезоны.

График Подбора инструмента анализа Регрессия для независимой переменной Время (квартал) отображает фактические и подобранные значения на графике временной последовательности (рисунок 2).

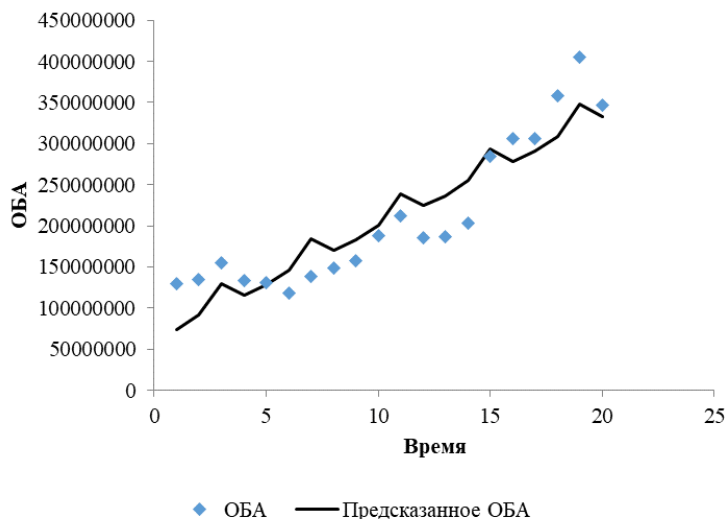


Рисунок 2: Регрессия индикаторов оборотных активов компании за 2018-2022 гг. (поквартально), тыс. тенге/квартал

Пользуясь разделом Коэффициенты результатов запишем уравнение аппроксимации (2):

$$\text{Оборотные активы, тыс. тенге} = 61510566 + 13579818 * \text{Время} - 1298762 * \text{Зима} + 3330650 * \text{Весна} + 27935388 * \text{Лето}. \quad (2)$$

Значение R-квадрат показывает, что около 84% колебаний оборотных активов компании описываются линейным временным трендом и сезонными индикаторами (таблица 5). Стандартная ошибка составляет 40309866 тыс. тенге, что можно с некоторой натяжкой использовать в качестве оценки ошибки прогноза в данной модели.

Таблица 5 Регрессионная статистика

Наименование	Значение
Множественный R	0,92
R-квадрат	0,84
Нормированный R-квадрат	0,80
Стандартная ошибка	40309866
Наблюдения	20

Визуально на графике подбора (рисунок 2) видно, что именно в Летний квартал наблюдается максимальный рост оборотных активов компании, что подтверждает, в том числе, и сезонность бизнеса в стране с резко континентальным климатом.

Значение t-статистики многим больше 2 по модулю только для переменной Время (таблица 6).

Таблица 6 Дисперсионный анализ

Наименование	Коэффициенты	Стандартная ошибка	t-статистика
Y-пересечение	61510566	26278818	2
Время	13579818	1593387	9
Зима	-1298762	25938467	0
Весна	3330650	25692599	0
Лето	27935388	25543943	1

Что показывает наличие существенной зависимости между оборотными активами и переменной Время (квартал). Соответственно, остальные индикаторы можем исключить из уравнения. Оно примет следующий вид. Принимая во внимание сезонность можно утверждать, что оборотные активы возрастают на 13579818 тыс. тенге в квартал. Индикаторная переменная Осень не включена в число переменных регрессии, поэтому сезонный эффект Осени включен в свободный член 61510566 тыс. тенге (3).

$$\text{Оборотные активы, тыс. тенге} = 61510566 + 13579818 * \text{Время} \quad (3)$$

Чтобы вычислить подобранные значения и прогнозы для большего числа кварталов сразу, удобно использовать функцию – ТЕНДЕНЦИЯ пакета Анализ данных Excel. Прогноз на следующие 4 квартала 2023 года показан в нижних строках таблицы 4 справа. Получаем, что на 01.01.2024 г. величина оборотных активов компании составит 387426196 тыс. тенге, что больше значения на 01.01.2023 г. в размере 347166325 тыс. тенге на 40259871 тыс. тенге (темп роста 112%). Подставляя в полученное выше уравнение линейной регрессии можем спрогнозировать величину активов компании на 01.01.2024 г. (4).

$$\text{Активы (стандарт-прогноз ОБА)} = 3,5254 * 387426196 + 183533145 = 1549365456 \text{ тыс. тг.} \quad (4)$$

Что выше значения величины активов на 01.01.23 г. в размере 1286733815 тыс. тенге на 262631641 тыс. тенге (темп роста 120%).

Также были получены уравнения линейной регрессии для коррелирующих пар с t-статистикой для независимой переменной многим больше 2 (формулы 5-9).

$$\text{Доходы, тыс. тенге} = 1,834 * \text{Оборотные активы} + 36099362; R^2=0,83; \text{Стандартная ошибка} = 76955075 \text{ тыс. тенге.} \quad (5)$$

$$\text{Себестоимость} = 1,089 * \text{Оборотные активы} + 43320031; R^2=0,92; \text{Стандартная ошибка} = 48876599 \text{ тыс. тенге.} \quad (6)$$

*Валовая прибыль = 0,745 * Оборотные активы – 7220669; R²=0,85; Стандартная ошибка 29080145 тыс. тенге.* (7)

*Операционная прибыль = 0,6071 * Оборотные активы – 22139206; R²=0,89; Стандартная ошибка 19976263 тыс. тенге.* (8)

*Прибыль до выплаты налогов = 0,5088 * Оборотные активы – 19325007; R²=0,92; Стандартная ошибка 13590344 тыс. тенге.* (9)

Тогда, делая подстановку оборотных активов стандартного прогнозного значения, за вычетом стандартной ошибки (негатив-прогноз), суммируя стандартную ошибку (позитив-прогноз), получим диапазон прогнозных значений результатов деятельности компании. Сгруппируем полученные значения в таблице 7.

Таблица 7. Прогноз рентабельности продаж компании на 01.01.2024 г., %.

Наименование	Маржа валовой прибыли	Рентабельность продаж по операционной прибыли	Рентабельность продаж по прибыли до налогообложения
Негатив-прогноз с учетом стандартной ошибки	37,3	28,3	24,1
Негатив-прогноз	37,4	28,0	23,4
Стандарт-прогноз	37,7	28,5	23,8
Позитив-прогноз	38,0	28,9	24,2
Позитив-прогноз с учётом стандартной ошибки	37,9	28,7	23,6
Фактическое значение на 01.01.2023 г.	37,1	28,5	25,9

Маржа валовой прибыли показывает долю каждого тенге продаж, которая может быть направлена на покрытие коммерческих и управленческих расходов. Рентабельность продаж по операционной прибыли характеризует действительную рентабельность продаж, так как на неё влияют только факторы, связанные с основной деятельностью. Рентабельность продаж по прибыли до налогообложения – на этот показатель влияют результаты от всей финансово-хозяйственной деятельности компании.

Справка: уровень инфляции за 2022 год 20,3% (год к году), тогда как в 2021 году 8,4%, а базовая инфляция в 2022 году составила 21,8% (Национальный банк Республики Казахстан (2023). Годовой отчет за 2022 год, Астана). Соответственно, можно сделать вывод, что

результаты от всей финансово-хозяйственной деятельности компании в 2022 году лишь на 4,1% превышали базовую инфляцию. По состоянию на 01.10.2023 г. годовая инфляция уже зафиксирована на уровне 11,8%, а базовая ставка 16%, при цели НБРК по инфляции 5%.

Негатив-прогноз на 01.01.2023 г. с учетом стандартной ошибки рентабельности продаж по прибыли до налогообложения 24,1%, позитив-прогноз с учетом стандартной ошибки 23,6% (прогнозируемые доходы растут быстрее, чем прибыль до налогообложения – темп роста 141% против 129%).

Соответственно компании необходимо обратить внимание на оптимизацию процессов финансово-хозяйственной деятельности: в первую очередь, возможно более углубленно обращаясь к идеям бережливого производства/офиса, а также пересмотреть политику ценообразования в сторону увеличения тарифов на услуги и цен на продукты, являясь безусловным лидером рынка. Иначе располагаемой чистой прибыли не хватит (будет поглощена инфляционными эффектами) для реинвестиций при реализации амбициозных долгосрочных инвестиционных проектов.

5. ЗАКЛЮЧЕНИЕ

Обучающиеся управленческих и экономических программ вуза, руководители и аналитики извлекут пользу из описанного в исследовании ряда аналитических инструментов, включая графику, базы данных, моделирование и инструменты статистического анализа, такие как корреляция, линейная, множественная регрессия, регрессия индикаторов, которые можно смело использовать для повышения эффективности управления финансовыми показателями компании, в том числе такими, как оборотные активы.

6. ВЫРАЖЕНИЕ ПРИЗНАТЕЛЬНОСТИ

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“Анализ финансовой устойчивости и инвестиционной привлекательности горнодобывающих предприятий РК”

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АННОТАЦИЯ

Целью данной работы является анализ финансового состояния компаний горнодобывающего сектора РК, а также оценка их устойчивого развития. Исследование включает в себя анализ ключевых финансовых показателей, таких как общая финансовая структура, ликвидность, рентабельность и эффективность управления. В контексте горнодобывающей отрасли рассматриваются факторы, такие как цены на сырье, экономический климат, инфраструктура и законодательная среда. Особое внимание уделяется влиянию глобальных рынков и технологического прогресса на устойчивость предприятий. Исследование предоставляет обзор современной ситуации в горнодобывающей отрасли Казахстана, подчеркивая ключевые факторы, которые формируют ее финансовую устойчивость и инвестиционную привлекательность.

1. ВВЕДЕНИЕ

Современная горнодобывающая отрасль Казахстана играет ключевую роль в экономике страны, обеспечивая ресурсы для промышленности и являясь важным элементом национальной стабильности. В условиях динамичных изменений на мировых рынках и экономического развития региона, вопросы финансовой устойчивости и инвестиционной привлекательности горнодобывающих предприятий становятся особенно актуальными.

На фоне глобальных вызовов и возможностей, данная статья посвящена глубокому анализу финансового состояния горнодобывающих компаний Казахстана и оценке их инвестиционной привлекательности. Выявлены ключевые факторы, формирующие финансовую устойчивость отрасли, а также рассмотрены перспективы инвестиционного роста в данном секторе.

В рамках исследования основное внимание сосредоточено на структуре активов и обязательств, эффективности операционной деятельности, адаптации к изменчивости мировых цен на сырье, а также на роли инноваций и технологического развития. Анализ включает не только текущую ситуацию, но и прогнозирование будущих трендов, исследуя инвестиционные возможности и риски. Такие данные могут быть полезны для инвесторов, руководителей компаний и всех заинтересованных сторон, стремящихся лучше понять динамику и

перспективы развития горнодобывающего сектора Казахстана в условиях современной глобальной экономической среды.

Исследование финансовой устойчивости организации представляет собой важный аспект, поскольку оно позволяет выявить возможности для улучшения и принятия обоснованных решений с целью обеспечения бесперебойного функционирования при минимизации рисков. В понимании "финансовой устойчивости" существует множество точек зрения. Понятия, которые наиболее полно раскрывают сущность и содержание финансовой устойчивости, были предложены различными авторами, например Жалнова (2022) и Любушин и Бабичева (2010) в своей работе «Анализ методов и моделей оценки финансовой устойчивости организаций» дают единое понятие финансовой устойчивости как соотношение оптимального баланса между оборотными и внеоборотными активами, принимая во внимание их внутреннюю структуру и источники финансирования, такие как собственные и заемные средства. В своей книге «Финансовый анализ предприятия» экономист и профессор – Владимир Бочаров связывает понятие финансовой устойчивости с критерием для выявления недопустимой структуры баланса у неспособных к оплате предприятий, где в свою очередь указывает, что низкая финансовая устойчивость и недостаточная ликвидность предприятия будут служить признаками неплатежеспособности (2019). Финансовую устойчивость можно также определить как стабильность финансового положения предприятия, выраженную в его финансовой автономии от внешних кредиторов и инвесторов (Якшилов, Козлова, 2020). Эта стабильность достигается достаточным уровнем собственного капитала среди источников финансирования, а также путем эффективного управления финансовыми ресурсами, их распределения и использования. В результате такого подхода обеспечивается развитие предприятия и увеличение его рыночной стоимости, соответствуя установленным целям финансового управления.

Разница между реальным и уставным капиталом является ключевым показателем финансовой устойчивости предприятия. В современных рыночных условиях ключевым фактором для конкурентоспособности организации служит ее финансовая устойчивость. В научной статье “Современные методики анализа ликвидности, платежеспособности и финансовой устойчивости организации по данным бухгалтерской и финансовой отчетности” автор определяет данный термин как состояние, при котором организация способна свободно управлять денежными средствами и, эффективно их используя, обеспечивает непрерывность производственных и торговых операций (Колесов, 2020). В условиях рыночной экономики финансовая устойчивость становится ключевой характеристикой успешной хозяйственной деятельности. Если организация обладает высокой финансовой устойчивостью, это придает ей преимущество при получении кредитов, выборе поставщиков и привлечении инвестиций. Чем выше уровень устойчивости, тем легче организации справляться с неожиданными изменениями на рынке и тем меньше риск столкнуться с финансовыми трудностями.

Финансовая устойчивость горнодобывающих предприятий зависит от множества факторов, характерных для этой отрасли. В рамках данного исследования, финансовая устойчивость горнодобывающих предприятий может быть определена через следующие ключевые аспекты:

- Цены на металлы и минералы:

Горнодобывающие компании чувствительны к ценам на добываемые металлы и минералы. Высокие цены способствуют увеличению выручки и прибыли, что может повысить финансовую устойчивость.

- **Технологические инновации:**

Внедрение современных технологий в процессы добычи и обработки может повысить эффективность и снизить операционные расходы, что положительно сказывается на финансовой устойчивости.

- **Качество руды:**

Богатство содержанием полезных компонентов в руде влияет на экономическую эффективность. Более богатые руды могут снизить затраты на обогащение.

- **Энергоемкость:**

Горнодобывающие процессы могут быть энергоемкими. Рациональное использование энергии может снизить операционные издержки.

- **Инфраструктура и логистика:**

Наличие эффективной инфраструктуры для транспортировки и обработки материалов важно для снижения затрат и повышения финансовой устойчивости.

- **Управление рисками:**

Горнодобывающие компании часто сталкиваются с различными рисками, включая рыночные колебания, экологические риски и риски связанные с изменениями законодательства. Эффективное управление этими рисками важно для обеспечения финансовой стабильности.

- **Глобальные рыночные условия:**

Воздействие мировых рыночных факторов, таких как мировые экономические тренды, торговые конфликты и другие, также может сильно влиять на финансовую устойчивость.

Комбинация вышеупомянутых факторов определяет финансовую устойчивость горнодобывающих предприятий, что в свою очередь требует внимательного анализа и управления для обеспечения стабильности и устойчивости в долгосрочной перспективе.

2. ЦЕЛЬ

Цель данного исследования заключается в глубоком и всестороннем анализе финансовой устойчивости и инвестиционной привлекательности горнодобывающих предприятий в Казахстане. При выполнении исследования были сформированы и поставлены следующие конкретные цели:

Оценка текущего состояния:

- Проведение анализа финансовых показателей горнодобывающих предприятий с целью оценки текущей финансовой стабильности.
2. Выявление ключевых факторов устойчивости:
 - Идентификация основных факторов, влияющих на финансовую устойчивость компаний в условиях изменчивости мировых рынков и экономических факторов.
3. Анализ инвестиционной привлекательности:

- Исследование инвестиционного климата в горнодобывающем секторе Казахстана, выявить возможности для инвесторов и факторы, влияющие на привлекательность инвестиций.
4. Рекомендации и выводы:
- Сформулировать рекомендации для улучшения финансовой устойчивости компаний и привлекательности инвестиций в горнодобывающий сектор Казахстана.

Основной фокус рассматриваемой статьи будет направлен на создание информативного и практически применимого материала, способного служить как руководство для инвесторов и руководителей предприятий, так и основой для дальнейших исследований в области горнодобывающей индустрии в Казахстане.

3. МЕТОДЫ

Для анализа финансовой устойчивости и инвестиционной привлекательности горнодобывающих предприятий Казахстана были использованы следующие методы и подходы:

1. Сбор данных:

- Сбор финансовых данных о горнодобывающих предприятиях Казахстана, которые включают в себя финансовые отчеты, отчеты о прибылях и убытках, балансы, отчеты о движении денежных средств и другую доступную информацию.

2. Финансовый анализ:

- Расчет основных финансовых показателей, такие как чистая прибыль, валовая прибыль, валовая маржинальность.
- Сравнение этих показателей с аналогичными данными других горнодобывающих предприятий в регионе или отрасли.

4. АНАЛИЗ

В рамках проведения текущего анализа были сопоставлены результаты последних выпущенных аудированных финансовых отчетностей пяти крупнейших горнодобывающих предприятий Казахстана: ТОО «Корпорация Казахмыс», ТОО «Каз Минералс», АО «ТНК «Казхром», АО «Арселормиттал Темиртау» и ТОО «Казцинк» (Депозитарий финансовых отчетностей).

тыс \$	Казахмыс	Казминералс	Казхром	Арселормиттал	Казцинк
Выручка	2,940	3,802	2,800	3,025	3,547
Себестоимость	(1,854)	(1,906)	(1,280)	(2,073)	(3,022)
Валовая прибыль	1,086	1,896	1,520	952	524
Валовая маржинальность	37%	50%	54%	31%	15%
Административные расходы	(540)	(223)	(147)	(54)	(248)
Убытки от обесценения	(169)	(3,189)	-	-	-

Нэтто финансовые расходы	(13)	(364)	(59)	(65)	(23)
Прочие расходы	(109)	(171)	(35)	(73)	(244)
Расход по налогу на прибыль	(162)	(250)	(225)	(256)	(63)
Чистый доход (убыток)	93	(2,301)	1,055	504	(53)
Прочий совокупный доход (убыток)	(53)	(213)	(1)	1	-
Итого совокупный доход (убыток)	39	(2,514)	1,054	505	(53)

Валовая маржинальность

Валовая маржинальность для горнодобывающих компаний может существенно различаться в зависимости от множества факторов. Определение приемлимого уровня валовой маржинальности требует учета конкретных условий компании, особенностей рынка и характеристик добываемых ресурсов. Однако, для ориентации, имеются общие тенденции в этой отрасли:

- Тип добываемого сырья: Различные виды горнодобывающей деятельности имеют разные уровни маржинальности. Например, добыча драгоценных металлов может обеспечивать более высокие маржи, чем добыча некоторых строительных материалов.
- Технологическая сложность: Горнодобывающие процессы могут быть технологически сложными, что может повлиять на затраты и, следовательно, на валовую маржинальность.
- Цены на ресурсы: Горнодобывающие компании часто зависят от цен на мировых рынках. Волатильность цен на ресурсы может существенно влиять на валовую маржинальность.
- Инфраструктура: Наличие или отсутствие развитой инфраструктуры также может сказаться на валовой маржинальности. Например, удаленность месторождений может увеличивать транспортные и логистические затраты.
- Экологические факторы: Соблюдение стандартов экологической безопасности может повышать операционные расходы и влиять на валовую маржинальность.

В целом, для горнодобывающих компаний валовая маржинальность может колебаться в пределах от нескольких процентов до более значительных значений, особенно в случае драгоценных металлов.

Говоря о горнодобывающих предприятиях Казахстана, по показателю валовой маржинальности положительным образом выделяются АО «ТНК «Казхром» и ТОО «Каз Минералс». В случае АО «ТНК «Казхром» это объясняется тем, что процессы добычи и обработки хрома являются менее трудоемкими и более эффективными с технологической точки зрения, что снижает себестоимость. Высокая валовая маржинальность ТОО «Каз Минералс» является следствием богатого содержания меди в руде, что уменьшает необходимость в сложных технологических процессах обогащения.

Чистая прибыль

Чистая прибыль является ключевым показателем финансового успеха горнодобывающих предприятий. Этот показатель позволяет определить, насколько эффективно управление компанией генерирует прибыль после учета всех операционных расходов и финансовых обязательств.

5. ВЫВОД И РЕКОМЕНДАЦИИ

В 2022 году горнодобывающие предприятия Казахстана столкнулись с рядом вызовов, которые сделали этот период не самым благоприятным для отрасли. Январские события в Казахстане, а также Российско-Украинский конфликт негативно отразились на экономической среде Казахстана, в частности на горнодобывающей индустрии. Экономическая нестабильность и изменения в мировой торговле создали дополнительные вызовы для отрасли, влияя на спрос на добываемые материалы и усложняя условия для международных торговых операций.

В свете данных факторов, горнодобывающие предприятия Казахстана столкнулись с увеличенными рисками, требующими от них адаптации к переменным условиям рынка. Снижение общей благосостояния отрасли в 2022 году подчеркивает важность эффективного управления рисками, диверсификации и стратегического планирования для обеспечения устойчивости в условиях переменной экономической среды.

Для улучшения финансовой устойчивости, горнодобывающим предприятиям Казахстана следует рассмотреть следующие рекомендации:

- **Инновации и технологическое обновление:**

Инвестирование в современные технологии и методы добычи и обработки может улучшить производственные процессы, снизить затраты и повысить конкурентоспособность.

- **Управление рисками:**

Разработка стратегий по управлению разнообразными рисками, такими как ценовые колебания, изменения в законодательстве и экологические риски, поможет уменьшить воздействие негативных факторов на финансовое положение предприятия.

- **Развитие устойчивых практик:**

Интеграция принципов устойчивого развития в производственные процессы, включая соблюдение экологических стандартов и социальную ответственность, может способствовать улучшению репутации и привлекательности для инвесторов.

- **Мониторинг мировых рыночных тенденций:**

Следить за изменениями в мировой экономике, торговых трендах и новых технологиях, чтобы адаптировать стратегии предприятия к текущим требованиям рынка.

6. ВЫРАЖЕНИЕ ПРИЗНАТЕЛЬНОСТИ

В первую очередь хочу выразить признательность своему работодателю ТОО «Корпорация Казахмыс», которые спонсировали моё обучение на факультете Executive MBA в Университете КИМЭП. Также, выражаю благодарность преподавательскому составу Университета КИМЭП за знания, полученные в ходе обучения и в частности моему научному руководителю Алимшану Файзулаеву. Отдельная благодарность административному персоналу Университета за их профессионализм и помощь в различных вопросах.

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“Есть ли необходимость модернизации сети NGN на IMS в АО “Казахтелеком?”

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В данной статье раскрываются этапы развития телефонии на примере оборудования АО “Казахтелеком”. В статье подробно описаны этапы развития технологии, данные этапы включает в себя:

- Аналоговые станции
- Цифровые станции
- NGN
- IMS

В статье приводятся преимущества и некоторые недостатки в особенности последнего этапа развития телекоммуникационных технологий.

Для того чтобы понять нужна ли технология IMS, давайте вспомним историю. История телефонии насчитывает более 150 лет и она началась с изобретением телефона Александром Беллом в 1876 году и продолжается до сих пор. За всё это время телефония претерпела значительные изменения, от первых стационарных телефонов до современных смартфонов. Автоматическая телефонная станция (АТС) - это устройство, которое обеспечивает коммутацию телефонных вызовов. АТС используются в офисах, на предприятиях и в других организациях для управления телефонной сетью.

Существует несколько типов телефонных АТС которые заменяли друг друга по мере развития и которые различаются по технологии, принципу работы и функционалу:

- Аналоговые АТС используют для передачи сигнала аналоговые технологии. Они являются наиболее простым и дешевым типом АТС.
- Цифровые АТС используют для передачи сигнала цифровые технологии. Они обеспечивают более высокое качество звука и более широкий спектр функций, чем аналоговые АТС.
- IP-АТС используют для передачи сигнала протокол IP. Они являются наиболее современным типом АТС, который обеспечивает высокую гибкость и масштабируемость.
- NGN (Next Generation Network – Сеть следующего поколения) - NGN имеет высокую гибкость и масштабируемость, а также имеет возможность подключения разных типов абонентов.
- IMS (IP Multimedia Subsystem) -является открытой и стандартизированной платформой, которая позволяет операторам связи предоставлять широкий спектр услуг, включая голосовые, видео, и мультимедийные услуги..

Чем отличается для абонента все эти технологии?

От аналоговой станции до IP для абонента практически ничем не отличается так как абонент как звонил так и звонит и это основная услуга которую абонент желает получить.

Понятно что помимо как звонить, абонент получает множества дополнительных удобных услуг с ЦАТС или с NGN, но обычные абоненты даже не подозревают что у них сменилась станция на обратной стороне.

Теперь чем отличается для оператора все эти технологии?

В существенное преимущество получает оператор - это оптимизация огромных оборудований в более компактное, качество услуг, менее энергозатратное, оптимизация обслуживающего персонала и предоставление дополнительных услуг.

Качества связи на сети Казахтелекома улучшилась после внедрения ЦАТС, так как множества функции контроля появилось у оператора, все аварии на сетях отображалось в реальном времени на аварийном панели. Также оборудования отказоустойчивое так как каждый модуль резервируется.

Цифровизация телефонии в Казахстане началась в 1990-х годах с внедрения цифровых АТС. В 2000-х годах был проведен масштабный проект по замене аналоговых АТС на цифровые. В результате к 2015 году в Казахстане была достигнута 100% цифровизация местных телефонных сетей.

Цифровизация телефонии в Казахстане позволила улучшить качество связи, решить проблему дефицита стационарного телефона, гибкость управления сетью, скорость набора и сигнала, пропускная способность, безопасность сети, отказоустойчивость, простота обслуживания, а также появились дополнительные услуги для абонентов. В связи с увеличением нагрузки на сеть, также модернизировалась транспортная среда, а это строительство волоконно-оптических линий связи, замена мультиплексоров на SDH и DWDM. В связи с бурным развитием экономики, а именно нефтяной отрасли, нагрузка на сеть были колоссальными и спрос на телефонию был очень высок в связи с этим сеть масштабировалась, а АО Казахтелеком показывал высокую прибыль.

Цифровизация телефонии является одним из важных направлений развития телекоммуникационной инфраструктуры Казахстана. Она способствует развитию экономики, повышению уровня жизни населения и улучшению доступности информационных и коммуникационных технологий.

С развитием новых технологии на смену ЦАТС пришёл NGN (Next Generation Network – Сеть следующего поколения). NGN - это новая технология, которая представляет собой эволюцию традиционных сетей телефонии. NGN основана на цифровых технологиях и IP-сетях. Это позволяет обеспечить более высокое качество звука, широкий спектр функций и гибкость в использовании.

Преимущества NGN

NGN имеет ряд преимуществ по сравнению с традиционными сетями телефонии:

- Возможность подключения аналоговых, SIP абонентов так и мобильных абонентов.
- NGN более производительное оборудования чем ЦАТС, одна плата поддерживает более 40 000 абонентов (на ЦАТС одна плата поддерживает 32 абонента).
- Широкий спектр функций.
- Гибкость в использовании. NGN более гибкая в использовании, чем традиционные сети телефонии.

Реализация NGN на сетях Казахтелекома

АО "Казахтелеком" реализует NGN в несколько этапов. Первый этап включал в себя строительство магистральной сети NGN, которая охватывает всю территорию Казахстана. Второй этап включает в себя строительство локальных сетей NGN в крупных городах. Третий этап включает в себя подключение абонентов к NGN-сетям.

За время внедрения NGN на сети АО "Казакхтелеком" компания добилась следующих основных достижений:

- Построена магистральная сеть NGN, которая охватывает всю территорию Казахстана.
- Построены локальные сети NGN в крупных городах.
- Подключено более 1 млн. абонентов к NGN-сетям.
- Развернуто сеть CDMA на базе NGN.
- Оптимизация оборудования

По поручению правительства была задача телефонизировать все населенные пункты Казахстана за максимальный срок. Казахстан неблагоприятная страна для развития телекоммуникации так как территория большая 9 место в мире, а население не большое 62 место в мире и при реализации проектов в сельские местности появляется проблема окупаемости. И данный проект невозможно было бы реализовать существующими ресурсами так как для прокладки кабеля в каждый населенный пункт далее в каждый дом потребовались бы большие финансовые расходы, которые не окупились бы и для реализации проекта ушли бы десятилетия.

Для решения данной задачи было принято решение телефонизировать населенные пункты ниже районных центров технологией WLL CDMA. Технология позволяет у абонента устанавливается беспроводный телефон с местным номером.

Проект реализации проекта WLL CDMA совместно с компанией Huawei по телефонизации всех населенных пунктов Казахстана прошла успешно и в максимально короткие сроки. Население в селе которые нуждались в телефонии были обеспечены качественной недорогой связью. А Казакхтелеком получил еще больше абонентов, а значит больше прибыли. Уникальность проекта NGN в том что внедрением одного проекта компания решила множества проблем для компании. NGN дал новый рывок развитию телекоммуникаций в Казахстане, так как технологии открыли новую географию для развития сети и данное решение позволило Казакхтелекому первыми проникнуть в отдаленные села чем мобильные конкуренты.

Проблема нашей страны в том что нам практически невыгодно строить большие сети так как географически страна очень большая и соответственно расстояние также большие между населенными пунктами, а население страны не большое, тем более в селах. В связи с этим в Казахстане проекты по строительству сети возможно только осуществить в больших городах где плотность население высокое. Конкуренты пользуются именно этим, они развивают сеть только в больших городах или в богатых нефтедобывающих регионах.

Развитие GPON в Казахстане началось в 2010 году, когда национальный оператор связи АО "Казакхтелеком" запустил пилотный проект по внедрению этой технологии в городе Алматы. В рамках пилотного проекта было подключено около 1000 абонентов.

В последующие годы развитие GPON в Казахстане продолжилось. В 2012 году АО "Казакхтелеком" запустил коммерческую эксплуатацию сети GPON в Алматы. В 2013 году сеть GPON была запущена в столице Казахстана - городе Нур-Султан.

В настоящее время сеть GPON в Казахстане охватывает более 100 городов и поселков. По данным АО "Казакхтелеком", к сети GPON подключено более 1 миллиона абонентов.

Развитие GPON в Казахстане осуществляется в рамках программы "Цифровой Казахстан". Целью программы является создание в Казахстане современной цифровой экономики.

GPON имеет ряд преимуществ перед другими технологиями доступа к сети Интернет, такими как ADSL, FTTx и LTE. GPON обеспечивает более высокую скорость передачи данных, более стабильное качество связи и более широкие возможности для предоставления услуг.

Благодаря своим преимуществам GPON является перспективной технологией доступа к сети Интернет. Развитие GPON в Казахстане будет способствовать развитию цифровой экономики в стране.

Вот некоторые факторы, которые способствуют развитию GPON в Казахстане:

- Государственная поддержка. Правительство Казахстана оказывает поддержку развитию цифровой экономики, в том числе развитию GPON.
- Потребность в высокоскоростном доступе к сети Интернет. В Казахстане растет потребность в высокоскоростном доступе к сети Интернет для удовлетворения потребностей бизнеса и населения.
- Доступность оборудования и программного обеспечения. Оборудование и программное обеспечение для реализации GPON доступно на рынке Казахстана.

Так же абоненту GPON предоставляется местный номер от Казахтелеком по оптическому кабелю, данный номер предоставляется технологией SIP от оборудования NGN.

В целом, развитие GPON в Казахстане идет хорошими темпами. Ожидается, что в ближайшие годы сеть GPON будет охватывать все большее количество городов и поселков Казахстана, так как сейчас внедрен проект Тазарту основная задача которой замена медного кабеля на оптический.

Тем самым NGN является ядром всех телефонных номеров которые предоставляются оператором Казахтелеком, это очень удобно так в одной системе мы можем управлять всеми видами абонентами это облегчает эксплуатацию, управления и оптимизирует затраты.

Казалось бы все хорошо, но популярность мобильной связи сильно выросла и Казахтелеком столкнулся с оттоком абонентов что стало большой проблемой.

В современном мире телекоммуникации играют все более важную роль в жизни людей. Они используются для общения, работы, обучения, развлечений и других целей. В связи с этим растет спрос на новые и более совершенные услуги телекоммуникаций.

Одним из перспективных направлений развития телекоммуникаций является внедрение технологии IMS (IP Multimedia Subsystem). IMS является открытой и стандартизированной платформой, которая позволяет операторам связи предоставлять широкий спектр услуг, включая голосовые, видео, и мультимедийные услуги.

АО “Казахтелеком” является одним из ведущих операторов связи в Казахстане. Компания активно развивает свою сеть и внедряет новые технологии. В рамках этого процесса рассматривается вопрос о внедрении технологии IMS на сети NGN АО “Казахтелеком”.

Решение и путь по которой мы должны идти это следующая технология которая называется IMS (IP Multimedia Subsystem). Это принципиальная новейшая концепция IMS к которой все ведущие операторы перешли более 10 лет назад которая переносит в мир конвергентных мобильных/фиксированных коммуникаций.

IMS (IP Multimedia Subsystem) - это новая технология, которая представляет собой эволюцию традиционных сетей телефонии. IMS основана на цифровых технологиях и IP-сетях. Это позволяет обеспечить более высокое качество звука, широкий спектр функций и гибкость в использовании.

IMS была разработана в начале 2000-х годов и быстро стала популярной среди операторов связи. В настоящее время IMS используется во многих странах мира, включая США, Европу, Азию и Африку.

IMS представляет собой программно-аппаратный комплекс, который является ключевым компонентом практически всех IP-сетей следующего поколения (Next Generation Network, NGN), поддерживающих SIP-телефонию (SIP, Session Initiation Protocol) -приложения, и предназначается для обеспечения стандартизации мультимедийных сервисов во всех взаимосвязанных сетях. Благодаря универсальной архитектуре одна и та же IMS-платформа может быть использована для приложений и услуг в мобильных сетях всех поколений (2G, 3G, 4G), а также в фиксированных сетях.

- Высокое качество звука. IMS обеспечивает более высокое качество звука, чем традиционные сети телефонии.
- Широкий спектр функций. IMS позволяет предоставлять широкий спектр функций, таких как голосовая почта, переадресация вызовов, конференция и другие.
- Гибкость в использовании. IMS более гибкая в использовании, чем традиционные сети телефонии. Она позволяет предоставлять услуги на основе потребностей пользователей.
- Обеспечение взаимодействия разного типа сетей
- Возможность разработки и быстрого внедрения новых услуг, включая (2G, 3G, 4G)
- Точное выставление счетов
- Снижение затрат на эксплуатацию
- Масштабируемость решений

Модернизация сети АО Казахтелеком необходимо, так как оператор должен идти в ногу со временем и быть готовым к жесткой конкуренции в быстро растущей отрасли как телекоммуникация. Как национальный оператор АО Казахтелеком должен быть тепловозом в этой отрасли и быть первыми в предоставлении современных и новых услуг населению разного возраста.

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“ПОЛЬЗА ИНФОРМАЦИОННЫХ ТЕХНОЛОГИЙ В УПРАВЛЕНИИ ПРОЕКТАМИ АО «КАЗАХТЕЛЕКОМ» “

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АННОТАЦИЯ

В данной работе описаны предпосылки и тенденции применения современных информационных технологий в процессе корпоративного управления проектами в компаниях. Статья рассматривает роль информационных технологий в управлении проектами, их преимущества и задачи, а также приводит примеры конкретных технологий в информационно-документационном обеспечении управления проектами. Описаны основные функции и задачи, которые можно улучшить, автоматизировать за счет применения информационных технологий, описаны и проанализированы основные игроки на мировом рынке производителей программного обеспечения для управления проектами. Проведен анализ основных производителей программного обеспечения управления проектами по нескольким основным и по моему мнению наиболее критичным функциям в современном управлении проектами.

1. ВВЕДЕНИЕ

В настоящее время Казахстан с его молодой экономикой демонстрирует многообещающие результаты. Концепция индустриально-инновационного развития Казахстана направлена на то, чтобы вывести страну в число ведущих конкурентоспособных и динамично развивающихся государств мира. Наше правительство выделяет значительные средства на реализацию проектов различного масштаба. Реализация различных проектов, в том числе и инновационных, должна основываться на понимании и активном использовании новых методов и технологий управления ими.

Внедрение проектного управления на казахстанском рынке происходит стихийно и хаотично. Есть компании, которые используют методы и инструменты управления проектами. Есть компании, которые предоставляют консалтинговые и обучающие услуги в области управления проектами. Международные организации и их филиалы также присутствуют в Казахстане. Однако не хватает четких коммуникационных, организационных и экономических механизмов взаимодействия между ними.

Можно отметить, что в настоящее время область управления проектами в Казахстане находится на начальном этапе своего развития. Несколько крупных национальных компаний имеют значительное количество интегрированных систем управления и специалистов по управлению проектами, демонстрируя высокие показатели. Однако целенаправленного продвижения управления проектами в стране нет, как нет и национальных стандартов в области управления проектами. Кроме того, недостаток информации и данных для анализа проектов препятствует оценке состояния управления проектами и его регулированию, что может стать препятствием для перехода к инновационной экономике.

Актуальность данного исследования обоснована тем, что казахстанские специалисты по управлению проектами не уделяют достаточного внимания вопросам стратегического управления проектами на научно-методическом уровне. Интеграция систем управления проектами рассматривается не как организационный процесс, требующий длительного времени на внедрение, а как процесс повышения эффективности работы предприятия. В свою

очередь, проектный подход к выполнению задач интегрируется в стратегическое управление компанией, что повышает необходимость интеграции и развития системы управления проектами, которая должна обеспечивать реализацию стратегии предприятия за счёт применения методологии управления проектами в рамках комплексной и динамичной системы.

Различным аспектам управления проектами посвящены многочисленные работы как зарубежных, так и отечественных учёных. Среди отечественных учёных в области теории менеджмента и управления проектами можно выделить исследования таких учёных, как А.Ф. Цеховой, Т.С. Саткалиев, А.Т. Закиров, К.С. Мухтаров, С.Т. Купешов, С.Б. Абдигалпаров, А.Б. Майдыров и другие. Также были рассмотрены исследования и работы зарубежных ученых в области развития проектного менеджмента, в том числе Р. Арчибальда, А. Джафари, Г. Дительма, Э. Джордана, Д. Милошевича, Е.В. Попова, О.А. Романовой, А.И. Тата.

К настоящему времени управление проектами, как методология эффективной деятельности, стало признанной во всех развитых странах и компаниях, ведущих активную инвестиционную и инновационную деятельность. Влияние внешних факторов и нестабильность мировых экономик способствуют активному развитию управления проектами. Успех и основное преимущество управления проектами состоит в решении основных задач: эффективное использование материальных ресурсов, управление качеством и временем реализации. Данные задачи в совокупности с моделью управления проектами лучше подходят для ведения инвестиционной и инновационной деятельности. Сущность управления проектами заключается в эффективном соотношении расходования материальных средств, человеческих ресурсов и времени для качественного исполнения и реализации проекта.

Современные развивающиеся предприятия постоянно находятся перед выбором: внедрять готовые технологии управления проектами или разрабатывать их самостоятельно. Все учесть невозможно, и любая система в принципе может работать и справляться со своими задачами, однако находясь в состоянии постоянного развития, предприятие должно следить за качеством и актуальностью системы управления проектами. Любые задачи по внедрению или улучшению системы требуют необходимых ресурсов как материальных, так и человеческих. Несмотря на то, что предприятие работает, проекты реализуются, появляется потребность в интеграции новых/современных систем, подсистем, либо иной, эффективной системы управления. Учитывая данное обстоятельство, необходимо определить сущность проекта в контексте современных экономических условий.

В стандартных определениях проект (от лат. *projectus* — брошенный вперед, выступающий, выдающийся вперед, торчащий) — это: уникальная (в отличие от операций) деятельность, имеющая начало и конец во времени, направленная на достижение заранее определённого результата/цели, создание определённого, уникального продукта или услуги, при заданных ограничениях по ресурсам и срокам, а также требованиям к качеству и допустимому уровню риска.

Проектное управление в современных реалиях требует обязательное использование информационных технологий, которые помогают реализовать следующие функции:

- работа в условиях мультипроектной среды;
- разработка сетевых графиков/календарей;
- распределение и учет ресурсов;
- анализ категории «что-если»;
- учет сведений о ресурсах, сроках и затратах при реализации проектного управления;
- автоматизированная отчетность;
- контроль и планирование договоров;

- централизованное хранения информации по завершенным или реализуемым проектам и прочее.

Информационные системы, предназначенные для реализации проектного управления, используют следующие основные инструменты:

- архитектура «клиент-сервер». В основе большинства используемых систем «клиент-сервер» находится применение баз данных и систем управления этими базами данных. Успешность реализации проектного управления требует доступности сведений, обуславливающих планирование и исполнение проекта, для всех его участников;
- телекоммуникационные системы;
- персональные компьютеры, ноутбуки, планшеты, смартфоны и т.д.;
- программное обеспечение, ориентированное на поддержку групповой работы, осуществляемой с целью обеспечения обмена электронной информацией, документооборота, группового планирования деятельности, дистанционное участие отдельных членов команды в реализации проекта, проведения мозговых штурмов в электронной форме.

В сфере проектного управления информационные технологии существуют в различных формах, таких как:

- Сеть Интернет, представляющая собой технологию, обеспечивающую сближение предприятий и реализуемых проектов. За счет возможности сети Интернет обеспечивается доступность информации по проектам, без необходимости осуществления значительных затрат средств на ее распространение. Создание сайтов проектов посредством сети Интернет обеспечивает оптимальное и единственно возможное на сегодняшний день максимально информирование участников о состоянии проекта при условии нахождения этих участников в различных точках земного шара, особенно актуальность этой сети возрастает в условиях пандемии;
- Веб-сайты, размещаемые на серверах провайдеров, обеспечивающих доступность сведений о проекте удаленным пользователям в разных точках мира. Структура веб-сайта проекта может включать в себя календарно-сетевые графики исполнения работ, отчетность, протоколы групповых мероприятий, а также иные документы, характеризующие ход реализации проекта;
- Локальная сеть, построенная по принципу Интернета. Использование данной формы обеспечивает доступность сведений о проекте ограниченному кругу лиц, выступающих либо работниками отдельной организации, либо участниками специально созданной группы;
- Видеоконференции, которые обеспечивают передачу видео и аудио информации в рамках локальных сетей или сети Интернет. Так же в современном мире получили распространение голосовые конференции, реализуемые посредством компьютерной телефонии;
- Интегрированные информационные системы, обеспечивающие поддержку принятия решений. Эти системы позволяют рассчитывать альтернативы принимаемых решений и выбирать оптимальную из них для реализации;
- Системы поддержки принятия решений, представляющие собой комплекс программных средств, моделей имитационного, статистического и аналитического характера, обеспечивающих визуализацию работы процессов в рамках реализуемых проектов.

На казахстанском рынке небольшое количество собственных информационных систем для проектного управления. Поэтому представлены как правило зарубежные, проверенные,

протестированные и наиболее популярные по всем мире информационные системы управления проектами. Основным критерий варьирования данных информационных систем – это их стоимость, определяющая количество поддерживаемых функций. Список наиболее популярных на текущий момент информационных систем для организации корпоративного проектного управления отражен на рисунке 1.

№	Наименование	Лого	Позиционирование по функционалу	Локализован на русский язык
1	Microsoft Project Server		Enterprise project management, Project and Portfolio Management	Да
2	PlanView		Enterprise project management, Project and Portfolio Management	Нет
3	Bitrix24		CRM, project management, time management, tasking, and document management	Да
4	Trello		Project Management Software, Collaboration Tools Software, Resource Management Software	Да
5	Asana		Project Management Software, Collaboration Tools Software, Resource Management Software	Нет
6	Wrike		Project Management Software, Collaboration Tools Software, Enterprise project management	Да
7	OpenProject		Project Management Software, Collaboration Tools Software, Resource Management Software	Да
8	WorkSection		CRM, Project Management Software, Collaboration Tools Software, Business Management Software	Да
9	EasyProject		Project Management Software, Collaboration Tools Software, Enterprise project management	Да

Рисунок 1: Популярные системы управления проектами.

При выборе информационной системы для корпоративного управления проектами, как правило для начала компании смотрят на мировой рейтинг систем, в том числе на авторитетное мнение магического квадрата Гартнера который отражен на рисунке 2. Список наиболее популярных в международной практике информационных систем по управлению проектам подкреплен и подтвержден магическим квадратом Гартнера.

Figure 1. Magic Quadrant for Project and Portfolio Management



Рисунок 2: Project & Portfolio Management (May 2019):

С целью понимания на сколько, те или иные разработчики программного обеспечения полностью и глубоко понимают процесс управления проектами, понимают то, что необходимо проектной команде, мы провели анализ данного программного обеспечения на наличие и качество реализации по 21 параметру. Параметры были сформулированы рабочей командой из 10 участников департамента управления проектами исходя из многолетнего опыта управления проектами. Каждому параметру был присвоен свой вес в общей оценке с диапазоном от 1 до 10, оценки выставлялись в диапазоне от 0 (отсутствует функционал) до 1 (все устраивает) с шагом 0.1 Субъективный результат оценки департамента управления проектами АО «Казахтелеком» с учетом специфики наших проектов в области инфотелекоммунаций отражен на рисунке 3.

№	Функциональность	Вес	PS2019		PlanView		Bitrix24		Trello		Asana		Wrike		OpenProject		WorkSection		EasyProject		
			Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	Наличие	Оценка	
1	Облачное решение (Cloud)	9	1	9	1	9	1	9	1	9	1	9	1	9	1	9	1	9	1	9	
2	Собственный сервер (On-premise)	3	1	3	1	3	1	3	0	0	0	0	0	0	1	3	0	0	1	3	
3	Управление задачами (Task Mgmt + Timeline)	10	1	10	1	10	1	10	1	10	1	10	1	10	1	10	1	10	1	10	
3.1	СДР (WBS)	9	1	9	1	9	0	0	0	0	1	9	1	9	1	9	0	0	1	9	
4	Agile доски + Канбан	7	1	7	1	7	1	7	1	7	1	7	1	7	0	0	1	7	1	7	
5	Мобильный клиент	9	0.7	6.3	1	9	1	9	1	9	1	9	1	9	0	0	1	9	1	9	
6	Информ.панели (Dashboards + BI + KPI)	9	1	9	1	9	0	0	0	0	1	9	1	9	0.4	3.6	0	0	1	9	
7	Управление ролями + Орг.структура	6	1	6	1	6	1	6	0.8	4.8	0.8	4.8	0.5	3	1	6	0.5	3	1	6	
8	Настраиваемые поля (Custom fields)	6	1	6	1	6	1	6	1	6	1	6	1	6	1	6	0	0	0.9	5.4	
9	Рабочие процессы (Workflow)	6	1	6	1	6	0.4	2.4	0.5	3	0.5	3	1	6	1	6	1	6	0.8	4.8	
10	Гибкая отчетность (Reporting)	7	1	7	1	7	0.2	1.4	0	0	1	7	1	7	0	0	0	0	0.9	6.3	
11	Совместная работа (Collab.) Чаты + ВКС	6	1	6	1	6	1	6	0.5	3	1	6	0.5	3	0.5	3	0.5	3	1	6	
12	Шаблоны проектов	4	1	4	1	4	0	0	0	0	1	4	1	4	1	4	1	4	1	4	
13	Анализ отклонений по срокам, стоимости	5	1	5	1	5	0	0	0	0	0	0	0	0	0.4	2	0	0	1	5	
14	Управление ресурсами (вкл. Ставки ресурсов)	2	1	2	1	2	0	0	0	0	0	0	1	2	0	0	1	2	1	2	
15	Планирование и мониторинг бюджетов проектов	7	1	7	1	7	0.6	4.2	0	0	0	0	1	7	1	7	0	0	1	7	
17	Интеграция (Mail + Cals + Cloud disks)	5	1	5	1	5	0.4	2	0.5	2.5	1	5	1	5	0	0	0	0	1	5	
18	Удобство и дружелюбность интерфейса	10	0.6	6	0.8	8	1	10	0.9	9	1	10	1	10	1	10	0.8	8	1	10	
19	Управление портфелями проектов + Анализ портфелей	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0.1	0.1	
20	Управление проблемными вопросами (Issues Mgmt)	2	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21	Управление рисками (Risk Mgmt)	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ИТОГО			124	20.3	117.3	20.8	122	10.6	76	8.2	63.3	13.3	98.8	15	106	11.3	78.6	8.8	61	17.7	117.6

Рисунок 3: Анализ программного обеспечения управления проектами.

В зависимости от масштабов компании, количества реализуемых проектов, состава проектных команд и прочих переменных, стоимость владения корпоративной информационной системой управления проектами может достигать сотни тысяч долларов в год, учитывая затраты на ИТ инфраструктуру, лицензионные обязательства за само ПО, персонал, обучение и т.д. Сам факт готовности компаний нести такие затраты в условиях гонки за чистой прибылью и высокой маржинальностью подтверждает полезность, а местами возможно и необходимость применения в современных реалиях информационных технологий при управлении проектами/портфелями проектов.

ЗАКЛЮЧЕНИЕ

Информационные технологии играют важную роль в управлении проектами, обеспечивая эффективное сбор, хранение, обработку и передачу информации. Они помогают автоматизировать процессы управления проектами, улучшают коммуникацию и сотрудничество между участниками проекта, помогают ускорить процессы принятия решений, а также повышают прозрачность и контроль над проектными задачами и ресурсами, повышают качество реализации и т.д. Деятельность многих компаний в различных сферах сейчас реализуется в форме проектов и исходя из требуемых функций и бюджета, компании сами выбирают какие информационные технологии будут использоваться и интегрироваться в процесс управления проектами, и одно можно сказать с уверенностью, что информационные технологии стали неотъемлемой частью успешного управления проектами.

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“AN EXAMINATION OF THE ROLE OF TAX HAVENS IN THE GLOBAL ECONOMY AND THEIR IMPACT ON INTERNATIONAL TAX POLICY”

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ABSTRACT

Tax havens, known for their low tax rates and financial secrecy laws, are a fundamental and critical element of the worldwide economic landscape. This research critically evaluates tax havens' role in the global economy and their impact on international tax policies. Utilizing a combination of qualitative and quantitative approaches, the analysis explores the economic advantages that tax havens offer their host nations and the potential erosion of tax bases in high-tax jurisdictions. The results indicate that while tax havens significantly influence global financial flows, they also pose significant challenges to the development of fair and effective international tax policies. The study concludes by highlighting the initiatives undertaken by international organizations like the OECD to mitigate the adverse effects of tax havens and provides recommendations for establishing a fairer global tax framework.

1. INTRODUCTION

In an era marked by rapid globalization, the complex interplay between financial systems, policies, and the global economy has gathered significant attention. This complexity is represented by the role of tax havens, which have remained a subject of extensive debate for many years. This study investigates the functions of tax havens and their ramifications on international tax regulations.

Background

For decades, tax havens, or offshore financial centers, have been pivotal in the global economic landscape. The concept of tax havens dates back to the early 20th century, gaining momentum post-World War II as nations sought to rebuild their economies through tax incentives to attract foreign investments. Switzerland, with its Banking Act of 1934, was among the first to gain recognition as a tax haven, establishing a legacy of banking secrecy and emerging as a key player in private banking and wealth management.

The 1960s and 1970s saw many Caribbean Island nations, such as the Cayman Islands and the British Virgin Islands, restructure their economies to focus on offshore financial services, catering to foreign investors and multinational corporations. The rise of globalization and advancements in communication technologies further accelerated the proliferation of tax havens, with global capital flows seeking jurisdictions offering optimal returns, minimal tax obligations, and often, anonymity. However, these financial havens have also sparked significant concerns, particularly regarding transparency, tax evasion, and unfair competition. These issues continually challenge the legitimacy of tax havens within the global economic system, highlighting the tension between national sovereignty in taxation and the push for a transparent, fair international financial system.

Problem Statement

Tax havens present complex challenges to the global economic order, characterized by a mix of low or zero taxation, financial secrecy, and favorable regulatory environments. While attracting investment and bolstering the financial services sector of host countries, they significantly impact global tax policy. Key challenges include:

- **Erosion of Tax Base:** Tax havens facilitate a reduction in tax liabilities for multinational corporations and wealthy individuals, leading to substantial revenue losses in high-tax jurisdictions. This phenomenon exacerbates the erosion of tax bases in countries where substantial business activities are conducted.
- **Unfair Competition:** By offering minimal tax rates and secrecy, tax havens disadvantage jurisdictions with higher taxes and strict regulations, influencing business location and investment decisions, which in turn impacts job creation and economic growth in non-haven countries.
- **Challenges to Global Governance:** The popularity of tax havens underscores the difficulty in achieving international consensus on tax policy. Efforts to regulate and increase transparency often face resistance, as these jurisdictions fiercely guard their sovereign rights to set tax and regulatory policies.

Addressing the challenges posed by tax havens is crucial not only for safeguarding tax revenues but also for ensuring a fair and transparent global financial system.

Research Questions

The study aims to address critical aspects of tax havens, focusing on their global economic impact, influence on international tax policy, and responses from international bodies and nations. Key research questions include:

- **Role in the Global Economy:** How do tax havens contribute to global financial flows and investment decisions, and what are their economic benefits and drawbacks for host countries and the global landscape?
- **Impact on International Tax Policies:** How have tax havens contributed to the erosion of tax bases in high-tax jurisdictions and challenged the formulation and enforcement of international tax regulations?
- **Responses to Tax Havens:** How have international bodies and countries responded to the challenges posed by tax havens, and what effectiveness have measures like the OECD's Base Erosion and Profit Shifting (BEPS) initiatives shown?
- **Future Outlook:** Considering current trends in global finance and tax policy, what might be the future role and influence of tax havens, and how might evolving technological and geopolitical factors impact their operation and significance?

2. LITERATURE REVIEW

Tax havens, characterized by low or zero taxation and financial secrecy, play a significant role in the global economy. The term 'tax haven' has evolved over time, originally identified by their fiscal attraction and now encompassing attributes like relaxed regulations, financial confidentiality, and specific legal tools (Picciotto, 1992; Palan, Murphy, & Chavagneux, 2010). Dharmapala (2008) points out two main characteristics: low (or zero) taxation and financial secrecy, which attract businesses and individuals for tax savings and privacy.

The historical context of tax havens dates back to ancient civilizations, with modern iterations emerging in the early 20th century (Naylor, 2004; Sharman, 2006). Post-World War II, Caribbean nations like the Cayman Islands became prominent tax havens (Hampton, 1996). The 2007-2008 financial crisis brought increased scrutiny and calls for reform, highlighted by significant data leaks like the Panama Papers (ICIJ, 2016).

Economically, tax havens benefit host countries by attracting foreign investment, enhancing infrastructure, and creating a financial hub (Palan, Murphy, & Chavagneux, 2010; Sharman, 2006). However, they contribute to the erosion of tax bases in high-tax jurisdictions as multinational

corporations (MNEs) and high-net-worth individuals use them to minimize tax liabilities (Dharmapala, 2014; Zucman, 2015). This strategic relocation of profits or assets exacerbates socio-economic inequalities and challenges the integrity of the international tax system (Tørsløv, Wier, & Zucman, 2018; Slemrod & Wilson, 2009).

Tax havens also influence global financial flows. MNEs use them to optimize capital allocation and minimize global tax liabilities (Desai, Foley, & Hines Jr., 2006; Zucman, 2014). However, this creates inefficiencies in global capital distribution and potential avenues for illicit financial activities like money laundering (Dharmapala, 2008; Sharman, 2010).

The policy implications are significant. Tax havens stimulate intense tax competition among nations, leading to a 'race to the bottom' in corporate tax rates (Palan, Murphy, & Chavagneux, 2010). They also enable regulatory arbitrage, where firms capitalize on disparities between regulatory regimes (Pogge & Mehta, 2016).

In response, international bodies like the OECD have initiated projects like the Base Erosion and Profit Shifting (BEPS) project to realign taxation with economic activity (OECD, 2013). The EU has introduced measures like the Anti-Tax Avoidance Directive (ATAD) to combat tax avoidance (European Commission, 2016).

Ethically, tax havens facilitate illicit activities and exacerbate global economic disparities (Shaxson, 2011; Zucman, 2015). They undermine democratic governance and pose risks to financial stability, as seen during the 2008 financial crisis (Palan, Murphy, & Chavagneux, 2010; Pozsar, Adrian, Ashcraft, & Boesky, 2013).

The future of tax havens is influenced by digitization and cryptocurrencies, leading to the emergence of virtual havens (Brunnermeier, James, & Landau, 2019). Increased global regulation and societal pressure on corporate tax strategies suggest a shift towards more transparency and equity in international taxation (Sikka, 2010; OECD, 2013).

In conclusion, while tax havens offer advantages to certain entities, their broader implications on economic disparities, policy challenges, and ethical considerations highlight the complexity of their role in the global financial system.

3. RESEARCH METHODOLOGY

This research adopts a mixed-methods design to understand the role of tax havens in the global economy and their impact on international tax policy. It combines qualitative and quantitative approaches for a thorough analysis. The qualitative aspect involves reviewing literature, policy documents, and expert opinions to understand legislative frameworks, historical evolutions, and ethical considerations of tax havens. The quantitative aspect focuses on economic impacts, analyzing financial data and statistics to identify trends in financial flows and tax structures related to tax havens. Data sources include academic resources like journals, books, and conference proceedings for foundational theories and institutional reports from organizations such as the OECD, IMF, and EC for broader economic insights. Data collection involves a comprehensive literature review and database exploration, focusing on financial transactions, tax rates, and other relevant economic indicators. The study measures the influence of tax havens (dependent variable) through financial flow data and tax revenues, and international tax policy shifts (independent variable) through changes in tax rates.

4. RESULTS

This chapter outlines the findings from the study on tax havens, their financial flows, and the impact on international tax policies. It compares data analysis with existing research, connecting empirical results with theoretical insights and addressing relevant research questions.

Tax Haven Jurisdictions

An analysis of tax haven jurisdictions, referencing EU, IMF, and OECD lists, reveals significant inward Foreign Direct Investment (FDI) data as of 2022. While no jurisdictions feature on the OECD's "List of Unco-operative Tax Havens" as of 2023, their historical role is significant in understanding the evolution of these tax havens and their status within international frameworks. The EU list, despite criticisms, demonstrates the EU's proactive stance against non-cooperative jurisdictions.

Cumulative Inward FDI

A substantial increase in inward FDI within tax haven jurisdictions is noted from 1990 to 2022, indicating their growing appeal to foreign investors. For instance, the Netherlands' FDI rose dramatically from 71,828 M'USD in 1990 to 2,683,600 M'USD in 2022. This trend is contrasted with the total cumulative inward FDI within the OECD, where tax havens accounted for approximately 53.67% of the total by the end of 2022, highlighting their rising prominence in the global financial landscape.

Cumulative Inward FDI (Per Capita)

The analysis of cumulative inward FDI on a per capita basis reveals stark disparities. The British Virgin Islands and the Cayman Islands, for instance, showed remarkable per capita FDI figures, significantly higher than those within the OECD. On average, each tax haven country attracted 1,209,726 USD per capita at the end of 2022. For OECD countries this figure is 21,224 USD per capita. This underlines the unique role of tax havens in facilitating financial activities and their status as major players in global finance.

Global Corporate Tax Rates

A consistent decrease in corporate tax rates across OECD countries, the rest of the world, and tax havens since 1980 is observed. The reduction reflects strategic efforts by nations to enhance competitiveness and attract multinational corporations, influenced by the emergence of tax havens and global economic integration.

Tax Revenue Among OECD Countries

There has been a consistent rise in average tax revenue within OECD countries from 1990 to 2021, despite the challenges posed by tax havens and tax avoidance strategies. This growth, particularly noticeable in the last 10-15 years, is in part due to proactive policy responses aimed at curbing tax avoidance and enhancing transparency.

Country-by-Country Reporting

Analysis of IRS data from 2016 to 2020 shows a consistent increase in global revenue generated by U.S. Multinational Enterprises (MNEs), with a growing proportion of such revenue being directed towards tax havens. The effective tax rate (ETR) for U.S. MNEs globally has seen a notable decline, particularly in 2018, attributable to changes in U.S. tax policy.

Regression Analysis

Three regression models explore the relationships between tax rates, inward FDI, and tax revenues in OECD and tax haven countries. The findings indicate a strong positive correlation between tax rates in tax haven countries and those in OECD countries, a substantial negative relationship between tax haven tax rates and inward FDI, and a significant correlation between average tax revenue of OECD countries and their tax rates.

5. DISCUSSION

The study's findings reveal a complex relationship between tax havens, global financial flows, and international tax policy. Key insights include the significant inverse relationship between tax rates in tax havens and financial inflows, the upward trend in regulatory responses to tax havens, and the strategic engagement of corporations with tax havens. Comparisons with existing literature affirm these findings, offering fresh insights and an updated empirical perspective on the implications of tax havens in the global economy.

Theoretical Implications

The study challenges traditional definitions of tax havens, highlighting the need for a broader theoretical understanding that includes aspects like financial secrecy and strategic advantages. It suggests a shift in global governance models towards cooperative oversight and raises questions about the complexities of sovereignty and economic development models in a globalized world.

Practical Implications

The findings have diverse implications for international tax policy, national governments, corporations, public debate, and financial institutions. These include the need for coherent international tax policies, reassessment of national tax policies, strategic considerations for corporations balancing financial benefits with reputational risks, and advocacy efforts focused on economic justice.

Limitations of Results

The study acknowledges limitations, including data constraints due to the secretive nature of transactions in tax havens, temporal limitations, issues of generalizability, lack of experimental control, and the inherent subjectivity in interpretation.

6. CONCLUSION AND RECOMMENDATIONS

This research delved into the role of tax havens in the global economy and their influence on international tax policy. It used a mixed-methods approach to explore the features of tax havens, their historical evolution, their impact on global financial flows, and the policy responses they have triggered. The findings depict tax havens as key players in global finance, known for their tax advantages and strategic appeal to corporations and individual investors. However, they also contribute to widening economic disparities and are subject to growing global regulatory attention.

Major Conclusions

- **Pervasive Influence of Tax Havens:** Tax havens significantly influence global financial dynamics, offering more than just tax benefits. They provide a range of financial and operational incentives, making them attractive for corporations and individual investors.
- **Regulatory Evolution:** The global regulatory landscape regarding tax havens is shifting. Increased regulatory responses from nations and international bodies suggest a move towards more collaborative governance, recognizing the complexities posed by tax havens.
- **Ethical Paradigm Shift:** Public trust towards corporations engaged in tax havens is declining, indicating a shift in the ethical landscape. There's an increasing scrutiny of fiscal strategies for their ethical dimensions, reflecting a societal shift towards responsible financial and strategic decision-making.

- Continuously Evolving Dynamics: Tax havens are dynamic, adapting to global shifts, regulatory changes, and economic dynamics. This requires continuous monitoring and adaptability from both entities using these havens and policymakers overseeing them.

Policy Recommendations

- International Cooperation: Nations should enhance international cooperation to counter the challenges posed by tax havens. Initiatives like the OECD's BEPS should be strengthened for collaborative and coherent policy responses.
- Transparent Reporting: Governments should enforce stricter transparency and reporting standards for multinational corporations to clarify their engagements with tax havens.
- Public Awareness: Investment in public awareness campaigns is essential to educate citizens about the implications of tax havens and the measures to address their challenges.

Recommendations for Businesses

- Ethical Tax Planning: Corporations should consider ethical implications in their tax planning, balancing fiscal benefits with societal responsibilities.
- Stakeholder Engagement: Proactive engagement with stakeholders, including clear communication about tax strategies, is crucial for maintaining transparency and trust.
- Risk Assessment: Regular risk assessments are vital in the evolving regulatory landscape to ensure compliance and preparedness for regulatory shifts.

Academic Recommendations

- Interdisciplinary Research: The complexity of tax havens necessitates interdisciplinary research, combining finance, sociology, political science, and ethics.
- Case Studies: Detailed case studies on specific tax havens or multinational corporations can provide deeper insights, complementing broader trends.
- Emerging Trends: Academia should keep pace with emerging trends, such as digital currencies, assessing their potential interplay with tax haven dynamics.

Final Reflection

Tax havens are a test of global cooperation and ethics in today's interconnected world. While offering economic advantages, they reveal deeper socio-economic and ethical complexities. Balancing profit with ethics sparks significant debate on values and responsibilities. Regulatory responses show awareness of these challenges, but societal expectations also play a crucial role. Addressing tax haven issues requires consideration of fiscal policies, societal values, global cooperation, and evolving finance dynamics. The future of tax havens will continue to evolve with technology, geopolitics, and globalization, demanding collective responsibility to promote fairness, ethics, and sustainability.

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“Использование стратегического анализа на конкурентном рынке.”

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Аннотация:

В статье рассматривается необходимость использования стратегического анализа на конкурентном рынке. Как может оказать влияние проведение стратегического анализа для компании в определении их развития на рынке в конкурентной среде, которое позволяет не только описать их текущее состояние, но и показать прибыльность компании. Построение эффективной стратегии, во многом зависит от качества проведенного анализа окружающей среды, в которой находится компания. Какие методы анализа актуальны для изучения рынка для перспективного продвижения товаров/услуг, которые предприятие продвигает на рынке и планирует в дальнейшем реализовывать. Отражены использованные методы анализа в телекоммуникационной отрасли, с момента вхождения на рынок и возможностью удержания позиции на рынке. Телекоммуникационный рынок является привлекательным для конкуренции во всех его сегментах, статья отражает возможность не только сохранения существующего рынка, но и развитие новых предложений с использованием тех услуг, которые уже пользуются спросом. Отражено, каким способом спрос может воздействовать на технологическое изменение, как преобразовался рынок телекоммуникации нашей страны с изменениями технологии, так же какое направление на сегодня используют операторы связи для сохранения лояльности потребителей и что предлагает маркетинг для современного пользователя рынка корпоративного сегмента.

Стратегический анализ внешнего окружения является одной из основных задач стратегического менеджмента.

В современном мире роль внешней среды на участие компании в рыночных условиях определяет конкурентоспособность компании, которую необходимо проанализировать и является источником, питающим организацию ресурсами, необходимыми для поддержания ее внутреннего потенциала на должном уровне. Компании находится в состоянии постоянного обмена с внешней средой, обеспечивая тем самым себе возможность удержания конкурентных преимуществ на рынке. Но ресурсы внешней среды не безграничны, на них претендуют многие другие компании, которые создают конкурентную среду. Поэтому всегда существует возможность того, что компания не сможет получить нужные ресурсы из внешней среды. Это

может ослабить ее потенциал и привести ко многим негативным для организации последствиям. Задача стратегического анализа состоит в обеспечении такого взаимодействия организации со средой, которое позволяет поддерживать ее потенциал на уровне, необходимом для достижения ее целей, и тем самым предоставляет ей возможность получать прибыль в долгосрочной перспективе.

Существуют различные подходы стратегического анализа внешнего окружения, все они придерживаются двух принципов это:

1. Экономический анализ внешней среды, т.е. применение различных способов анализа экономической ситуации рынка/отрасли (при оценке внешней среды чаще используется сравнительный анализ);
2. Анализ конкурентной среды, которая предполагает оценку деятельности всех участников рынка/отрасли, определение конкурентной позиции на рынке, уровень конкурентного давления, анализ факторов влияющих на конкурентную позицию участников.

Научная новизна работы:

- уточнены и обобщены теоретические основы влияния внешней среды на конкурентоспособность предприятия;
- выявлены и систематизированы особенности развития телекоммуникационной отрасли;

В бизнесе необходимо учитывать управление внутренними процессами производством, но для эффективной работы на конкурентном рынке, для обеспечения конкурентоспособности предприятия, основным фактором является оценка внешнего окружения, которое динамично изменяться в рыночных условиях. Влияние внешних факторов (рисунок 1), требует проведения постоянного анализа происходящих события на конкурентном рынке. Исходя из выводов проведенного анализа, принимать незамедлительные решения о дальнейшем стратегическом развитии компании.

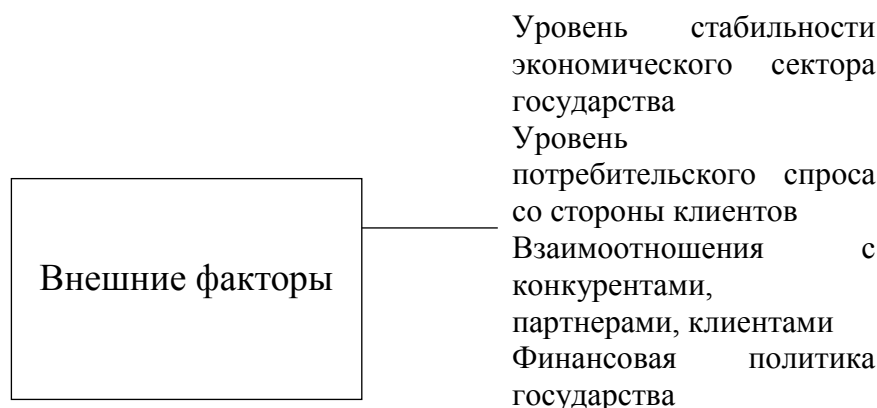


Рисунок 1 – Внешние факторы

В условиях нестабильных внешних факторов, прежде чем принять управленческие решения, руководителям в быстром времени необходимо провести анализ внешнего окружения для принятия их, которые позволят исправить ситуацию. Рыночные условия постоянно приводят к возникновению решения задач по управлению предприятием. В то время применяемые схемы решения поставленных внешними факторами задач в экономической развитых рыночных отношениях странах с успехом могут применяться и адаптироваться к условиям экономики нашей страны. Развитие в предприятии в конкурентном рынке, на котором строится взаимоотношение потребителя и производителя, где спрос диктует условия рынка,

основывается на потребителе, откуда и исходит конкурентный рынок. И мы видим на рынке ситуацию, когда у потребителя есть много предложений на рынке, и он может выбрать тот товар, который нужен ему, а не тот который нужно продать производителю[1].

Исследование проводилось в отрасли телекоммуникации корпоративного сегмента.

С момента выхода из состава Союза советских социалистических Республик, в нашей стране был один участник рынка телекоммуникации в лице национального оператора связи АО «Казахтелеком». В последнее десятилетие 20 века, компания работала при большой поддержке государства, ведь рынок был монополизирован. Однако с переходом и развитием рыночной экономики страны, появилась возможность входа на рынок других участников. Поскольку рынок телекоммуникации в нашей республике массово начал свое развитие в начале 21 века, и спрос на услуги телекоммуникации превышал его предложения, что дало возможность для развития других конкурентов использовать низкий барьер входа на рынок.

Конкурентный рынок показал потребителю возможность развития технологии, в связи с растущим количеством предложением со стороны поставщиков услуг. По сути, потребитель получил возможность делать выбор между поставщиками, которые предложат на тот момент технологическое изменение. Конечно же, на конкурентном рынке, необходим анализ стратегического развития, и рынок начал диктовать свои условия, в котором сила покупателя была сильнее именно в тех рынках, где происходила конкуренция. На предприятиях начали активно развивать маркетинг, для возможности не упустить рынок на начальной его стадии развития был основным направлением. Сегодня мы видим, что барьер входа на традиционные услуги высок и не привлекателен для сферы телекоммуникации, так как спроса на них уже практически отсутствует, но развитие широкополосного доступа к сети интернет предполагает дальнейшее развитие рынка.

Таким образом, текущее положение предприятий в условиях рынка, показывает нам, что если предприятие намеренно расти в условиях конкуренции, все издержки и достижениями необходимой прибыльности полностью ложится на их «плечи». Это позволяет предприятию самостоятельно принимать управленческие решения, при этом определяя одну из важных проблем адаптации в период сложных и особенных условиях рыночного отношения экономического перехода.

Рыночные отношения конкурентного рынка и экономическая свобода предприятия, как правило, приводит к повышенным рискам с точки зрения внешнего окружения. Данные риски определены нестабильностью спроса, поведением конкурентов на рынке, выхода товара заменителей, цен, влияние форс-мажорных обстоятельствах неопределимой силы человека и т.д. При всем необходимо учитывать не только внутренние факторы, которые оказывают влияние на процессы, а так же внешние факторы процессов.

В современных реалиях, когда технологические изменения уже стали неотъемлемой частью работы операторов связи перед потребителями, а рынок насыщен, маркетинговая активность предполагает развитие супермаркета услуг с предоставлением качества сервиса.

Современного потребителя уже ни ем не удивить так, как научно-технический прогресс с каждым днем идет вперед. И сейчас общество уже на рубеже перехода к новым источникам информационных технологий. Поэтому телекоммуникационные компании каждый день предоставляют новые сервисы и услуги. Институты телекоммуникационных услуг, которые предоставляли только услуги мобильной связи, сейчас полностью перебазировали свою отрасль и уже уверенно предоставляют населению интернет и телевидение в цифровом формате. Но большинство операторов связи предлагают одинаковые сервисы, ориентируясь на одних и тех же потребителей услуг. И поэтому, создается очень сложная конкуренция между ними. В такой большой конкуренции очень сложно операторам привлечь к своим услугам

новых клиентов, а иногда даже тяжело удерживать своих. В связи с этим каждый оператор пытается усилить свою маркетинговую структуру. Маркетинг в сфере телекоммуникаций имеет свои особенности. Классический маркетинг имеет свои тонкости. В сфере телекоммуникации маркетинг отличается от классического так, как сама сфера имеет инфраструктурный характер, тем, что растет роль средств связи и интернета в современном обществе. Сложность маркетинга на сегодня отражено то, что невозможно заранее определить, что в будущем будет пользоваться спросом, и будут ли востребованы инновационные новшества, в которые вложены немалые инвестиции. Так же, как и все остальные услуги на рынке, телекоммуникационные услуги имеют свои свойства и инновации, которые необходимо донести до потребителей понятным им языком, и тщательно проинформировать их об этих свойствах. Иначе потребитель может так и не начать пользоваться услугой. Но еще информируя потребителей нужно подчеркнуть их выгоду. Указывая на более значимую выгоду, нужно обратить внимание на предоставляемую услугу со стороны потенциальных потребителей. Все это методы классического маркетинга над работой текущего состояние рынка.

Тенденция мирового рынка технологических изменений показывает влияние использование сервисов потребителями. Изменения в структуре рынка приводит к стагнации традиционных услуг фиксированной телефонии, кабельного телевидения, как следствие постепенное снижение получаемых от указанных услуг доходов. В то время на сохранение и увеличение общей прибыли замещают новые технологии, таких как развитие оптоволоконных линий связи, IoT (Интернет вещей), OTT (Over the Top – инновационное многофункциональное телевидение), M2M (Межмашинное взаимодействие) [2].

Ведущие компании в сфере телекоммуникаций на сегодняшний день задают тенденции освоения сетей пятого поколения (5G) и создания разветвленных глобальных бизнес-экосистем, которые проникают во все сферы жизни клиента.

Технологические возможности позволят воплотить давнюю мечту по достижению экологии в цифровом мире. Это позволит им одновременно, и сократить издержки, и стать экологичнее. Таким образом, мы видим, что для дальнейшего использование анализа факторов рынка, необходимо применить маркетинг стратегического развития предприятия. Это позволит игрокам рынка работать не только над своим продуктами, но и задавать тренды использования услуг и показать привлекательность отрасли на рынке.

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“Некоторые вопросы мотивации персонала в АО «Казакхтелеком»”

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АННОТАЦИЯ

В данной работе описаны некоторые вопросы мотивации персонала с теоретической и практической точек зрения. Объектом исследования является АО «Казакхтелеком» - ведущий оператор связи Республики Казакстан, предоставляющий широкий спектр инфокоммуникационных услуг. Основные результаты исследования заключаются в том, что на основе теоретического обзора трудов классиков и современников науки менеджмента обобщены сущность и факторы мотивации. На примере практического материала казахстанской компании продемонстрированы современные инструменты мотивации, применяемые компанией в деятельности организации. В заключении отражены перспективные направления совершенствования мотивации персонала, способствующие повышению эффективности работы коллектива и наилучшего достижения целей компании.

ВВЕДЕНИЕ

Мотивация представляет собой сложный процесс побуждения человека к действию, управляющему поведением человека, задающему его направленность и ориентированность на достижение определенных целей. Поэтому каждый менеджер должен уметь находить и использовать мотивы своих работников. Данной актуальной проблеме посвящена представленная статья, имеющая цель раскрыть сущность мотивации, как одной из важных функций менеджмента, и показать ее применимость на примере существующей казахстанской компании АО «Казакхтелеком».

ОБЗОР ЛИТЕРАТУРЫ

В современной зарубежной и отечественной литературе по менеджменту определение «мотивация» имеет множество значений и трактуется по-разному.

Так, Подлесных В.И. (2014) мотивацию представляет как процесс активизации работы людей и побуждения их к эффективному труду для достижения целей организации как средства удовлетворения их собственного желания. Дятлов В.А. и Кибанов А.Я. (2012) считают, что мотивация – это стремление работника удовлетворить свои потребности посредством трудовой деятельности.

Классики теории менеджмента Мескон М.Х., Альберт М., Хедоури Ф. (2000) утверждают, что мотивация – процесс стимулирования себя и других на деятельность, направленную на достижение индивидуальных и общих целей организации.

Современник Уткин Э.А. (2014) считает, что мотивация – это выбор человека того или иного поведения, определяемого комплексом внешних и внутренних факторов. Соломатина Н.А. и Нагимова З.А. (2011) мотивацию называют внутренним состоянием человека, составной частью его характера, связанную с его интересами и определяющую его поведение в организации.

Таким образом, характеристику процесса мотивации можно представить как совокупность трех основных составляющих: цели, потребности, мотива. Они индивидуальны для каждого сотрудника и не похожи друг на друга.

МЕТОДОЛОГИЯ

В рамках данного исследования применялись эмпирические, абстрактно-логические методы, а также методика сравнительного, визуально-графического, статистического анализа.

ОСНОВНАЯ ЧАСТЬ

Анализ данных, сосредоточенный в исследовании, построен на материалах АО «Казахтелеком», ведущего оператора связи Республики Казахстан, предоставляющий широкий спектр инфокоммуникационных услуг на всей территории страны.

Компания была образована в 1994 г. и сегодня является признанным лидером в предоставлении услуг связи, одним из крупнейших операторов Национальной сети передачи данных. Компания обеспечивает эффективную современную сеть связи национального масштаба охватывает большинство основных целевых рынков потребителей инфокоммуникационных услуг. Компания представлена на всей территории республики, располагает сетью из 248 пунктов сети сервиса, собственной сетью из 15 дата-центров, контакт-центрами (<https://telecom.kz/ru>, 2023).

На 31 декабря 2022 года списочная численность работников АО «Казахтелеком» составила 19 979 человек, что на 2,6% меньше показателя предыдущего года (рисунок 1).

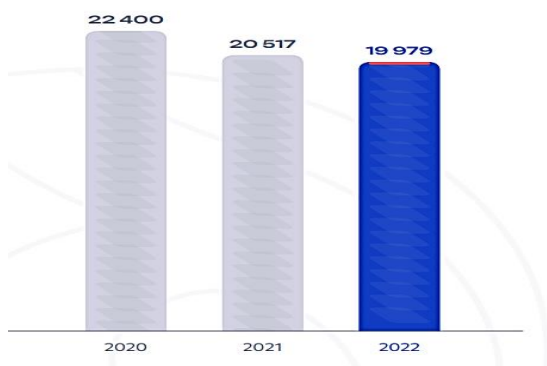


Рисунок 1 - Динамика списочной численности персонала в АО «Казахтелеком»

При этом необходимо отметить, что при постоянном повышении эффективности бизнеса уделяется особое внимание на улучшение системы оплаты труда, материальной и нематериальной мотивации работников всех категории.

Система мотивации, принятая в АО «Казахтелеком», обеспечивает четкую взаимосвязь вознаграждения работников и результатов их работы, включая внедренную систему оценки деятельности персонала и призвана обеспечивать конкурентное преимущество на рынке труда.

В АО «Казахтелеком» действует система грейдов по методологии Hay Group. Унифицированы подходы по оплате труда, доплатам, надбавкам, текущим и разовым премиям, дифференциация разряда/категории должности с применением межразрядного коэффициента. Фокус делается на совокупный доход работников, который включает в себя, помимо оплаты труда и премирования, льготы, нематериальную мотивацию различных форм и действенных мер социальной поддержки персонала.

За отчетный период в Компании были разработаны и актуализированы следующие нормативно-регламентирующие документы по материальному вознаграждению работников (<https://telecom.kz/ru>, 2023):

- Положение о дополнительном вознаграждении работников АО «Казакхтелеком» за перевыполнение планового показателя EBITDA;
- Правила о текущем и квартальном премировании работников филиалов АО «Казакхтелеком»;
- Правила оценки деятельности работников АО «Казакхтелеком»;
- Единые мотивационные программы для работников B2C и B2B сегментов;
- Правила оплаты труда data-должностей и мотивации экспертов команды цифровой трансформации АО «Казакхтелеком», и т.д.

С начало 2023 года в Компании внедрена система квартального премирования для работников филиалов в соответствии с Правилами текущего и квартального премирования.

Также внедрена система индивидуального плана развития (ИПР), благодаря которой каждый работник получает возможность сфокусироваться на развитии своих знаний и навыков, повысить личную эффективность и результативность.

АО «Казакхтелеком» развивает практику мотивации и удержания кадров, направленную на снижение их текучести и стимулирование развития работников Компании. В 2022 году уровень текучести кадров значительно уменьшился (таблица 1).

Таблица 1 - Текучесть персонала АО «Казакхтелеком» в 2020-2022 гг., %

Наименование	2020	2021	2022	Изменение, %
Коэффициент текучести кадров¹³	0,12	0,17	0,13	-23,3
По гендерным группам:				
- Женщины	0,10	0,16	0,12	-22,0
- Мужчины	0,13	0,18	0,13	-23,9
По возрастным группам:				
- Менее 30 лет	0,20	0,27	0,23	-13,9
- 30-50 лет	0,09	0,12	0,11	-6,3
- Более 50 лет	0,10	0,17	0,08	-52,2

В АО «Казакхтелеком» имеется понимание, что непрерывный рост и развитие персонала — необходимое условие для успеха Компании и мотивации самого персонала. В АО «Казакхтелеком» разработаны Правила организации обучения и развития работников АО «Казакхтелеком», являющиеся ключевым документом, который регламентирует работу в сфере повышения квалификации, обучения и развития работников. В 2022 году обучение прошли более 20,0 тысяч работников по следующим направлениям: Техническая академия, Leadership academy, EX academy, HSE&ESG academy, Академия сервиса и продаж, Техническая академия, IT-академия, Qazaq&English academy, Финансовая академия, Jas academy (таблица 2).

Таблица 2 - Количество часов обучения работников в АО «Казакхтелеком» на 31 декабря 2022 года, чел.

Показатель	По гендерным группам		По категориям работников		
	Женщины	Мужчины	Руководители	Специалисты	Рабочие
Численность персонала, чел.	7 389	12 590	1 147	13 862	4 970
Среднее количество часов обучения в год на одного работника, час. ¹⁵	84,2	75,4	185,3	66,9	30,9

Кроме того, в соответствии со Стратегией Employee Experience АО «Казакхтелеком», где приоритетом поставлена задача изучения опыта работников компании утверждено целевое количество часов обучения на одного работника Компании. В 2022 году данный целевой показатель был установлен на уровне 61 час на одного работника. Фактический показатель среднего количества часов обучения на одного работника за год составил в 2022 году: мужчины — 75,35 часов, женщины — 84,15 часов. На конец 2023 года более 23 521 работника прошли обучение по следующим направлениям: Leadership academy, EX academy, HSE & ESG academy, Академия сервиса и продаж, Техническая академия, IT-академия, Qazaq&English academy, Финансовая академия, Jas academy.

Для целей постоянного повышения квалификации действующих работников, обеспечения преемственности компетенций, кадровой безопасности в 2022 году полностью реформатирована деятельность Дирекции «Академия инфокоммуникационных технологий» путем создания Корпоративного университета АО «Казакхтелеком». Открытие Корпоративного университета АО «Казакхтелеком» в городе Астана состоялось 12 июля 2022 года (<https://telecom.kz/ru>, 2022).

Работа Корпоративного университета основана на сотрудничестве с учебным заведением Astana IT University с целью непосредственного участия АО «Казакхтелеком» в совершенствовании учебных программ АИТУ (в том числе IT-колледжа на базе АИТУ), обеспечения условий для прохождения студентами ВУЗ производственной практики и стажировок в АО «Казакхтелеком», рекрутинга IT-специалистов из числа талантливых выпускников, разработка внутренних программ и курсов учитывая внутреннюю потребность в компании, и т.д. Корпоративным университетом АО «Казакхтелеком» для развития внутреннего кадрового потенциала, удержания наиболее перспективных и квалифицированных работников и руководителей среднего звена разработаны собственные программы START MBA, NEXT MBA, Advanced MBA и Digital MBA.

АО «Казакхтелеком» значительные средства направляет на обучение и повышение квалификации менеджеров разного уровня и направлений по программам Executive MBA Nazarbayev University, KIMEP University, De Monfort University Kazakhstan и Almaty Management University.

В 2022 году АО «Казакхтелеком» была проведена работа по улучшению социальной поддержки работников. В ее рамках в отчетном периоде была актуализирована Программа социальной поддержки сотрудников «Демеу» АО «Казакхтелеком» (<https://telecom.kz/ru>, 2023). Основными предпосылками к изменениям социального пакета являлись итоги опросов, обращения работников из числа социально-уязвимых категории сотрудников (малоимущие, многодетные семьи и семьи, воспитывающие детей-инвалидов и неполные семьи). По результатам обращений были дополнены и изменены следующие виды социальной поддержки:

- возмещение расходов, связанных с приобретением путевок в детские оздоровительные лагеря;
- возмещение расходов, связанных с приобретением путевок в детские оздоровительные санатории (для детей-инвалидов);
- материальная помощь на приобретение лекарственных средств для детей;
- материальная помощь на питание учащихся школ;
- материальная помощь к началу учебного года;
- возмещение средств за медицинскую реабилитацию/индивидуальную программу реабилитации ребенка (для детей-инвалидов);
- возмещение средств за специальные образовательные программы (для детей-инвалидов);
- возмещение средств за посещение специальных коррекционных организаций (для детей-инвалидов);
- материальная помощь выпускникам школ, не достигшим на дату окончания школы совершеннолетия и окончившим учебу на отлично.

Кроме того, работникам филиалов, находящимся на грейдах А8-В4 устанавливается социальная поддержка в виде возмещения расходов по оплате выпускного курса обучения (без учета расходов на проживание и питание) их детей в среднем специальном учебном заведении/высшем учебном заведении, получающим первое среднее-специальное/высшее образование.

Компанией уделяется внимание на обучение и развитие детей работников через организацию «IT-Summer Camp», также расширение возможности и повышения осведомленности детей работников через реализацию программы «Play/Learn/Be safe» для принятия ответственных и безопасных решений по вопросам здоровья и безопасности.

АО «Казахтелеком» также оказывает социальную поддержку своим работникам в рамках Коллективного договора АО «Казахтелеком», заключенного с отраслевыми профсоюзами. Также в компании постоянно ведется работа по актуализации Коллективного договора с участием представителей Работодателя и Работников, что дает возможность непрерывно улучшать бренд Работодателя, как социально ответственную компанию на рынке труда.

Кроме основных гарантий в рамках Коллективного договора работникам компании предоставлена также возможность использования права на социальные отпуска, так называемые «оплачиваемые отсутствия» работникам по средней заработной плате:

- 1) имеющим детей-инвалидов до 18 лет- 1 день;
 - 2) при регистрации брака – 3 дня;
 - 3) при смерти близких родственников – 3 дня;
 - 4) для прохождения скрининга – 3 дня;
 - 5) родителям (опекунам), воспитывающим детей от 6 до 9 лет, обучающихся в начальных классах в День знаний 1-го сентября и выпускного класса в день «Последнего звонка» – 1 день;
 - 6) в связи с юбилеем (50 и 60 лет) - 1 день;
 - 7) по донации крови- 1 день;
 - 8) мужьям, жены которых выписываются из родильного дома – 1 день;
 - 9) для постановки на медицинский учет по беременности и родам до 12 недель - 3 дня
- и т.д. Этими возможностями ежегодно пользуется большинство работников компании. Для целей закрепления опытных работников Коллективным договором предусмотрены дополнительные 2 дня трудового отпуска за стаж работы в компании 15 лет и более. Также

имеется возможность преждевременного выхода на пенсию за 3 года и за 5 лет с компенсационными выплатами.

ЗАКЛЮЧЕНИЕ

Таким образом, основной мотивирующей силой АО «Казахтелеком» является признание, что персонал - не только важнейший актив, но и наивысшая ценность компании. В связи с этим, в ней достаточно широко используется механизм нематериального стимулирования: уделяется большое внимание заботе о работниках и непрерывно совершенствуются практики и процедуры по выстраиванию эффективной прозрачной HR-системы по организации курсов и тренингов, направленных на заботу о ментальном и физическом здоровье работников через программы Well being.

В рамках развития ESG-практик в АО «Казахтелеком» обеспечивается равенство возможностей и уменьшение неравенства результатов, в том числе путем отмены дискриминационных политик и практик, а также содействия принятию соответствующих нормативно-регламентирующих документов, внутренних стандартов и мер в этом направлении. Запущена программа «Сообщество женщин профессионалов АО «Казахтелеком»», направленная на повышение уровня знаний и компетенций работников женщин. Проводится работа по актуализации и утверждению Политики в области равных возможностей, инклюзивности и многообразия.

Тем не менее, учитывая усиление конкуренции на рынке труда, появления новых операторов связи и зоны дальнейшего развития, даже при наличии современной системы оплаты труда и мотивации персонала, различных видов социальной поддержки, АО «Казахтелеком» ставит перед собой задачи планомерного и всестороннего улучшения ценностного предложения компании как существующим, так и потенциальным работникам.

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COLLEGE OF HUMAN SCIENCES AND EDUCATION

“Evaluating the impact of implementing benchmark assessment on learning outcomes in the project based learning context.”

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Abstract

The purpose of this research: The research aims to investigate the effects of incorporating benchmark assessment into the project-based learning (PBL) environment. Project based learning has gained prominence for its potential to foster 21st century skills, like critical thinking, problem solving skills, and collaboration. However, the lack of structured assessment mechanisms in PBL settings has raised concerns about its impact on learning outcomes. This study aims to address this gap by examining the potential benefits of benchmark assessments in enhancing students' learning in PBL context.

Originality of the research: This research is original in its focus on the integration of benchmark assessments within the PBL framework. While PBL is well established, the incorporation of benchmark assessments tailored to PBL settings is a new approach. The study is unique in its attempt to bridge the gap between the inquiry based nature of PBL and the structured evaluation commonly found in traditional learning settings.

Methodology: This research combines both qualitative and quantitative data collection methods, applying a mixed method approach. A diverse group of students engaged in PBL activities is selected as the study's participants. Quantitative data is collected through pre and post assessment tests to measure learning outcomes. Qualitative data is gathered through interviews and surveys to understand students' perceptions and experiences with benchmark assessments in a PBL context.

Findings: Preliminary findings suggest that the incorporation of benchmark assessments positively influences learning outcomes in the PBL environment. The quantitative data reveal significant improvements in students' knowledge acquisition, critical thinking skills, and project based competencies. Qualitative data indicate that the student appreciates the clarity and structure that benchmark assessments bring to the often unstructured PBL setting, enhancing their motivation and accountability. Furthermore, benchmark assessment fosters self-reflection and peer collaboration.

Introduction

The incorporation of benchmark assessments into project-based learning is a continually evolving aspect of education. This trend encompasses the deliberate utilization of benchmark assessments, evaluations that establish a performance standard within the structure of project-based learning. In project-based learning, students collectively participate in authentic, real-world projects to enhance their comprehension of academic content and cultivate essential skills.

Project-based learning is becoming increasingly recognized as a progressive pedagogical strategy that departs from conventional, instructor-centered techniques. Within the context of project-based learning (PBL), students immerse themselves in intricate, real-world challenges, collaborating to investigate solutions, conduct research, and communicate their discoveries. This approach highlights

the importance of critical thinking, problem-solving, communication, and collaboration skills, closely mirroring the requirements of the contemporary workforce in the 21st century.[1]

Benchmark assessments, conversely, are crafted to evaluate student performance relative to a predefined standard or benchmark. Typically scheduled at specific intervals throughout the academic year or learning journey, these assessments offer a snapshot of student advancement and guide instructional choices. When incorporated into the framework of project-based learning, benchmark assessments function as checkpoints to assess student comprehension, skill mastery, and the overall success of the project. [1]

The inclusion of benchmark assessments in project-based learning comes from the necessity to strike a balance between the creative and engaging aspects of PBL and the crucial task of evaluating how students are doing and what they're achieving. This integration aims to explore whether benchmark assessments are effective in truly grasping the diverse set of skills and knowledge that students gain through their experiences in project-based learning [9].

Within the realm of project-based learning, there is a recognized necessity to methodically evaluate the influence of incorporating benchmark assessments on learning outcomes. Despite the dynamic and engaging nature of project-based learning, the effectiveness of benchmark assessments in this context remains uncertain. The lack of comprehensive research on this matter hampers our understanding of how benchmark assessments either contribute to or hinder student learning in project-based environments. As a result, there is a knowledge gap regarding the optimal integration of benchmark assessments to enhance learning outcomes in project-based learning settings. This study aims to fill this gap by meticulously assessing the impact of implementing benchmark assessments on student learning within the project-based learning paradigm.[3]

1. Literature Review

The examined literature offers valuable insights into the intricacies of assessment practices in the realm of project-based learning (PBL). Duffy and Kirkley (1996) [1] underscore the imperative of aligning assessments with the distinct challenges posed by PBL, shedding light on the intricate process of measuring learning outcomes within dynamic, real-world projects. Shute and Ventura (2010) [2] advocate for a paradigm shift, emphasizing the need for radical innovation in assessments to accommodate 21st-century skills within PBL. Their findings stress the importance of adapting assessment strategies to meet the evolving demands of modern education, setting a tone for rethinking conventional assessment approaches in the context of dynamic and collaborative learning environments.

Building on this foundation, subsequent studies contribute additional dimensions to the discourse. Wiliam and Black's longitudinal study (2005) [3] establishes a baseline by highlighting the sustained effects of formative assessment on student achievement, laying the groundwork for understanding how these effects translate into project-based learning settings. Earl's conceptual framework (2003) [4] expands the role of assessments, emphasizing their broader impact on cultivating a learning culture within PBL. Studies by Kharbat and Abu Yahia (2017) [5] and Hyers (2008) [6] address contemporary challenges in PBL assessment, offering practical insights and strategies to optimize assessment practices. These insights collectively contribute to identifying gaps and areas for improvement in current assessment methods within project-based contexts, shaping the groundwork for a more nuanced exploration of assessment practices in PBL.

Research questions:

1. To what extent does the implementation of benchmark assessments impact overall learning outcomes in project-based learning environments?

2. How do students perceive the value and effectiveness of benchmark assessments in a project-based learning setting?.
3. What specific challenges or barriers arise in the implementation of benchmark assessments in project-based learning, and how do they impact the assessment's effectiveness?
4. In what ways do benchmark assessments align with the unique characteristics and objectives of project-based learning?
5. Are there specific strategies or modifications in the implementation of benchmark assessments that correlate with improved learning outcomes in project-based learning?

2.1 Hypothesis for the study

Building on the insights from the literature review, the research model explores the hypothesis that the successful implementation of benchmark assessments in project-based learning environments positively impacts learning outcomes. The model incorporates elements of *innovative assessment strategies*, the sustained effects of *formative assessment*, and the *multifaceted outcomes* of project-based approaches.

Key components of the research model hypothesis:

1. Innovative Assessment Strategies - integrating innovative assessment strategies aligned with the dynamic nature of PBL enhances the measurement of learning outcomes.
2. Sustained Effects of Formative Assessment - the positive, sustained effects of formative assessment observed in traditional settings also apply within the unique context of project-based learning.
3. Multifaceted Outcomes of Project-Based Approaches - the holistic impact of project-based approaches on academic achievement, self-directed learning skills, and overall student development can be effectively measured through benchmark assessments. [6]

2. Data and Methodology

3.1 The Data

The study involves a diverse sample of students across primary grade levels and different disciplines, engaged in various PBL initiatives. Additionally, educators with experience in implementing project-based approaches were interviewed to provide valuable insights into the practical aspects of benchmark assessments within PBL.

The research introduces a tailored benchmark assessment framework aligned with PBL objectives. This framework incorporates innovative assessment strategies inspired by findings from the literature review, aiming to measure not only academic achievement but also 21st-century skills such as critical thinking, collaboration, and communication.

3.2 Methodology

The research employs a mixed-methods approach to gather comprehensive data on the impact of implementing benchmark assessments in project-based learning (PBL) environments. Quantitative data was collected through pre- and post-implementation assessments, capturing students' academic performance and skills development. Qualitative data was obtained through in-depth interviews with educators, exploring their perspectives on the effectiveness and challenges of benchmark assessments in PBL settings [3], [5].

The benchmark assessments are integrated into ongoing PBL initiatives, ensuring a seamless and authentic application within the existing curriculum. Clear guidelines and training sessions were provided to educators to facilitate the effective implementation of benchmark assessments.

Quantitative data was analyzed using statistical methods to assess the impact on academic performance and skills development. Qualitative data from interviews was subjected to thematic analysis, identifying patterns and themes related to educators' perceptions and experiences with benchmark assessments in PBL. [4]

The research anticipates providing valuable insights into the effectiveness of benchmark assessments in enhancing learning outcomes within PBL. The mixed-methods approach aims to offer a holistic understanding of the impact on both quantitative academic measures and qualitative skills development.

3.3 Limitations

While the study aims for a comprehensive exploration, potential limitations include the generalizability of findings to diverse educational settings and the challenge of isolating the specific impact of benchmark assessments within the broader PBL approach. This robust data and methodology framework will contribute to the existing literature by providing nuanced insights into the practical application and impact of benchmark assessments in the dynamic context of project-based learning. [1],[2],[3],[4],[5],[6],[7],[8],[9],[10].

4. Results of the study

The findings indicate that PBL elevated pupils' motivation and self-image at all levels and achieved significant affective learning. The activities over three years are summarized and show an increase in the number of students achieving the college admittance requirements. Most of the low-achieving pupils succeeded with distinction in the same matriculation exams that the high-achievers did in the same school.

In the dynamic landscape of education, the evaluation of student learning has evolved beyond traditional measures to embrace a more holistic and authentic approach. Project-Based Learning (PBL) stands at the forefront of this transformation, emphasizing not only the acquisition of knowledge and skills but also their practical application in real-world scenarios. This introduction explores key types of assessments integral to a comprehensive evaluation strategy within the PBL framework [8],[9].

1. Authentic Evaluation represents a cornerstone in this paradigm, where students are assessed in real-world contexts relevant to the subject matter. This approach mirrors the challenges they might encounter in professional settings, ensuring that assessments are not isolated from practical applications [5].
2. Real-world Application underscores the importance of practical knowledge utilization. It shifts the focus from theoretical understanding to the ability of students to apply what they've learned in authentic situations, aligning their educational experiences with the demands of professional environments.
3. Collaborative Assessment recognizes the significance of teamwork in contemporary workplaces. It goes beyond evaluating individual contributions, emphasizing how effectively students collaborate within a team. This mirrors the reality of many professional environments where success often hinges on collaborative efforts.
4. Formative Feedback transforms assessment from a summative event to a continuous, real-time process. Providing feedback throughout the project enables students to grasp their progress and identify areas for improvement, fostering a culture of ongoing learning and development.
5. Incorporation of Diverse Perspectives acknowledges the richness of varied viewpoints, experiences, and cultural aspects. This approach ensures a more inclusive and comprehensive evaluation process, preparing students for diverse and interconnected professional landscapes.

[8]

With these assessment types, it becomes evident that a comprehensive evaluation strategy in PBL goes beyond traditional metrics. It embraces authenticity, practical application, collaboration, continuous improvement, and inclusivity – all vital components in preparing students for success in the complex and interconnected world they will navigate beyond the classroom [5], [8].

4.1 In the realm of Project-Based Learning (PBL), a meticulous quantitative examination of benchmark assessments has been undertaken to discern their impact on student learning outcomes. This investigation seeks to unveil both the positive strides and potential challenges associated with incorporating benchmark assessments within the dynamic context of PBL. [9]

Positive Outcomes:

One of the primary affirmative findings is the demonstrable enhancement in students' learning habits. The infusion of benchmark assessments within PBL has prompted a notable shift, with students showcasing a burgeoning inclination toward developing a deep understanding of content materials. The benchmarks serve as guideposts, steering students away from rote memorization toward a more nuanced engagement with the subject matter. Furthermore, benchmark assessments contribute significantly to the improvement of focus, responsibility, and accountability among students. The clear standards set by benchmarks, aligning with the objectives of real-world application in PBL, foster a sense of ownership over academic endeavors. Students perceive benchmarks as tangible indicators of their progress, instilling a heightened commitment to the learning process. The quantitative data also underscores the positive perception of benchmark assessments as fair evaluative tools. The transparency and clarity embedded in benchmark criteria resonate with students, fostering an environment where assessments are perceived as equitable and reflective of their efforts and understanding [3],[4],[7].

Challenges and Areas for Improvement:

However, quantitative analysis has brought to light certain challenges in the implementation of benchmark assessments within the PBL framework. Notably, there is evidence of a tendency toward excessive content knowledge acquisition and short-term memorization. While benchmarks aim to guide comprehensive learning, there is a need to fine-tune their design to ensure they steer clear of inadvertently encouraging surface-level understanding [10].

Another critical observation revolves around the limited differentiation provided by benchmark assessments, potentially hindering the nuanced depiction of individual progress. As PBL is inherently student-centric, this calls for a recalibration of benchmark strategies to better capture the diverse learning trajectories of each student [8].

The quantitative exploration of benchmark assessments in the context of PBL illuminates a landscape of positive outcomes intertwined with nuanced challenges. As benchmarks become integral components of the learning journey, their role in shaping learning habits, enhancing focus, and promoting accountability is evident. Simultaneously, the findings highlight areas for refinement, emphasizing the need for ongoing adjustments to strike the delicate balance between guidance and fostering independent, deep learning within the dynamic and collaborative environment of Project-Based Learning [8].

4.2 A qualitative examination of benchmark assessments in the context of Project-Based Learning (PBL) has unveiled valuable insights into the progress and specific needs of students in grades 4 and 5. This analysis provides a nuanced understanding of where the students stand collectively and offers guidance on tailoring teaching strategies to foster significant progress.

Upon delving into the qualitative data, a comprehensive view of the collective progress emerges. The findings reveal a notable advancement from grade 4 to grade 5, affirming the positive impact of PBL on student learning outcomes. However, a more detailed inspection highlights certain skills that require additional attention, particularly in 5A compared to 5B. The identification of specific skills highlighted in red, orange, and yellow within the benchmark assessments serves as a focal point for further analysis. These areas of concern become the nucleus of the next phase of teaching strategies, with a special emphasis on addressing the needs of students in 5A. Armed with a clear understanding of the skills that students find most challenging, the qualitative data becomes a guiding beacon for instructional planning. The commitment to concentrate efforts on the highlighted skills during everyday teaching and interactions in both Science and English underscores the proactive approach to addressing identified challenges [3],[4],[5],[6].

The qualitative analysis not only informs about specific learning needs but also prompts a broader reflection on teaching practices. It becomes an opportunity to create a more inclusive learning environment by incorporating targeted strategies that cater to the diverse needs of students within the PBL framework.

This qualitative assessment serves as a foundation for continuous improvement. Regular reflection on the effectiveness of teaching strategies, continuous monitoring of student progress, and flexibility in adapting approaches based on ongoing qualitative insights are essential components of an evolving pedagogical approach.

The qualitative analysis of benchmark assessments in the PBL context provides a rich tapestry of information. It not only acknowledges the collective progress but serves as a catalyst for personalized, targeted teaching strategies. By addressing the identified challenges head-on and weaving them into everyday teaching practices, educators pave the way for significant progress, ensuring that every student is supported on their unique learning journey within the dynamic and collaborative realm of Project-Based Learning [1],[2],[3],[4],[5],[6].

5. Conclusion

The implementation of effective assessment strategies plays a pivotal role in shaping and enhancing learning outcomes. A well-designed assessment framework not only gauges the depth of understanding but also serves as a dynamic tool for continuous improvement and student development. [5]

Through this exploration of assessment strategies, it becomes evident that clarity in learning objectives sets the foundation for meaningful assessments. Formative assessments, integrated into instruction, offer valuable insights in real-time, allowing for timely interventions and feedback. The incorporation of varied assessment types accommodates diverse learning styles and provides students with opportunities to showcase their understanding through different mediums. The use of clear rubrics, peer assessments, and self-reflection further contributes to the transparency and fairness of the assessment process. Technology, when judiciously integrated, enhances engagement and efficiency in assessments, creating a more interactive learning environment. The emphasis on authentic assessments, mirroring real-world scenarios, reinforces the practical application of acquired knowledge and skills [7].

Continuous feedback loops, timely grading, and communication ensure that assessment results are not only informative but also actionable. The data obtained from assessments becomes a powerful tool for data-informed instruction, guiding educators in adapting teaching strategies to address specific student needs [9].

Moreover, the commitment to differentiation, involving students in the assessment design process, and fostering a growth mindset collectively contribute to a positive and inclusive learning

environment. This holistic approach to assessment aligns with the goal of not just evaluating student performance but actively contributing to their overall development and success [10].

As educators, embracing a mindset of continuous improvement in both assessment design and instructional strategies ensures that the assessment process remains responsive to the evolving needs of students. Through these efforts, assessments cease to be mere evaluative tools; they become catalysts for learning, empowerment, and the cultivation of lifelong skills. In essence, effective assessment practices propel education forward, fostering an environment where both educators and students embark on a shared journey of discovery, growth, and achievement [9].

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“Factors Affecting Parental Choice of Secondary Schools in Kazakhstan”

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Abstract

The current study examines the multifaceted factors that affect parental decision in selecting schools for their children. Specifically, the study investigates institutional factors, and factors related to parental characteristics, parental involvement, and its relationship with these factors, as well as the sources of information parents use while selecting a school for their children. Data was collected through surveys and interviews that involved a group of parents from various demographic backgrounds, and principals from public and private schools. The results reveal a diverse range of factors that define the school choice, including family characteristics such as parent's education and income, as well as instructional factors such as proximity, high quality education, good facilities for extra-curricular activities, and language of education at school. The study found out that the most significant sources of information utilized by parents while choosing a school. The parents' engagement is at a relatively high level and influences parental school selection. These findings offer a thorough comprehension of the priorities and preferences of parents, highlighting the necessity for educational institutions to adjust to these factors to enhance their service to their communities. The findings obtained from this research contribute to improving the educational experience for students and cultivating stronger relationships between schools and the communities they serve.

Introduction

The choice of school has always been the most responsible and meaningful process for every parent. School is a very first social institute for a child, as well as it is a social educational organization. The quality of a child's intellectual development, their future professional success and physical and mental health are directly dependent on the choice of school. There are various reasons that can impact parental choice of school. Taking them into consideration is vitally important for educators, policy makers in order to strengthen the school system, and address needs of parents and students.

The education system in schools of the Republic of Kazakhstan is determined by the law On Education (Chapter 3). In this law, secondary schools in Kazakhstan can be state and non-state (private, property of other states, their legal entities and citizens). In statistical reporting, secondary schools are grouped by education levels and by training profile. According to the level of education, they are divided into primary (grades 1-4), basic secondary (grades 5-9), general secondary (grades 10-11 (12)). According to the profile of education, schools are divided into a general education school, gymnasium, lyceum, specialized school, innovative school and experimental site.

Each type corresponds to a specific request of a particular social group and contains a certain set of characteristics, such as the structure and specialized security of the school, the highlights of the program, the level of quality, the information given, as well as the proficient level of the instructors. This makes the choice of school even more difficult for parents. Nevertheless, parents develop their responsibilities as decision-makers in the educational marketplace because they know and value their responsibility. Parents' experiences and social networks influence their impressions of schools, which in turn affect how they function. As they understand their children's educational needs and how those needs can be met, parents feel equipped to make school-choice options.

Research questions

The current study was guided by the following research questions:

1. In what ways are parents involved in their children's school life? Is there any relationship between parental involvement and their children's school selection process?
2. What factors influence parents' basic secondary education school choice for their children in Almaty city?
3. What sources of information do parents use when applying to secondary schools, either private or public?

Statement of problem

There seems to be lack of research that has been undertaken on the features that parents want in the school that they choose for their child in the Kazakhstani context. In addition, there is not enough information on the extent to which parents are influenced by the various sources of information regarding local schools. By understanding the key factors that parents consider when making this decision, educational policymakers, school administrators, and stakeholders can gain valuable insights to better meet the needs and preferences of parents and students alike.

The purpose of the study is to investigate the factors that influence parents to choose schools for their children and whether the decision to choose schools is related to family characteristics, school characteristics, or parental involvement. The findings and conclusions will provide the knowledge for understanding parents' perspectives on choosing schools for their children.

Literature Review

The school selection process is a popular research topic that draws the attention of many researchers and educational theorists due to its multifaceted nature. This review aims to examine the main factors that affect the decision-making process of parents while selecting a school for their children. In the current literature review the key points such as parental involvement, parental/school characteristics, sources of information and factors will be discussed.

Parental involvement

Every parent who opts for school choice must make important decisions about their child's future. Parents who make decisions about their children's education often believe that their involvement is crucial, helpful, and will have a positive effect on their child's academic performance. The decisions made by parents who choose their children's schools are informed by their hopes for the advantages of school choice.

There is a large volume of published studies describing the role of parental involvement in the education of children (Bosetti & Pyryt, 2007; Irsaliev, 2022; Jose-Maria et al., 2015; Kaus, 2018). A number of studies have found that "parental involvement in the education of students begins at home with the parents providing a safe and healthy environment, appropriate learning experiences, support, and a positive attitude about school. Parental involvement can encourage children's and adolescents' achievement in many ways". (Đurišić & Bunijevac, 2017, p. 140)

The effect of family socioeconomic status on parents' beliefs and practices about parental involvement was studied through such characteristics as family income, parents' level of education and parents' employment. According to Kaus (2018), the data collected also allowed researching if employment patterns produced a different effect on paternal and maternal involvement practices.

In order to clearly identify the role of parents in the education and upbringing of their children, in the context of the balance of school institutions, family and social environment, as well as family factors affecting the academic achievements of students, the Public Association "Center for Analysis and Strategy "Beles" with the support of the Soros-Kazakhstan Foundation conducted a study of parental involvement. (Irsaliev, 2022)

The Ministry of Education and Science assisted the researchers in distributing questionnaires to teachers and parents. According to Irsaliev (2022), a total of 11,818 responses from teachers and 47,731 responses from parents were collected. The surveys were conducted on the Google Forms platform. All responses were collected and processed in a database via Google Sheets, Microsoft Excel. Data analysis and visualization was performed in Google Data Studio.

The results of the study indicate a weak involvement of Kazakhstani parents in the education and upbringing of children. 42% of parents do not attend school at all, 25% of parents do not buy books and other materials for the general development of children, 55% of parents never or very rarely visit museums, theaters and exhibitions with their child. 51% of teachers claim that parents are not involved in the development of a school development strategy. 37% of parents, answering the question "In our school it is customary to find out the opinion of parents before making important decisions," answered negatively. (Irsaliev, 2022). The findings of the studies conducted in the field are not very similar. It means that the results of the studies conducted in various contexts contradict the findings received in Kazakhstani context regarding parental involvement.

Sources of information the parents use

Choice occurs when parents use their knowledge, skills, and social connections to have their children assigned to one teacher or another, one program within a given school, or one school within a particular district (Hsieh, 2000). Parents use a variety of sources while deciding on a school for their children. Parents were asked to rank the sources of information they utilized to choose a school for their child in a study done by Bosetti and Pyryt (2007). Parents who chose public schools placed a stronger emphasis on their social networks (36%) to inform their decisions, followed by conversations with instructors (28%), school visits (18%), discussions with their children (6%), and consultation with published school accomplishment scores. Only 3% used information meetings to help them make a decision.

Several studies have demonstrated that parents use social media as a trivial substitute for traditional communication channels, where they are still mostly surrounded by individuals from their social circles and discuss parenting issues even in the virtual (social media) world. It provides new ways for school administrators to communicate with parents. According to Gengeswari et al. (2016), school operators should place greater attention on developing and maintaining a suitable social media presence rather than investing a lot of money on traditional communication platforms.

Another study conducted by Valentine (2016) shows that the school website, open house/school visits, and word of mouth from family and friends were the most common forms of information utilized by parents to learn about the schools available to them.

Factors influencing parents' choice

There are various factors that affect parental decision in terms of school choice for their children. They can be divided into two categories such as parental and institutional factors. Starting from parental characteristics that influence school choice several factors can be identified.

Parental Characteristics

Education level

A great number of scholars state that parental education level influences school choice for their children. According to Hsieh (2000), parents with higher education attainments are more likely than other types of parents to pick religious private or non-religious private schools. Furthermore, he discovered that upper-income families with greater levels of education are clearly more inclined to

send their children to private schools. Furthermore, children from minority homes with lower educational achievement and family income attend public school. According to Hsieh (2000), private schools attract families who are usually well aware about their educational beliefs and believe in the power of education. It means that the higher the amount of education parents have, the more likely their children are to attend private schools.

According to Balachandran et al. (2023) and Hossain et al. (2022) parental education level influences children's academic success a lot. The result of their study showed that some parents are unable to assist their children academically because of their own lack of education. They never talk to the teachers about how their kid is doing in class. As a result, these parents were clueless about how to best support their child in school.

Family income level

Another factor to consider is family economic level, which has a big influence on parental decision-making when it comes to selecting schools for their children. Hsieh (2000) discovered in his research that higher-income families prefer private schools over other types of parents. He remarked that the findings from public assigned schools and choice schools were mixed. Upper-income households are unquestionably more inclined to send their children to private schools. Minority households with lesser incomes send their children to public school. This view is supported by Bosetti and Pyryt (2007), who found out that private school parents have significantly higher levels of education and income in comparison with the other groups of parents, suggesting that they have the most options in selecting schools for their children. In addition, Beavis (2004) and Hossain et al. (2022) stated that parents with higher family incomes were more likely to send their children to a private school.

According to the survey conducted by Vadivel et al. (2023) in their research, better-off households are more inclined to support their children's education. Additionally, students gain from emotional support and enhanced mental fortitude, which reduces the danger of dropping out of school. This study discovered that parental income had a significant impact on children's educational outcomes. In general, children from low socioeconomic backgrounds perform poorly in school. Their parents worked in agriculture, semi-skilled labor, or unskilled labor. Such pupils, as well as their parents, are less likely to pursue higher education

Social status and background of parents

Several research demonstrated that parents' social status and background have a significant influence on their children's school choice. Working parents and birth parents, according to Hsieh (2000), are more likely than other categories of parents to choose religious private or non-religious private schools. The findings demonstrated that socioeconomic class influences parents' perceptions of school choice. This is consistent with the findings of Beavis' (2004) research, which discovered that family occupational status is related to the choice of a private or public school, with those with higher occupational status being more likely to choose a private school than those with lower occupational status.

Furthermore, sociologists researching social class distinction and school choice conclude that school choice is predominantly a middle-class phenomenon. According to the research of Bosetti and Pyryt (2004), middle-class parents are already in a privileged position and can now afford to be logical in making choices that benefit their children. Actively seeking out a "good school" has become a moral obligation for middle-class parents, and failure to do so is viewed as a failure of parental responsibilities (Thrupp, 2001, as cited in Bosetti & Pyryt, 2007).

Recent studies have found that schools institutional factors, parents' socio-economic and social factors do contribute significantly and positively to parents' choice of a particular SHS (Amonoo, 2014; Yaacob et al., 2014)

Ethnicity/sex

Most of the studied literature suggests that there is some relationship between parents' position on school choice changes depending on family characteristics such as ethnicity, and sex. A basic assumption pertinent to the study of Hsieh (2000) is that a child's ethnicity and sex significantly influence the parental decision of choosing schools for their children. According to his findings, white parents choose either religious private or non-religious private schools more often than other kinds of parents. In addition, the evidence provided there showed that the choice between schools might be based not just on the quality of school, but also on the different ethnic composition of the student body. Parents who choose religious private schools also value homogeneous ethnicity, but the reverse is true for parents who choose non-religious private schools. (Hsieh, 2000)

Similarly, a study by David et al. (1994/2018) supports this assumption regarding the reasons for liking the preferred schools that varied between families with children from different ethnic groups. According to the results of their study “compared with white families black Asian and other families made reference to 'discipline' more often (3 percent versus 16 percent). Moreover, black parents plumped for 'first impressions' slightly more frequently than white, Asian and other families (4 percent versus 2 percent)” (p.56).

Parental beliefs and perceptions

There is also a documentation of the relationship between school choice and parental beliefs, including parental involvement, parental perception of their child's academic achievement, and parental expectation of their child's education. Hsieh's (2000) research findings show that parents who choose religious private and non-religious private schools have the perception that their children are doing well in school. In parental expectation of their children's education, private schools again have the highest expectation among the four types of school choice. Hence, the findings showed that parental beliefs affect their school choice. Private school parents perceived their children with higher academic achievement and had higher expectations of their children's education.

Institutional factors

School environments and facilities.

School environments and school facilities were mentioned as significantly important for parents while choosing a school for their children. According to Amonoo's research (2014), senior high schools with adequate support services such as counseling, healthcare, including clean and hygienic conditions and social services are able to attract most parents. As parents were concerned about the learning environment, it was important for schools to provide a safe and well-equipped place where children can learn and grow up happily. These findings are in line with the research conducted by Hsu and Yuan-Fang (2013), who stated that junior high school is a period when one learns more about his interests, aptitude, and abilities, and develops social skills. It is a time when academic development is no longer the only purpose for attending school.

When parents cite their reasons for choosing a school as dominated by concern for the happiness of their child, it seems that it is aspects of physical and mental security that are considered. As Coldron and Boulton (1991) stated, being with friends in a safe and disciplined environment is very important for parents to make the right choice.

On the other hand, the study conducted by Gengswari et al. (2016) discovered that the conventional measures of quality schools such as cutting-edge facilities as well as the conducive and safe environment seemed to be less influential on the parents' decision in choosing the school. This implied that parents were more concerned about the basic necessities of attending school such as quality teaching and well-being of children instead of additional features of the school i.e., advanced facilities and advantageous environment.

The results of the earlier study carried out by Collins and Snell (2000) confirmed this idea. According to the researchers, because 'better overall reputation' was cited as the most common reason for ranking a school first, special focus was dedicated to researching this notion in greater depth. Parents who chose school B judged building quality, kid mix, and athletic facilities to be important drivers of a school's overall reputation.

School performances

Among other factors that influence parents' choice of school mentioned by various researchers was a factor connected to school performance and its quality. Thus, Yaacob et al. (2014), Amonoo (2014), and Ved and M.P.M (2021) based on the results of their research found out that the education system and institution reputation including high expectations and standards for students are able to attract most parents in the community. It is in line with the findings of Bosetti and Pyryt (2007), who stated that for parents choosing alternative schools, academic reputation is the most important factor (18%), followed by special programs offered (15%) and the view that the school shared their values and beliefs about education (14%).

A great number of recent studies that investigated various factors that impact parents' school choice have noted the importance of having quality teachers in schools. (Amonoo, 2014; Gengswari et al., 2016; Naqvi et al., 2021; Yaacob et al., 2014). It therefore means that senior high schools with qualified teachers and excellent academic record are able to attract most parents.

School culture

Another influential factor common in several studies is connected to school culture promotion. In a recent study conducted by Cantu et al. (2021), it was found out that "when the school culture promotes a positive and caring climate that supports the learning, the academic standards go hand in hand" (p.36). Parents are significantly persuaded to enroll their child in a school where they believe the individuals with whom they engage actually care about their child. Caring administrators and instructors are extremely influencing elements for parents selecting open enrollment for their child in a school system. (Cantu et al., 2021). The findings of earlier studies conducted by Coldron and Boulton (1991) and Amoono (2014) go in line with these results stressing a harmonious interpersonal relationship between students and teachers as well as caring teachers are very important factors that affect parents' decision to enroll their children in a chosen school.

Proximity/ location

Several studies point out that parents who choose an assigned school consider that neighborhood proximity to the school is important. (Beavis, 2007; Coldron & Boulton, 1991; Hsieh, 2000; Hsu & Yuan-Fang, 2013; Ved & M.P.M (2021)), the findings of these studies show that parents who sent children to schools in the school district were more concerned about convenience than those who sent children out of the district. After considering the other factors listed above, parents started to think about the possibility of sending children to a neighborhood school to save travel time and, ultimately, help improve their children's academic performance. Moreover, according to the research conducted by Yaacob et al. (2014), setting up the specific location of private school, for example, as

well as the specific guidelines pertaining to the preparation and construction of private school itself can be undertaken in more detail for the future society.

Safety

Another important factor that influences parents' school selection is school safety. According to Cantu et al. (2021), the significance of school safety as a school quality may vary between families who opt for assigned schools and those who select non-religious private, religious private, and chosen schools. The issue of school safety holds significant importance for families who opt for assigned schools, as a greater proportion of these parents perceive their school to be less secure than their immediate residential environment. The observed 4% variation in school selection can be attributed to the factor of school safety. Families who opt for non-religious private, religious private, and chosen schools appear to perceive these educational institutions as secure environments for their children.

On the other hand, it is highly likely that the decisions made by parents are predominately motivated by short-term, individualized considerations that place a strong emphasis on the safety of their children and that parents' reasons for choice are largely based on short-term, individualized factors that have the security of their child very much in mind. (Coldron & Boulton, 1991; Hsieh, 2000)

Kazakhstani educational context

A general education school is an educational institution that implements general education curricula of primary, basic secondary and general secondary education, as well as additional education curricula for students and pupils. The general education school is the main link of the system of continuing education and provides all citizens of Kazakhstan with the opportunity to realize the right guaranteed by the state to receive free general secondary education within state standards.

There are currently 204 public schools in Almaty. Out of these 204, 67 schools are with Kazakh language of instruction, 65 are with Russian language of instruction, 3 are with Uyghur language of instruction, 69 are with mixed languages of instruction (Kazakh and Russian languages) (Khabdulkhabar, 2019). This goes in line with the research conducted by Mikhailova and Duisekova (2020), who state that the Republic of Kazakhstan has implemented a proficient system of governmental assistance for the preservation and development of languages spoken by ethnic communities residing within its borders. In the secondary schools of Kazakhstan, a significant presence of diverse ethnic, religious, and linguistic backgrounds can be observed. Kazakhstani secondary schools accommodate students from a diverse range of 23 ethnic groups. Within this group, the majority of students, specifically 73%, are of ethnic Kazakh origin, while ethnic Russians constitute 14% and ethnic Uzbeks make up 4% of the student population.

Kazakhstan actively develops a trilingual education policy of teaching various subjects in Kazakh, Russian and English in secondary schools. According to Khaldarova and Abdisadyk (2021), former Education and Science Minister Erlan Sagadiyev unveiled and elaborately detailed Kazakhstan's national plan to implement trilingual education policy in 2016. From 2016, this plan proposes a rise in the number of first-year English classes. Students in grades 5 through 7 should begin studying the English science vocabulary list for their upcoming school year. Beginning with the 2018-2019 school year, all students will be required to study both Russian and Kazakh histories. The 2019-2020 school year marks the beginning of a requirement for secondary school teachers and students to engage in extracurricular English practice activities. The transition to a trilingual curriculum in Kazakhstan's mainstream schools is scheduled to be completed by the 2021–2022 school year. According to the Ministry of Education and Science (2016), all classes in the natural sciences must be taught in English.

There are some experimental sites like NIS schools that implement new methodologies and pedagogical approaches into the system of secondary education in the country. Along with these schools, there are some specialized educational organizations.

Methodology

This paper aims to examine the factors that influence parental choice of school for their children. The decision of selecting a school is a critical one, as it significantly impacts a child's educational journey and overall development. The research questions the study seeks the answers to are connected to the factors that impact parents' school choice, sources of information they use to make this choice, and particular context in which decisions are made. This section focuses on the research methodology of the current study. The objectives of this part are to (a) describe the methods utilized to conduct this research, (b) explain how the research design was implemented, and (c) provide the information about the procedure and tools used to conduct the study.

Participants

The participants of the research were 44 parents whose children entered, studied basic secondary school, private or public, and two school principals. As the issue under investigation related to factors of parents' school choice the participants were chosen in a way that was the easiest for the researcher to access, taking into account the fact of having children who finished primary school and entered, studied or finished basic secondary school and school principals who can provide the best information connected to parental involvement and their choice of school. The parents participating in the research project were middle-aged from 36-55. All participants spoke both Kazakh and Russian as their first language. The sampling method that was chosen was convenience one, as the participants were the people who were the easiest for the researcher to access. Moreover, they were selected out of a cohort of friends and acquaintances who had children who were studying basic secondary school. The principals were chosen following the same sampling procedure. They were people who had enough school experience and knowledge about the issues, and who could give some ideas connected to school education policies. I got access to my participants via Gmail, WhatsApp messenger and from calls.

The participants of the interviews were two school principals. One principal was from the public school, another one was from the private school, both located in Almaty. The principals participating in this research were 37-40 years old. The participants spoke both Kazakh and Russian as their first language. I contacted each interview participant by phone to determine the best date and time to meet as well as a convenient location for the participant. Participants made the final decision as to where the interviews would take place. According to their decisions, the first interview was conducted online, via Zoom and the second one was conducted offline, in the school where the participant worked.

Research design

The study focuses on the exploration of the factors that affect parents' choice of a particular second school for their children in Almaty city, Kazakhstan. As a study involves a survey of parents' perceptions regarding the issues above mentioned, as well as the interviews, the combined method design was employed as the most appropriate for the current research. According to Ary et al. (2006), this research design involves the methodical collection of data about individuals and groups to validate hypotheses or provide insight into issues surrounding the current state of the study's topic. As they state this particular design is deemed suitable as it enables the researcher to gather data in order to evaluate existing practices with the aim of making enhancements. Additionally, it is emphasized that the design of the study provides a more precise and significant representation of events, aiming to

elucidate individuals' perception and behavior by utilizing data collected at a specific moment. As this study aims at exploring perceptions, interview as a research tool is also chosen because it seeks more in-depth, free form answers from respondents either in person or via open-text responses. The method is used to gather personal views and opinions, which inform generally rather than offer hard data (Creswell & Poth, 2018).

Methods

The major tools of data collection employed in this research project were questionnaires and interviews with the participants of the study. They were utilized to get information from parents and principals regarding the factors that influence parents' decision of school choice, the sources of information they used to do this, as well as parental involvement in their children's learning process.

Questionnaires

The purpose of the questionnaire was to collect some personal information about the parents, their social and financial statuses, and involvement in the learning process of their children, parental level of satisfaction and their perceptions of the current school where their children were studying.

The questionnaires were distributed among 44 parents whose children were studying in secondary school (grades from 5 to 9). The questionnaire (Appendix A) consisted of 30 questions and 3 sections. The questions of the current questionnaire were taken and adjusted from Amoono's (2017) research. The first section of the questionnaire included information about parents' gender, age, financial and social status and level of education. This section involved multiple choice questions. The second section included statements that parents should have reacted to while choosing the appropriate level of satisfaction, as well as some multiple-choice questions. The statements and questions were about parents' involvement in their children's learning process and level of satisfaction about current school. The third part of the questionnaire included close ended and open-ended questions about their future school plans. Using descriptive statistics, an analysis of the data gathered from the questionnaire was carried out.

Interviews

While collecting data for the current research I interviewed two school principals. In order to find out their perceptions regarding possible factors that affect parental choice school and their involvement in children's learning process and important school characteristics for parents. The semi-structured interviews were conducted individually. The time and place of each interview was agreed with participants in advance. Both respondents agreed to sign the Informed Consent Letter. One interview was conducted in Kazakh and another one was conducted in Russian. The interview allowed the researcher to interact with the respondents and to know their opinion and perceptions regarding the issues above mentioned. The first interview was video recorded, and the second interview was audio recorded with the permission of the participants. These video and audio recordings were later transcribed, and the respondents were coded by numbers one and two.

Results and Discussion

Research Question 1

Involvement of parents

The subsequent goal focused on parental involvement, which is defined as the participation of parents in the educational process of children, more specifically, the degree to which parents are involved in the educational process of their children. According to the survey results, the majority of parents are

greatly involved in the learning process of their children by attending the school meetings on a regular basis, helping their children with homework, discussing school issues with their children, and being informed of their children's academic progress by the teachers. Both interviewees confirmed that it is of vital importance for all parties to be involved in the educational process at school. According to the participants, the more parents are involved in the educational process of their children, the more they are interested in school selection process, and the more factors will influence their decision. This goes in line with Hsieh (2000), who stated that "findings from research show that parents who are more involved in their child's educational activities are more likely to participate in choice programs or choose their children's schools". (p.37) However, the findings of the current study are different from the study done by Irsaliev (2022), who reported about a low involvement of Kazakhstani parents in the learning process and upbringing of their children. This can be explained by the fact that the current study's cohort of parents are well-educated ones, who understand the importance of their parental involvement practices.

Research Question 2

What factors influence parents' basic secondary education (lower secondary education) school choice for their children in Kazakhstan?

A greater number of the survey respondents agreed that they prefer schools that are located not far from their home or work. This finding is in line with the view of one of the interviewees, who also mentioned that proximity is one of the most significant factors that affect parental choice of school. This finding is consistent with the view of several researchers, mentioned in the overview of literature section of the current study, who commented that the location of school is a very important school feature that attracts parents and influences their decision greatly. (Beavis 2007; Coldron & Boulton, 1991; Hsieh, 2000; Hsu & Yuan-Fang, 2013).

Another important factor that was mentioned by the majority of survey respondents was the positive school atmosphere. By the school atmosphere they meant the relationship between students, and teachers and students. This finding is supported by the view of the interviewee who said that creating a positive atmosphere at school was his primary goal when he became a school principal, as it influences students' mental and physical health to a great extent. These findings are consistent with that of Coldron and Boulton (1991) and Amonoo (2014), who stressed the importance of warm and harmonious relationships at school.

According to the questionnaire results, quality of teaching at school was another important factor that the respondents indicated in the survey. This finding was supported by one of the interviewees who considers teachers and what they do the primary reason to choose a school. The findings corroborate with the views of many researchers who found that qualified teachers and quality programs are the key reasons that parents take into account while choosing a school for their children, as such teachers who are committed to school and qualified enough will suit their children's needs. (Amonoo, 2014; Gengeswari et al., 2016; Yaacob et al., 2014)

The majority of respondents agreed that they choose schools that are well-equipped, have good facilities for extra-curricular activities. This finding was supported by the first interviewee, who was a principal of a private school, who stated that parents who choose a private school consider this factor as very important, as it can help to develop an individual. They also seek a balance between academic life at school and sport. Moreover, it is very convenient when children are involved in both in one place. This finding is in agreement with that of Amonoo (2014), who posit that parents choose a particular school for their children because the school has special facilities for extracurricular activities.

One of the most significant factors that was mentioned by both interviewees was the language of education at school. One of the interviewees reported about the trend of increasing popularity of schools with Kazakh language education. He said that it has become more important for people to know the official language of the country that is the native language of the majority of the population. However, such a factor was not found in the literature overviewed in the current research. It can be explained by the historical development of the country that includes changes in geopolitical and economic situation, demographic changes in population and changes in educational sphere. As a result, according to the Kazakhstan Ministry of Public Education, about 70 % of first graders' parents have chosen the school with the state language of education. (Ministry of Public Education, 2023)

As for parental characteristics that influence parental school choice, they were two major factors that were mentioned by the respondents, such as level of education and level of income. The majority of the surveyed parents reported about the direct relationship between the level of their education and their school selection. This finding is partially supported by the opinion expressed by one of the interviewees who said that the more educated parents are, especially those who received education abroad, the more demanding they become in terms of school selection. However, another interviewee rejected the possible relationship between parental education and school choice. As for the income level, both survey respondents and interviewees agreed that this is one of the decisive factors in the school choice process. However, one of the interviewees named it a limiting factor, as it limits parents' opportunities to choose the school they want. This view accords with the findings of Bosetti and Pyryt (2007), who found that parents with children attending private schools have significantly higher levels of education and income than the other groups of parents, implying that they have greater freedom in choosing schools for their children. Further, Beavis (2004) found that households with higher incomes were more likely to enroll their children in a private school. Moreover, according to Hsieh (2000), parents with higher levels of education had greater access to information regarding schools and choice programs compared to parents with lower levels of education. One of the interviewees, a principal of a private school, confirmed that it also works this way in the Kazakhstani context.

Research Question 3

What sources of information do parents use when applying to secondary schools, either private or public?

Parents utilize various sources of information when making their decision regarding their children's school education. According to the results of the questionnaire, parents mostly follow the school advertisements provided in social media and pay attention to the school rating information that can be found on the internet. This goes in line with the interview results which show that schools use outer marketing. These findings are supported by Bosetti and Pyryt (2007) research, who found out that the majority of parents utilized social networks to inform their decisions. However, the findings of the current study are different from David et al. (1998/2018) research, who demonstrated that friends could be used as a powerful source of information, while this study's respondents did not follow the recommendations of their friends and relatives when selecting a school. The interviewees also mentioned inner marketing emphasizing the work of teachers and administrators with parents through meetings and constant involvement of them in the educational process. This is in line with the study conducted by Valentine (2016), who mentioned the school website, open house events and school visits as the most common sources of information used by parents to learn about the schools accessible to them.

Conclusion

As it was mentioned above the goal of the research was to study the process of school selection by parents. The research focused on possible factors that influence parents' decision on school choice, sources of information they utilize in this process, and parental involvement practices. The key questions that the current research was guided by were the following:

1. In what ways are parents involved in their children's school life? Is there any relationship between parental involvement and their school selection process?
2. What factors influence parents' basic secondary education school choice for their children in Almaty city?
3. What sources of information do parents use when applying to secondary schools, either private or public?

The following conclusion can be drawn as a result of the findings of the study:

- There are several factors that define the particular school choice. They are family characteristics such as parents' education and parents' income. As for the institutional factors, the most important ones were closeness to the living area, high quality education, good facilities for extracurricular activities, and language of education at school. These results coincide with literature review, except the last one.

- The most significant sources of information utilized by parents while choosing a school are school advertisements in social media, school rating information provided on the internet, as well as open house events and school visits. The current research results generally coincide with the research findings received in the similar field.

- The parents' engagement is at a relatively high level, according to the result of current research. This is similar to the findings of the research results provided in the overview of literature, except the latest one conducted in the Kazakhstani context.

The utilization of school choice has been employed by policymakers as a means to enact educational reform by giving parents and children an opportunity to select a school that best aligns with their individual preferences and educational needs. Moreover, it empowers parents and children to make choices that they believe will benefit their educational experiences. This approach allows parents the option to transfer their children to schools that demonstrate higher levels of academic achievement, thereby fostering competition among schools for student enrollment and ultimately enhancing educational outcomes.

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“Examining English as an Additional Language Policy and Practice in an International School Setting”.

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Abstract

This study delves into the English as an Additional Language (EAL) policy and practice in an international school context. It examines the practical implementation of EAL policies to support EAL learners, identifying both successes and challenges. The research offers valuable recommendations for enhancing the policy and practice to better cater to EAL learners' needs. By combining qualitative case study methodology with a focus on policy implementation, this work addresses a significant gap in the literature, shedding light on the complexities of EAL policy enactment in international educational settings. The findings unveil a multifaceted EAL policy landscape, showcasing effective implementation in areas like language proficiency assessment and tailored support, yet acknowledging challenges like limited staff training and teacher collaboration issues. This study provides insights into the intricate realm of EAL policy implementation within the unique international school context of Kazakhstan.

I. Introduction

The worldwide adoption of English as the language of science, research, and commerce has precipitated an upsurge in international students seeking education through the medium of English.

This global trend has engendered a growing demand for English as an Additional Language (EAL) instruction, particularly within independent boarding schools in the United Kingdom. In the landscape of international education, there are institutions that exemplify a commitment to addressing the unique needs of English as an Additional Language (EAL) learners. This study explores such establishments, shedding light on the strategies and approaches employed to support EAL learners, without specific mention of individual school names. The focus extends beyond any singular institution, aiming to contribute insights applicable to a broader context of educational settings. Throughout its history, the school has been dedicated to providing education to students of diverse nationalities, including EAL learners. It continues to operate an International Study Center (ISC), where specialist EAL educators deliver tailored language instruction and curriculum support tailored to individual needs.

In the educational discourse, a mounting body of literature underscores the significance of EAL policies and practices within international schools. Notable contributions from scholars such as Dahya and Sakui (2016) emphasize the imperative of comprehensive and evidence-based EAL policies to address the diverse needs of EAL learners. Kuo (2019) posits that, to accommodate the cultural, linguistic, and educational diversity found within student populations of international schools, EAL policies must foster inclusivity.

Within the United Kingdom, as in several other European nations, the influx of migrant children has risen significantly in recent years. Over one million school-aged children in the UK speak more than 360 languages alongside English (Department for Education [DfE], 2017). In response to this surge in EAL learners, the UK government has released several policy documents, including the "Framework for the National Curriculum" and "Teachers' Standards," to provide guidance for educators on effectively supporting EAL learners (DfE, 2013; DfE, 2012).

In light of the increasing presence of English as an Additional Language (EAL) learners in international schools globally, research endeavors have emerged in various countries, including Kazakhstan. This study delves into the broader context of independent international schools, with a focus on understanding the practical manifestations of EAL policies. The previous research conducted by Strand et al. (2015) emphasized the need for scrutiny in independent schools, revealing that while many institutions had EAL policies, these often lacked clarity on effectively supporting EAL learners. The current research addresses the gap in understanding the practical implementation of EAL policies within independent school settings.

Against the backdrop of the increasing global significance of English as an Additional Language (EAL) instruction, this study aims to comprehensively examine EAL policy and practice within the context of an international school in Kazakhstan. Specifically, it seeks to investigate how EAL policies are translated into practice to support learners, identify challenges and successes associated with current policies and practices, and offer recommendations for enhancing them to better cater to the needs of EAL learners. Furthermore, this research endeavors to contribute to the growing corpus of literature surrounding EAL policies and practices within international schools, providing insights into effective policy implementation for the support of EAL learners.

The fundamental purpose of this research is to thoroughly examine EAL policy and practice within the educational setting of an international school in Kazakhstan. This exploration sets its focus on a specific and critical facet of education – the support and education of EAL learners.

The importance of this research is underscored by the growing global significance of EAL instruction. As the world increasingly embraces English as the language of science, research, and commerce, international schools play a pivotal role in catering to the needs of EAL learners. Understanding how EAL policies are enacted in practice holds paramount importance in ensuring the effective education of these learners. Furthermore, it contributes to the broader discourse on EAL

policies and practices in international educational settings, benefiting educators, policymakers, and learners alike.

To underscore the relevance and urgency of this study, it draws upon primary research literature that emphasizes the necessity of comprehensive and evidence-based EAL policies. Furthermore, it aligns with market trends and common practices in the realm of international education, where the diversity of student populations necessitates inclusive policies and innovative pedagogical approaches.

The overarching rationale for this research derives from the imperative to bridge the gap between policy and practice in EAL education. While many international schools possess EAL policies on paper, their practical implementation remains a challenge. This study takes a qualitative case study approach to delve deep into the lived experiences of key stakeholders, including teachers, EAL coordinators, and EAL students.

The entire approach of this research entails a holistic examination of EAL policy and practice, encompassing its development, implementation, challenges, successes, and future recommendations. It aspires to not only enrich our understanding of EAL education within this specific context but also provide valuable insights for international schools facing similar challenges globally.

In pursuit of these objectives, this research seeks to answer key research questions, analyze empirical data, and offer recommendations that are anchored in the realities of EAL policy and practice. Through this inquiry, we endeavor to contribute meaningfully to the ongoing evolution of EAL education in international settings.

II. Literature Review

In the ever-evolving landscape of education, the presence of linguistically diverse students continues to grow, marking a significant shift in the demographics of classrooms worldwide. These students, known as English as an Additional Language (EAL) learners, bring with them a rich tapestry of linguistic and cultural backgrounds, enriching the educational experience for all. However, the educational community faces the critical challenge of developing and implementing policies and practices that not only accommodate but also empower EAL learners to succeed academically and socially.

The exploration of the literature review has illuminated the intricacies inherent in this challenge. The endeavor commenced with the objective of comprehending the interplay of English as an Additional Language (EAL) policies and practices within the expansive educational framework, aiming to identify gaps and deficiencies that merit additional research. Through this process, valuable insights have been uncovered, delving into the multifaceted dimensions that influence the experiences of EAL learners, their educators, and the communities they engage with.

2.1 EAL Policies: Acknowledging the Diverse Needs

The journey commenced with an examination of English as an Additional Language (EAL) policies. As eloquently argued by Leung (2001), effective EAL policies necessitate a profound understanding of the linguistic and cultural backgrounds of EAL learners. Hutchinson (2018) further emphasized this point, underscoring the pivotal role of collaboration among schools, families, and communities in fostering a supportive learning environment for EAL learners. However, disparities in policy implementation surfaced, as observed by McCallum (2022) in the European Union, accentuating the imperative for a harmonized approach.

Moreover, the policies that guide EAL instruction must be evidence-based (Bracken et al., 2016) and adaptable to local contexts (Bamgbo, 2003). Matsuda (2012) argued for a paradigm shift,

recognizing English as an international language rather than adhering to native-speaker norms. This perspective aligns with the need for comprehensive policies that distinguish between language needs and other cognitive or physical requirements (Cummins, 2000).

2.2 EAL Pedagogy: Effective Strategies for Learner Success

The exploration then extended into the domain of pedagogy, delving into impactful instructional methodologies for English as an Additional Language (EAL) learners, as articulated by Leung (2001) and Bracken et al. (2016). These approaches involve the implementation of differentiated instruction customized to individual needs, scaffolding techniques, and the incorporation of meta-talk.

Sharples (2021) introduced us to interactive and collaborative tasks, visual aids, and the importance of practicing language in authentic contexts. It became clear that successful EAL instruction requires an interdisciplinary approach, involving both linguistic and socio-cultural considerations (Sharples, 2021).

However, some argue for a structured approach focused on grammar and vocabulary (Foley, Sangster, & Anderson, 2015). These varying perspectives underscore the need to provide EAL learners with a balance of evidence-based strategies, contextualized to their unique needs.

2.3 Challenges Faced by EAL Teachers

Navigating Complex Realities Our journey delved into the challenges faced by EAL teachers. These educators are on the front lines of implementing policies and practices in the classroom. Probyn (2001) illuminated the emotional and social challenges teachers encounter when managing student diversity and dealing with language barriers and cultural differences. Cummins (2000) highlighted the importance of addressing power imbalances and establishing inclusive learning environments. Lewis (1972) and Ahn and Smagulova (2021) added geopolitical dimensions, emphasizing the influence of politics on language policies.

This complex web of challenges faced by EAL teachers underscores the critical need for policies and practices that provide them with adequate recognition and support. Their reflections, as noted by Probyn (2001), reveal the importance of professional development opportunities and the cultivation of reflective teaching practices.

The exploration of the literature review has shed light on the intricate landscape of English as an Additional Language (EAL) policies and practices. The components of this complex puzzle have unfolded: explicit policies grounded in an appreciation of linguistic and cultural diversity, pedagogical approaches supported by evidence, and substantial assistance for EAL educators. However, as highlighted by McCallum (2022), inequities endure, and Bamgbo (2003) serves as a reminder of the imperative for context-sensitive policies.

This exploration leads to the hypothesis that the academic and social integration of English as an Additional Language (EAL) learners hinges on effective EAL policies and practices. The proposed model entails the seamless integration of these policies and practices, fortified by professional development opportunities for educators and community involvement in the policy development process.

Embarking on the research journey requires a commitment to bridging the gap in existing literature. The pursuit of effective EAL policies and practices must remain steadfast, as it is through this endeavor that EAL learners can be empowered to reach their full potential. Celebrating their linguistic and cultural diversity becomes an integral part of the educational tapestry.

III. Research methodology

In this study, a multi-method research approach (Hesse-Biber & Johnson, 2015) has been deliberately chosen, encompassing quantitative and qualitative data analysis techniques to address different aspects of a research question. As a type of multi-method research design, the convergent parallel was selected. By applying this method, the analyses and findings from each type of data are presented independently. After both analyses are complete, results are compared to draw an overall conclusion. Multi-method research proves to be particularly advantageous when dealing with complex research questions that cannot be adequately addressed by either quantitative or qualitative methods alone. Moreover, this approach enables data collection in diverse formats from multiple sources. Using various data sources and methods will enhance the validity and reliability of the findings (Merriam, 2009).

To address our research questions effectively, numerical and non-numerical data are collected simultaneously. Subsequently, these data types are analysed separately, followed by a comparative and contrasting examination of the results. The choice of this strategy aims to provide a thorough grasp of the implementation and impact of the EAL policy at Haileybury Almaty.

It is imperative to investigate the impact of EAL policy on students' learning experiences and assess its effectiveness concerning academic performance. Furthermore, the study involves an analysis of supporting documentation provided by the selected international educational institution and an exploration of instructors' personal experiences with implementing EAL policies in the teaching process. This comprehensive investigation extends to understanding the role of teachers in shaping EAL policies and the practical implementation of these policies in the classroom.

Quantitative data collection involves the systematic gathering of numerical or categorical data to measure, quantify, and evaluate specific variables of interest. This strategy focuses on gathering objective and uniform data that can be statistically analyzed. Academic records of EAL students were reviewed and analyzed to assess their academic performance in English and other subjects, providing quantitative data on the effectiveness of EAL policies in supporting students' language development and overall academic achievement. Student records were included if they pertained to EAL students or those receiving language support services, ensuring alignment with the study's focus on EAL rules and practices. The school administration securely and confidentially delivered electronic copies of selected student academic records, following the necessary permissions and ethical guidelines. These records spanned students in grades 1-10 of various nationalities and genders, and basic descriptive statistics were employed to summarize the academic performance of EAL students, potentially revealing correlations between academic performance and factors such as students' length of enrollment at the school, intensity of EAL support received, and English language proficiency levels.

Qualitative data collection methods delve into the complexity, richness, and context of human experiences, actions, and social phenomena. These methods aim to provide depth, context, and nuanced insights into the research issue. This phase involves gathering non-numerical information through interviews, classroom observations, and the analysis of school documentation related to EAL policy.

Interviews, conducted with experienced educators, provided valuable qualitative insights into their experiences, perceptions, and perspectives regarding EAL policies and practices. Participants were selected based on defined criteria, ensuring a pool of seasoned educators. An online survey in the form of a Google Form was utilized to collect data from teachers, incorporating both closed-ended and open-ended questions to elicit quantitative and qualitative responses. Closed-ended questions covered job positions and educational backgrounds, while open-ended questions focused on participants' involvement in developing EAL policy and their everyday experiences with its implementation. Informed consent was secured from participating teachers, ensuring data

confidentiality and voluntariness. Quantitative data from closed-ended questions were analyzed using descriptive statistics, providing an overview of teacher perceptions of EAL policies and practices, while qualitative data from open-ended questions underwent thematic analysis, identifying patterns and themes in teachers' experiences and reflections.

The analysis of relevant documents involved the examination of materials related to EAL policy and practices. These documents included the Language & Learning Faculty 2020/21 Annual Review, Language and Learning Flowchart, and the Language & English as an Additional Language (EAL) Policy. This phase aimed to provide insights into the institution's goals, strategies, and outcomes, as well as processes and procedures related to language and learning support and the official school policy on EAL students. These documents were obtained in electronic format, adhering to ethical guidelines and confidentiality principles. The analysis of documents was conducted in conjunction with data from teacher interviews and academic records, facilitating triangulation for a comprehensive understanding of EAL policies and practices from multiple data sources.

This methodological approach is underpinned by ethical considerations, ensuring data privacy, confidentiality, and adherence to legal guidelines. It offers a robust framework for investigating the implementation and impact of EAL policies and practices, ultimately shedding light on their effectiveness and areas for improvement.

IV. Results

The findings from the employed data collection methods provide crucial insights into the implementation of the EAL policy, emphasizing various aspects that demand further scrutiny, including both positive and negative dimensions.

4.1 Overview of Students' Academic Records

In this section, we present an overview of the analysis of students' academic records, based on quantitative data. This analysis focused on critical indicators such as grades, standardized test scores, and overall academic progress. The study encompassed a diverse group of students across different grade levels, ranging from primary to secondary education.

Notably, EAL students in the 6th grade exhibited a strong command of English, particularly in their reading skills. They demonstrated the ability to comprehend extended stories and texts, even with picture support, and could make accurate predictions about factual text content based on headings, titles, and headlines. Additionally, they showed proficiency in distinguishing between fact and opinion. Furthermore, their listening, speaking, and writing skills surpassed the average level, allowing them to engage in discussions about various topics and compose persuasive texts and short arguments. Based on the CEFR grading, their skills were categorized as level B1, and according to the GSE grading, they achieved level L6.

These findings offer valuable insights into the academic performance of EAL students, delineating both commendable aspects and areas for potential enhancement within the framework of the institution's EAL policy and practices.

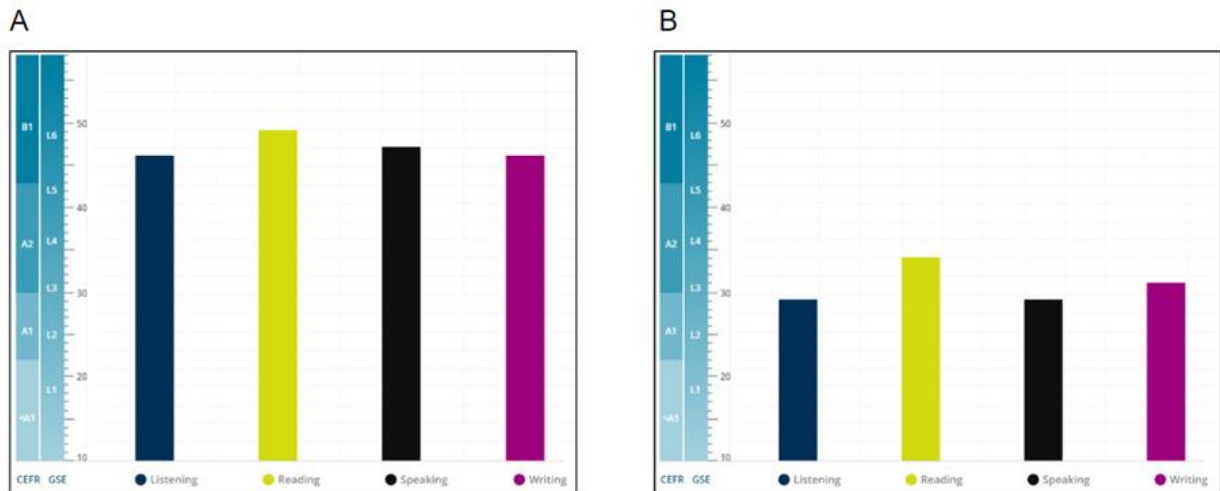


Figure 1. The average score for four listed skills among EAL students (A) and non-EAL students (B) of the same grade and age.

Non-EAL students in the same grade demonstrated moderate academic performance, with a stronger grasp of reading skills. Their skills showed greater variation, with reading proficiency at CEFR A2 and GSE L4 levels, while listening and speaking skills were at A1 and L2 levels, respectively. They could comprehend familiar language in listening but struggled with broader topics. They answered basic questions but faced difficulties with more complex queries. They could grasp the main idea in simple picture stories but couldn't predict text content effectively. Guessing unfamiliar words was challenging. Writing skills included simple sentences about personal preferences and basic use of linking words like 'and' and 'but.' Fig.2 indicates no significant attendance variation, suggesting that differences in academic achievement aren't linked to class attendance.

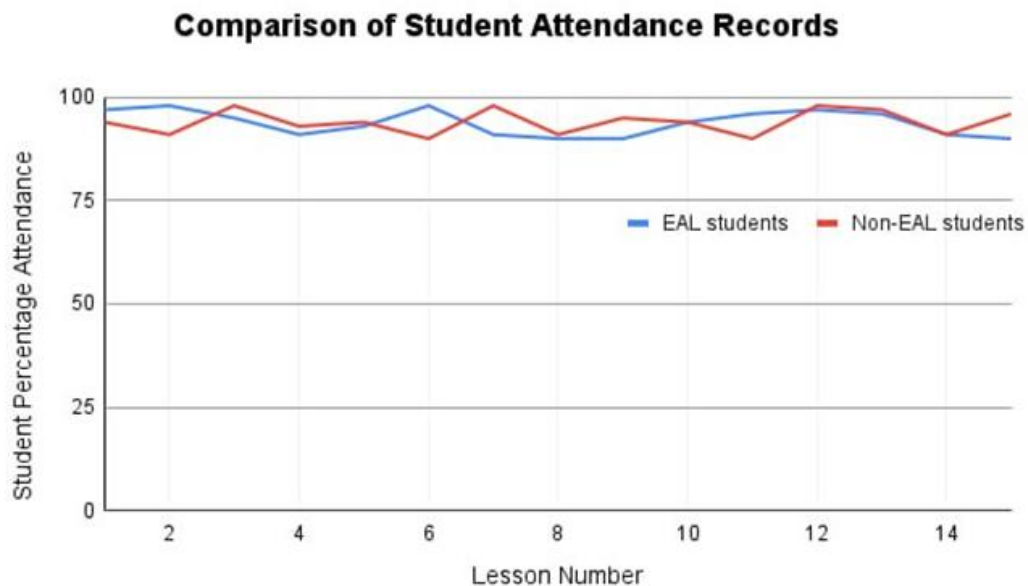


Figure 2. The Percentage of EAL students' and non-EAL students' attendance of class 2021-2022.

4.2 Interview Findings

Interviews provided insights into the engagement of students and their families with the EAL program at school, revealing that EAL learners initially encountered challenges adapting to a new teaching style but gradually gained comfort. Parents reported that EAL support programs positively influenced their children's academic performance, language skills, and self-confidence.

The interviews revealed that teachers play a crucial role in shaping and implementing the EAL policy. Their involvement encompasses curriculum planning, program design, administering level tests, and addressing classroom challenges. Teachers also integrate CEFR requirements into EAL curriculum planning and identify students' needs, creating a supportive environment. Effective EAL strategies like Total Physical Response (TPR), flashcards, and games make learning engaging.

EAL learners face the dual task of acquiring English and mastering academic subjects in English. The priority is using the mainstream curriculum as context, leveraging the learner's first language, and providing contextual support.

Differences in language abilities among students pose challenges, affecting information transfer and class progress. Differentiation techniques include tailoring lessons to learning styles, grouping students by shared interests, formative assessment, classroom management, and adapting teaching materials to EAL needs. Instructors can pre-teach vocabulary, provide study guides, scripts, and visuals, and use concise instructions and flashcards.

Challenges arise from diverse cultural backgrounds, time constraints due to engaging activities, and occasional use of the Russian language in class. Strategies include encouraging English usage, educating students about the EAL policy, and communicating with parents.

To enhance instructors' EAL teaching skills, the school offers professional development opportunities, including weekly CPD sessions and an internal CPD website.

4.3 Language & English as an Additional Language Policy Analysis

At the international school under study, the primary goals for students requiring English as an Additional Language (EAL) support encompass various aspects. These include fostering confidence and competence in English, promoting English as a medium of instruction, encouraging English communication among students and staff, and nurturing an inclusive environment that values all languages and cultures.

4.3.1 Key Principles

Aligned with the school's commitment to each child's potential, key principles have been established:

1. **Identification and Intervention:** Thorough identification of EAL students and tailored interventions.
2. **Regular Progress Monitoring:** Continuous progress monitoring and adjustments to support levels.
3. **Integration of English in Curriculum:** Blending English language teaching into subjects.
4. **Shared Responsibility:** Fostering a collective responsibility among all teaching staff.
5. **Inclusion and Community:** Commitment to inclusivity and community engagement.

While most EAL students don't have Special Educational Needs and Disabilities (SEND), the school remains attentive to potential SEND issues, providing access to both SEND and EAL support services when needed.

4.3.2 Organisation of the Language and Learning Faculty

In the international school setting under examination, the Language and Learning Faculty adeptly addresses the needs of EAL students through collaborative efforts:

- **Head of Language and Learning:** Oversees EAL policy and provision, monitors and assesses EAL students, provides training and resources, and maintains records.
- **English Academy Coordinator:** Oversees intensive support for EAL students requiring comprehensive withdrawal.
- **Upper School English Department:** Supports EAL students at Key Stage 3 (KS3) and above, focusing on language competence and academic skills.
- **Primary School EAL Specialists:** Offer in-class and withdrawal support to students developing language competence, ensuring academic success.

4.4 Language and Learning Flowchart Analysis

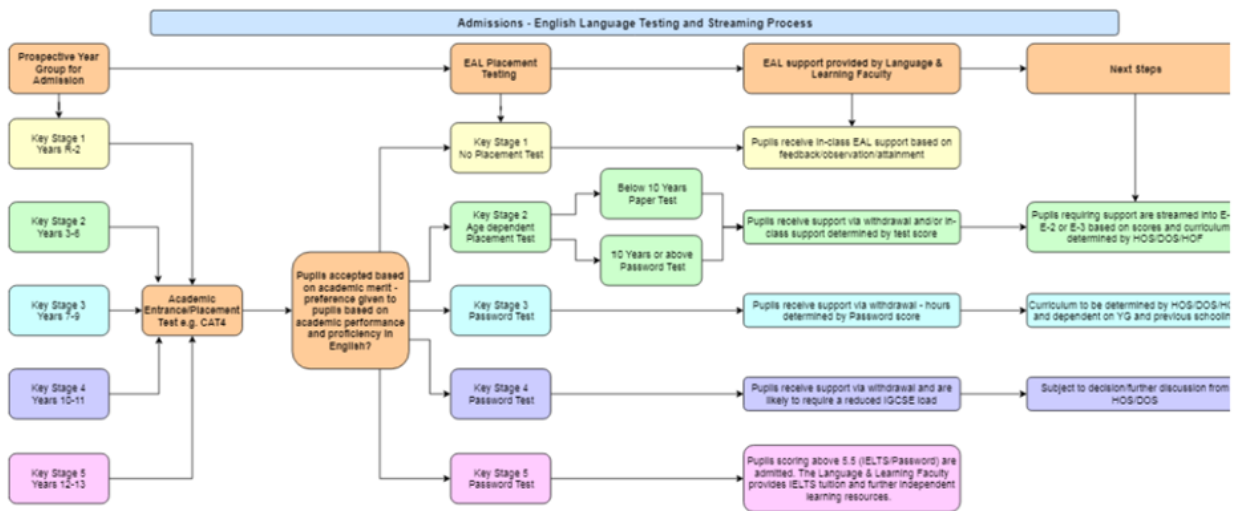


Figure 3. Language and Learning Flowchart

The Head of Admissions plays a crucial role in collecting initial information on prospective EAL students through admissions applications, entrance tests, and school reports. These insights help identify language support needs.

- **Years 3-8 Placement Assessments:** Students in Years 3-8 requiring intensive EAL support undergo placement tests administered by the English Academy Coordinator to determine the level of support needed.
- **Identification and Support:** Various assessments, including internal diagnostics and external tests, combined with input from staff, help identify students needing EAL support. A multifaceted approach ensures prompt recognition and resource allocation.
- **Intensive Assistance:** Students in the early stages of language acquisition receive intensive support from the English Academy, gradually reducing withdrawn classes within one academic year.
- **Support in Years 1-2 and 3-6:** EAL teachers offer specialized sessions and in-class support for students in Years 1-2 and 3-6, addressing individual needs as they arise.
- **Years 7-9 and Beyond:** EAL students in Years 7-9 are grouped for English classes, providing tailored support. Options include IGCSE English as a Second Language and IELTS instruction for those planning to study abroad.

4.5 Language & Learning Faculty 2020/21 Annual Review Analysis

In the academic year 2020–2021, the Language & Learning Faculty saw several changes while delivering services satisfactorily. Challenges included EAL examinations, curriculum alignment, and mainstream staff cooperation due to time constraints. Opportunities for improvement included whole-school EAL proficiency data collection and ongoing staff training.

4.5.1 Revisions and Challenges During the Academic Year 2020/21

The school underwent multiple revisions in EAL instruction structure, with the current arrangement proving the most efficient. Past phases relied heavily on the Junior School, had inconsistent entrance testing, and redirected staff from the Middle School for ad hoc courses. The introduction of the English Academy improved EAL offerings, although initial challenges arose. The complexities of EAL education include the interplay between second language development and native language proficiency, curriculum development, and assessment methods.

Recent years witnessed increased demand for EAL resources, leading to tailored teaching and assessment resources entering the market.

4.5.2 Pupil Journey and Outcomes

Students from Year 3 to Year 9 had three options: mainstream, moderate support, or intensive support. Year 10 students typically had reduced IGCSE workloads and could be excused from Kazakh. Students below Year 3 received classroom or targeted support. Reintegration and progress assessments were used to transition students from intensive support to mainstream classes.

The school aimed to develop lifelong, independent language learners, even after leaving EAL support, with most students excelling. The faculty conducted ESB courses with a 100% pass rate, benefiting EAL students. Expansion plans for this program were underway.

The Language & Learning Faculty's efforts in the academic year yielded valuable insights and a commitment to further enhance EAL support and outcomes.

V. General Discussion

5.1 EAL Student Proficiency Analysis

In the examination of academic records among Year 6 students in the international school setting, the analysis emphasizes the notable reading proficiency demonstrated by EAL students, surpassing their non-EAL counterparts. This divergence underscores the necessity for targeted interventions to address specific language proficiency gaps within both groups.

Moving forward, a thorough investigation into the factors contributing to these proficiency disparities is essential. Strategies must be devised to harness the strengths of EAL and non-EAL students while mitigating their respective weaknesses. The implementation of ongoing research and evaluation protocols is imperative to refine these interventions and cater to the dynamic needs of the student body.

5.2 Enhancing EAL Support

Interviews with EAL students and families provide insights into their experiences, emphasizing the adaptability of EAL learners over time. Effective teacher involvement, curriculum alignment with CEFR standards, and dynamic teaching techniques are pivotal. However, challenges, like accommodating diverse learning styles and cultural perspectives, persist.

Adapting teaching materials and providing professional development opportunities for instructors are crucial. These measures aim to create an inclusive and supportive learning environment.

5.3 Comprehensive EAL Support Approach

The international school under study adopts a holistic approach to EAL support, centering on students' confidence, competence, and integration into the school community in addition to language proficiency. The structured approach involves the Language and Learning Faculty, ensuring individualized support for EAL students throughout their academic journey.

The curriculum places a strong emphasis on fostering English proficiency across all linguistic domains. Effective planning and teaching strategies, coupled with progress tracking and a commitment to lifelong language learning, constitute essential elements of this comprehensive approach.

Conclusion

The EAL support at the international school under consideration showcases notable strengths in the proficiency and adaptability of EAL students. However, identified limitations involve overlooking factors influencing language development, underscoring the necessity for a holistic approach.

To achieve ongoing improvement, continued research, the alignment of strategies, and enhanced cooperation among faculty members are imperative. In conclusion, the examination of EAL support at this international school establishes the groundwork for future enhancements, contributing to the cultivation of an inclusive learning environment.

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“A comparison of the concept of Kazakh language as L2 in policy documents with the beliefs and practices of secondary school teachers.”

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Abstract:

This study examines a new concept of the educational policy of the secondary school classes (5-9) in the subject of the Kazakh as L2 in Kazakhstan. The main changes in the new concept of educational policy affected all subjects, including the Kazakh as L2 with the provision of greater academic autonomy and a student-oriented approach.

Thus, this study aimed to analyze the provisions that are set out in policy documents and compare them with the implementation process, thus filling a gap in comparative studies in the context of Kazakhstan.

The purpose of this study was to determine what the new improved curriculum for the subject of Kazakh as a second language and literature is like, how teachers feel about teaching the new curriculum in private physics-mathematics and public schools, and what difficulties teachers encountered when introducing a new curriculum.

The research applied the SFL approach of systematic functional linguistics to understand context, meaning, and structure. Data was collected from document analysis, two-participant interviews, and observations.

Despite policies that are geared towards globalization, the results reveal a lack of methodological support, professional development teacher training programs in L2 pedagogy, flexibility, and inclusiveness needed for new education policies. Thus, to achieve the goals of the new educational approach, it is necessary to reorganize the curriculum to provide the necessary clarifications in methodological support and flexibility in teaching Kazakh as a second language.

1 Introduction:

One of the driving forces participated in building the country's economy is education. According to review and analytical portal Strategy 2050 (2017), the educational reform of Kazakhstan has contributed to the emergence of discourses related to globalization and economic markets that have created a context for the concepts of the curriculum. That is, Kazakhstan's definitions of educational policy are based on arguments that bring education to the fore for national self-consciousness. According to EL. KZ (2023), the government has approved a new concept for the development of education for 2022-2026 to improve the quality of education. In particular, school curricula will be improved in subjects (including the Kazakh as L2 language) and schools will be given more academic autonomy with student-orientation approach with direction focused on the development of critical thinking skills and problem-solving abilities. These educational transformations are certainly worthy of the respect, however, fragmented levels of understanding and compelling conceptual demands can affect policy implementation (Zhetpisbayeva et al., 2016). Therefore, the primary concern of this research is to consider how schools are implementing new concept based on greater academic autonomy and student-centered approach and compare it with policy documents. Moreover, it is essential to examine the implementation process of new curriculum in two schools' contexts. Consequently, using SFL (Systematic Functional Linguistics) this study intends to illustrate the linkage between policies and practices in order to provide clear understanding of the provisions of the new updated curriculum and how schoolteachers interact with it.

2 Literature Review:

2.1 Situating Challenges in the Implementation of Language Policy in Schools.

The educational policy is mainly based on the discourse concerning the cultivation of the national personality and the enhancement of the authority of the Kazakh language. Some studies have looked at the impact of politics on language perception and ideology among schools and teachers in Kazakhstan. Other studies have found that attitudes towards language capital are influenced by socialization, technology and economic opportunities that are associated with knowledge of the language (Smagulova, 2019; Ayazbayeva, 2017). However, Smagulova (2019) examined teachers' approach to language teaching and their impact on students' attitudes towards Kazakh or Russian as an additional language excluding international context. Therefore, this study aims to address this gap by examining how schools function as one of the main spaces of socialization that can raise and lower linguistic status as consequences of implementation for language policy education including international level.

Moreover, according to the Official Information Source of the Prime Minister of the Republic of Kazakhstan (2019), language as a subject has been modified to include theories of language acquisition that involve communicative language as well as sociocultural contexts of language use. This approach makes it possible to strengthen the national status and prestige of the Kazakh language when students use their language as L2 for authentic purposes and in an error-free environment.

However, according to Cullian (2016), language teaching and policy implementation can be influenced by teachers' values and orientations. For instance, Graves and Garton (2017), stated that the old system advocated traditional theories of language learning, i.e., product orientation, that teachers are now facilitators of language learning which is based on the awareness of language learning as a starting point. In addition, at the international level of teaching foreign languages, many transitions to new programs and curricula projects have not been successful since not enough attention was paid to preparing teachers for changes (Dicke et al., 2015).

Furthermore, teacher cognition is the area to which teachers' beliefs belong (Santos and Miguel, 2019). That is, it is a construction that covers all aspects of the "hidden cognitive processes" that influence the decision of teachers, through what they know, what they believe in what they are going to do (Borg, 2005). The beliefs that teachers hold can shape the pedagogical methods they apply as well as student outcomes; furthermore, teachers can often resist change precisely when methods and approaches conflict with their beliefs (Borg, 2003).

A person's linguistic beliefs are created through certain values that are based on personal experience from linguistic, cultural, and educational backgrounds (Curdt-Christainsen, 2009). According to Taylor-Leech & Liddicoat, language beliefs are seen as a lens through which attitudes towards language policy can be understood (as cited in Ayazbayeva, 2017). Such beliefs turn out to be powerful insights and translate into active language practices and methods that may or may not be explicit (Borg, 2017). Although, by examining the beliefs of the main stakeholders, it is possible to establish their dominant language ideologies (Fitzsimmons-Doolan, S., 2014).

The difference that leads to a gap between the planned and implemented curriculum has been the object of research in many studies since each study has different goals. For example, Nunan (1995), identified inconsistencies between curriculum goals and learning observed in the context of TESOL. Moreover, Dubetz (2014), identified a mismatch between curriculum makers and practitioners' perceptions of curriculum implementation. The administration said the task and accordingly emphasized only high scores in English language exams but not on helping students to master the language. Drake and Gamoran (2009), explored the relationship between curriculum provisions and teachers. The results of their research showed that such relationships quite often show tension and, accordingly, problems. They also found that tension is mainly related to teachers' beliefs, experiences and attitudes about specific aspects that are related to their practice, which results in teachers following their beliefs in their curriculum, through methodology adaptation in classroom management, as well as in pedagogy and assessment.

Regarding language teaching, many scholars argue that curricula areas as teaching grammar and literacy as L2 continue to be areas in which great attention is paid to cognitive research (Askargali, 2022). Ortega (2014) conducted a detailed analysis of studies that examined the teachers and their beliefs about teaching grammar. Such research projects have provided an opportunity to gain insight into the content of teachers as well as their pedagogical knowledge of grammar (Borg, 2019); about teacher awareness of vocabulary (Andrews & McNeill, 2005). However, Borg (2019) noted that all areas of language education are largely under-studied in terms of teacher cognition, in particular teachers' beliefs.

More recent research on language learning as L2 includes Sanchez and Borg (2014); Gabilon (2012); Emerick (2019); investigated teachers' beliefs about language learning as L2 in terms of the importance of language skill and their assessment of their own language skills. A questionnaires and interviews were used; thus, the research formulated the teachers' point of view on the state of teaching a language as L2.

A relatively comprehensive study by Yong and Sachdev (2011), which examines practicing teachers' knowledge of learning on real classroom practice. Data were used through observations and interviews

in United Kingdom through a longitudinal study. Practitioners' practical knowledge was examined for differences or similarities and for development over a period.

However, as extensive as the above research is, it represents a very isolated example in the field of language teacher cognition as L2, and thus characterized by a lack of research examining aspects of teachers from a meaningful methodological and conceptual point of view. Thus, considering the discrepancy established above between the scope of research on language teaching and literacy, this research aims to examine the beliefs and practices of working teachers regarding language teaching as L2 to fill this learning gap in the field.

3 Methodology and Data

3.1 Methodology

According to Creswell (2014, p.30), a qualitative approach is best suited for this type of research purpose. Accordingly, the implementation of what was envisaged in the policy documents was examined using a comparative case study, where two schools in Kazakhstan were included. A discourse analysis approach was also applied in order to clarify the theoretical framework that is the basis of the curriculum policy, interviews, and observations. Discourse refers to one of the ways of reasoning through consistency, rationality, and utterance construction, that is, it is an art that consists not only in the implementation of the policy but also in the sequence of actions (Gee, 2014).

3.2 The Data

A sampling strategy was chosen with a specific goal in mind for the selection of participants and the basis for this was the criteria that from the beliefs and ideology of teachers in the context of new educational policy (Babchuk, 2017).

The decision regarding sampling depended on factors such as the type of study, the aims and objectives of the study, as well as the research questions and methodology including the research approach. The sample details are outlined below:

- The size. The number of participants in the study was two people. For the qualitative research, this sample is not too difficult to highlight the necessary information and provide rich data, therefore not too small to provide essential information (Onwuegbuzie & Leech, 2007).
- Participants. The specific characteristics that the units of analysis were required to have been qualifications, working in a state and private physics mathematics schools in Kazakhstan as a teacher of Kazakh as L2 as the time of their participation in the study.

Two participants who agreed to take part in the study are Kazakh as L2 class teachers from private physics-mathematics and state schools. Participant A from physics-mathematics elite school has 18 years of teaching experience, of which 8 years in this school. She has State University Doctorate Degree in teaching Kazakh language and literature. She has professional qualification in assessing L2 skills. Participant B from state school has 20 years of teaching experience, of which 10 years in state school. She has National Pedagogical Master's degree in teaching Kazakh language and literature. She also has professional qualification in assessing L2 skills. Therefore, both participants' professional qualifications are focused on the evaluation of L2 skills but not on pedagogy. The following data collection tools were included: documents analysis from two schools' contexts, semi-structured interviews with two teachers, and lessons' observations in each school.

4 Data Analysis and Results

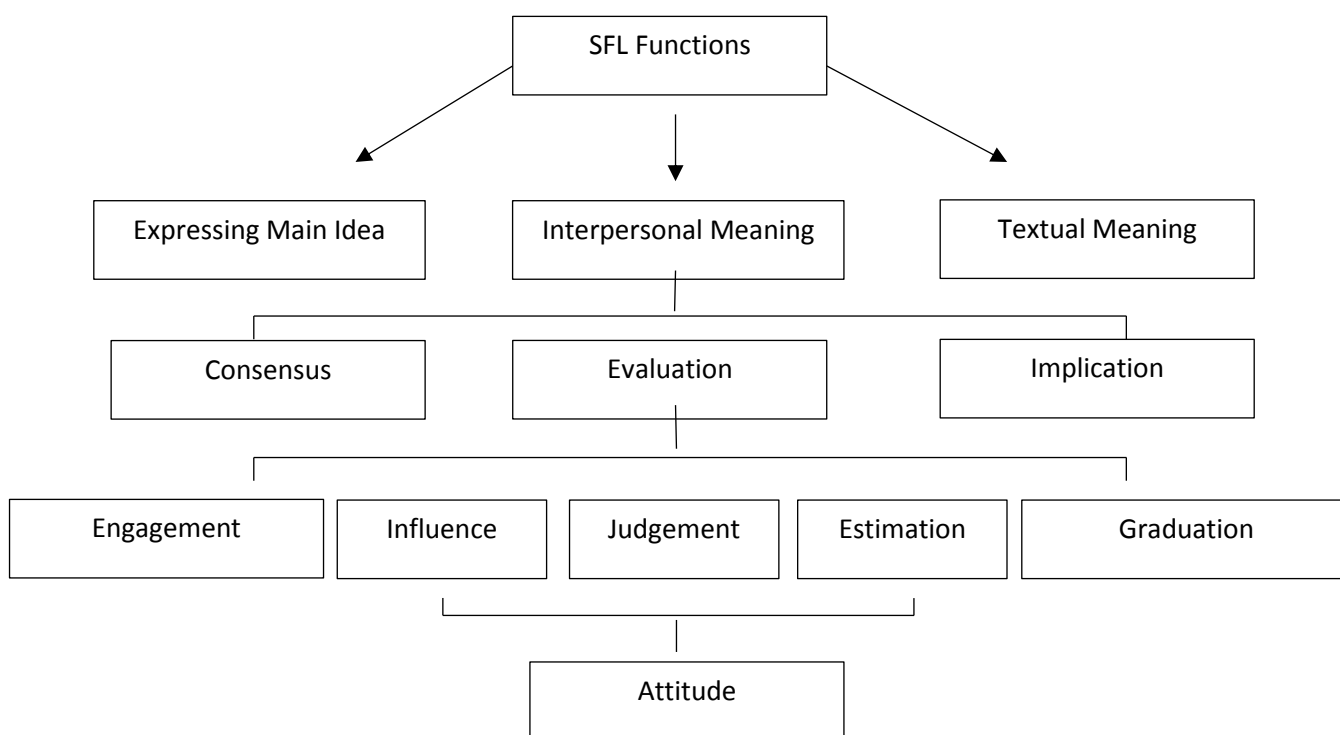
4.1 Data Analysis

The SFL framework was used to analyze and study policy documents, interviews, and observations. Documents were categorized by genre to determine the purpose of the document and how the language was used to achieve that purpose. The SFL tools (Figure A) were used to define the elements. That is the structure of the language was pointed out to identify the purpose, relationship and means of interaction. Finally, evaluative analysis was applied to determine the relationship through Influence (values), Judgement (beliefs), and Estimation (evaluation) to certain elements that are provided in the curriculum. The interviews were analyzed including the structure of the SFL through the application of evaluation to reveal teachers' attitude towards the provisions of the curriculum. The analysis of the observational data included reading notes taken during class. Thus, it revealed emerging themes, which were further described in more detail.

Figure A

Adopted from: SFL Functions (Martin and White, 2005).

Functions (Martin and White, 2005).



The first document is a curriculum for teaching the subject “Kazakh language as L2 and literature”. Table 1 illustrates the main results that were obtained from the analysis of the SFL of the formal curriculum in the context of School A.

Table 1

Curriculum on the subject “Kazakh as L2 and Literature”.

Purpose: It provides data on curriculum goals, requirements, and an explanation of how to implement them.		
How is language used and structured in the document to achieve its purpose?		
Construction: Title, headings, subheadings Form:		Structure: Each section has headings and subheadings that define basic information, additional data, and instructions that are highlighted in italics and bold font.
Audience:		The specific audience of Physics-Mathematics School staff (e.g., teachers, and administration).
How language is formed for adoption to attain its purpose:		
Field:	Language education and teaching Kazakh	Noun phrases: Kazakh language, national language, goals, language learning, requirements, principles in pedagogy, teaching techniques, communication skills, assessment, learning objectives. Implementation Processes: The teacher’s role is: - <i>to use</i> the Kazakh l2 only. - <i>to recognize</i> the student’s opinion. - <i>to create and demonstrate</i> problem-solving techniques. - <i>to support</i> student learning through testing their skills - <i>to develop</i> students’ critical thinking, problem solving along with reading, writings, listening and speaking skills, by using relevant exercises or tests. - <i>to organize</i> group, individual, and whole-class activities in relation to the implementation of academic material, through a student-centered approach (students should be a priority).
Tenor	Formal: Equal relationship with the audience in the document. Therefore, the authoritative language has not been used in this document (e.g., must, need to).	Affect: -Contributes to the development of <i>the respect</i> for the Kazakh state language, which reflects the values of Kazakh people. Judgement: -Promotes <i>interethnic harmony</i> and strengthening relations with other nationalities. - <i>Positive judgement</i> for the Kazakh language. -Gives <i>the basis of communication</i> and <i>social significance</i> of the language. Appreciation: - <i>Innovation through globalization</i> (development of an innovative person, where students learn through literacy works, language situations and research).
Mode	Written:	The document is of formal instructive nature, filled with specialized vocabulary of the program document.

In School B there are three program documents that are related to the teaching of the Kazakh language as L2. The first document refers to the number of hours distributed among all subjects to be taught in the school, coming from a direct order of the MoES. In grades five to nine, Kazakh as L2 and literature should be taught five times a week (see Figure B).

Figure B

The curriculum of secondary and higher education for Russian oriented classes (updated content).

№	Educational areas and subjects	Number of hours per week by class				Total load, hours	
		1	2	3	4	weekly	yearly
Invariant Component							
	Language and literature	8	12	12	13	45	1612
1	Primer Literacy	6	-	-	-	6	210
2	Russian language	-	4	4	4	12	432
3	Literary reading	-	3	3	3	9	324
4	Kazakh as L2 and literature	2	3	3	4	12	430
5	Foreign language		2	2	2	6	216
	Mathematics and computer science	4,5	5	6	6	21,5	769,5
6	Mathematics	4	4	5	5	18	644
7	Digital literacy	0,5	1	1	1	3,5	125,5
	Natural science	1	1	2	2	6	215
8	Natural science	1	1	2	2	6	215
	Human and society	1	1	1	1	4	143
9	Knowledge of the world	1	1	1	1	4	143
	Technology and art	3	2	2	2	9	321
10	Music	1	1	1	1	4	143
11	Artistic work		1	1	1	3	108
12	Labor training	1				1	35
13	Art	1				1	35
	Physical training	3	3	3	3	12	429
14	Physical training	3	3	3	3	12	429
Invariant teaching load		20,5	24	26	27	97,5	3489,5
Variable component							
Individual and group developmental classes							
Variable teaching load							
Maximum teaching load		20,5	24	26	27	97,5	3489,5

The following two documents define the implementation of the curriculum in the Kazakh as L2 and pedagogy in the classroom in School B. The first document is a curriculum for state school (mainstream document), the second document is an instructive-methodological letter.

Curriculum for State School (Mainstream Document)

This document is the “Plan for the implementation of the updated curriculum with revised content for each subject in general education schools”. For this study, only those data related to the Kazakh as L2, and literature teaching were used.

Further, I present the program document for the Kazakh as L2 and literature curriculum. Table 2 shows the results that were extracted from the SFL analysis of the document.

Table 2

Curriculum for State School (Mainstream Document) on the subject “Kazakh Language and Literature” (L2).

Purpose: It provides data on curriculum goals, requirements, and an explanation of how to implement them.		
How is language used and structured in the document to achieve its purpose?		
Construction: Title, headings, subheadings Form:		Structure: The document is divided into 2 sections. The first section contains a heading in bold and lists the important elements of the document in numerical order, such as: hours, instructions, descriptions, goals, legislation. The second document presents a table with four areas for each lesson, such as: topic, content, skills, goals. The document has headings only, no subheadings, italics, or bold.
Audience:		The specific audience of School staff (e.g., teachers, and administration). Means of Interaction: Formal language, no direct interaction with the audience, leading to unequal relationships.
How language is formed for adoption to attain its purpose:		
Field:	Language education and teaching Kazakh and Literature	Noun phrases: Literacy language, native language, communicative skills, learning objectives (e.g., reading, listening, writing, speaking), tools, <i>following are topics studied:</i> purpose and nation. Implementation Processes: No instructions are provided for teachers. Instead, a description of expected student achievement is given. -student <i>should be able to keep up</i> the conversation. -student <i>should understand</i> terminology and vocabulary. -student <i>must understand and know</i> the phonetical elements of the language. -student <i>must understand and know</i> the structural elements of the language. Conditions: A long-term plan for the implementation of the curriculum of the updated content in the subject “Kazakh language and literature (L2)”.
Tenor	Formal:	Affect: - <i>respect</i> for the Kazakh state language.

	Unequal relationship with the audience in the document. Therefore, there is no interaction with the audience.	-national awareness. - <i>being Kazakh</i> . -the Kazakh language as a <i>native</i> . Judgement: - <i>Positive judgement</i> for the Kazakh language. - <i>Respecting</i> the Kazakh language. - <i>Understanding</i> Kazakh language's <i>social significance</i> . - <i>Recognizing</i> Kazakh language as a <i>native</i> . Appreciation: - <i>Kazakh art</i> - <i>Kazakh theatres</i>
Mode	Written:	The document is formal in nature, which describes the necessary instructions. The document contains certain vocabulary specific to the policy document.

Table 3 shows the main findings that were identified through the SFL analysis of the main instructional letter.

Table 3

Instructive-Methodological Letter (2022-2023).

Purpose: Give the required information and procedures for the introduction of the Kazakh language as l2 and literature.		
How is language used and structured in the document to achieve its purpose?		
Construction: Title, headings, subheadings.	Structure: The document has the same structure in all sections. Title- Educators in Education System Heading- Educator's role and functions (Keywords- Instructional Letter) Subheading- Accommodative function/ Educative function/ Social-Informative function/ Communicative function. Essential data are highlighted either with bold or italic fonts.	
Audience:	Academic Field. The specific audience of School staff (e.g., teachers, and administration). Means of Interaction: Formal language, no direct interaction with the audience, but it is referred as an essential part of academic field.	
How language is formed for adoption to attain its purpose:		
Field:	Academic and teaching guidance for all subjects.	Noun phrases: Norms and standards of education, updated curriculum, objectives, advancement of education, appropriate and safe academic environment, continuity of learning, international trends. Implementation Processes: - The teacher <i>is obliged to use</i> the Kazakh language during lesson. - The teacher <i>is obliged to fulfill</i> his professional duties and responsibilities.

		<ul style="list-style-type: none"> - The teacher <i>is obliged to convey</i> educational information, using a student-centered approach. - The teacher <i>is obliged to familiarize</i> students with standards of social values. - The teacher <i>is obliged to monitor</i> the degree of understanding of academic information by learners by using relevant exercises or tests. - The teacher <i>must develop</i> critical thinking, problem solving in learners along with reading, speaking, listening, and writing skills by using relevant exercises or tests. - The teacher <i>can independently</i> compose, plan written work, and clearly define rules and instructions. - The teacher <i>can develop criteria</i> and descriptions of written work. - The teacher <i>is obliged to make the description</i> clear, well worded, and concise. <p>Conditions: The document has materials for organizing educational process in preschool and grades 1-11 of educational organizations of Republic of Kazakhstan in the 2022-2023 academic year.</p>
Tenor	Formal: The relationship with audience is on an equal footing.	<p>Affect: - Kazakh state language.</p> <p>Judgement: - <i>Positive judgement</i> for the Kazakh language: to communicate in Kazakh/ to understand the norms of the language/ to write correctly. - <i>Skills, New Knowledge.</i></p> <p>Appreciation: - <i>Kazakh art.</i> - <i>Kazakh national holidays.</i> - <i>CEFR the level of” European Language Competence”.</i></p>
Mode	Written:	The document is presented in writing, has illustrations, and essential data is highlighted with appropriate symbols.

4.2 Results

Emerging Topics from Policy Documents (School A and School B)

A detailed analysis of the official curriculum policy documents in the two school contexts revealed different approaches to how information is presented.

School A regulates all the needful procedures in one document, where the number of hours, the roles of teachers and learners, the curriculum, along with methodological support are already defined. As a result, this document structure makes it easier for the target audience to comprehend the information, and therefore helps to adhere to and fulfill the provisions of the curriculum. At School B, the official curriculum is divided into three documents, where each document has its own necessary function. The first document contains data about the number of hours devoted to the subject. The second document consists of description of the subject, its content, and objectives. The third document encompasses the guidance on methodology for teachers. It should be noted that the analysis revealed a vague language structure in second document. This makes it difficult for specialists to extract the essential data and implement the important requirements of the curriculum. In addition, this document

has a high modality, which exacerbates the unequal linkage with the intended audience. However, methodological letter has well-structured content that supplements the achievement of the objectives of the curriculum. In addition, the document establishes an equal linkage with the audience, thereby developing intended interaction.

Thus, in general, both schools have clear description regarding the roles of teachers and learners in the learning process. Hence both schools contribute to the achievement of the goal of guiding education. However, at School A, the document has a more effective curriculum structure, while at School B, some documents may negatively impact practitioners' ability to implement the curriculum. Moreover, the SFL analysis revealed that both schools share positive affect, judgement, and appreciation in relation to what the Kazakh language means.

However, the analysis revealed limited access to and lack of provided data about pedagogical discourses related to the theories and practices of second language acquisition. As a result, the curriculum clearly defines the content and objectives of the educational program but does not have methodological support for the implementation and practice of the Kazakh language as L2.

4.2.1 Interviews and Observations Analysis

The following section will present the findings from observations resulted in several themes which were compared with intended implementation processes in curriculum documents of two school contexts along with interviews, then summarized, and grouped into emergent themes. Below is the presentation of each of these themes.

Understanding, Knowing and Adherence to the Curriculum

In the implementation processes paragraphs, the curriculum for the subject of Kazakh as L2 and literature in two school contexts states that "Kazakh language in educational institutions aimed to develop students of a relatively high level of reading, listening, speaking and writing skills, through the development of critical thinking, problem solving, and respect for Kazakh culture", therefore students can communicate in Kazakh language and interact with society. Using the curriculum objectives as a guideline, respectively, both participants' teachings are reported through activity types in the classroom. In accordance with Fronhlich et al., (1985) type of activity indicates what sort of learning activities are carried out in the classroom for the purpose of language learning by students. In this way, it is possible to analyze how both participants adhered to curriculum with the aim of to develop the necessary skills in students.

Overall, classroom observations revealed that both participants taught developing receptive "reading and listening skills" along with developing productive "speaking and writing skills". Thus, both teachers conducted classes with assigned textbooks and additional materials prepared by them in advance to develop more critical thinking and problem-solving skills and knowledge about Kazakh culture in accordance with the goals outlined in the curriculum. Reading skills of students were formed with the help of detailed explanations of texts by both teachers. Listening skills were also practiced well in the classroom throughout the lessons. The practice of retelling the material heard is a common occurrence in the teaching activities of both participants. Participant A involved her students more in the discussion of the listened material. Participant B gave exercises to consolidate the listened material and check the students' understanding of the text. Participant A organized communication and critical thinking exercises between students through dialogues and discussions. Participant B mainly structured speaking skills by giving problem solving exercises to express the opinions of students using various topics.

Consequently, the development of the necessary skills indicated in the instructions, both teachers corresponded to the new curriculum, through the implementation of the practices that they

selected in accordance with the specified material, moreover, considering the development of critical thinking and problem solving through various additional tasks.

The Teaching Approach

According to the implementation processes paragraph in the curriculum which specifies in relation to the implementation of the material that the teaching and learning of the language in the classroom should be focused on the students, through the encouragement of the active participation of the students. Accordingly, the justification was to find out who spoke the most in the class, in particular, the comparison of the speech of teacher (indicating as a teacher-centered approach) with the speech of students (student-centered approach) (Fronlich et al., 1985).

Observations of the participants' lessons showed that both teachers tried to follow the curriculum and made effort to adopt a student-centered approach, but with respect to active speaking, the approach was teacher centered. Basically, two patterns were observed: 1) Teacher work: the teacher gives a lecture to the class 2) Student work: learners work individually or in groups. In the speaking component, both teachers mostly only lectured to the whole class, so the teachers' conversation took up most of the time in the class, and, accordingly, the students' conversations were much less. The work of students was mainly carried out by both teachers in a group through answers to teachers' questions and a joint check of exercises with several answers. Individual work received less attention and mostly consisted of short exercises.

Although, in the interview the Participant A expressed positive attitude towards the teacher-centered approach, in practice the teacher showed the commitment to the implementation of the curriculum. Participant A conducted the lesson with emphasis on short presentations of students in front of the class, therefore preparing her students for oral presentations in pairs took a short time, this was done additionally to develop critical skills and to engage students. Participant B conducted the lesson mainly in discussions, referring to the limited class time, but during it the teacher asked tricky questions with difficult tasks, which also contributed to the development of critical thinking and problem solving.

Although the textbooks used by teachers had a teacher-centered approach, observation of their teaching revealed the presence of teachers' commitment to being student-centered, despite the beliefs of the Participant A. Thus, the expected policy model was implemented in both classrooms, despite the inconsistency of materials and limited amount of time since student-centered approach requires more time due to the low level of Kazakh language proficiency of most students.

Therefore, both teachers achieved the intended implementation processes indicated in the curriculum in classroom teaching. Despite certain difficulties associated with limited time and low knowledge of Kazakh language by students, teachers followed what the policy required from them, namely a student-centered approach. However, it should be noted that the reality of teaching is very limited to conduct activities that will promote student orientation, thus the efforts of educators to implement this policy have become viable in practice due to their professionalism.

The Use of Language in Classroom Teaching

Policy makers expected that students would only speak Kazakh language in the L2 classroom. The rationale was to create the necessary favorable language environment for immersing students in the Kazakh-speaking context.

However, observations in the classroom showed that both participants used, in addition to the studied Kazakh language (as L2), Russian and English languages (as L1), which were understandable to students during each period of study "reading and writing" along with listening and speaking". Both teachers used L1 for most of the lesson to explain the learning material. Accordingly, the observations also revealed much in common between the two teachers in the use of L1 and L2. In the 'reading and writing' lesson, both participants used Kazakh (L2) when lecturing, but when explaining the structure

of the text, paraphrasing sentences, they used L1. When analyzing grammatical sentences and checking answers after explanations, both teachers used the Kazakh language only.

Although the policy document encourages Kazakh language as L2 to be used as much as possible in the classroom, observations revealed that both participants still used a large amount of L1 when teaching Kazakh learners as L2. In interviews, both indicated that they are forced to use more L1 languages in their studies, however, they admit that more Kazakh should be introduced during classes.

The Impact of Exercises or Tests on Curriculum Realization

Observations revealed that the impact of testing is still noticeable in the classroom for both teachers. Study materials used for “reading and writing” and “listening and speaking” by both participants, especially student textbooks, contained most of the multiple-choice exercises. Thus, teachers spent sufficient time in class checking reading comprehension questions, doing grammar and vocabulary exercises, and cloze tests.

The implementation processes paragraph in the new updated curriculum by policymakers emphasized that teachers should use testing to check their teaching in the classroom. However, in the interviews of both participants, it was revealed that the implementation of this point occurs naturally, since teachers tend to check students’ knowledge regardless of this point. Participant B paid particular attention to students’ writing to achieve better skills through various types of exercises such as writing paragraphs or passages as homework, which corresponded to the writing format in tests conducted in class. Another example was that after the initial multiple-choice listening questions had been tested, Participant A added dictation practice to help students write complex words correctly.

It should be noted that, as showed observation analysis, the teachers’ beliefs do not always refer to teaching practices in the classroom. Although in the interview analysis teachers had beliefs and attitudes that differed from policy in the curriculum, in practice during the analysis of observations it was found that teachers followed in most cases the curriculum rather than referred to their own beliefs.

5 Discussion

The analysis of documents included four curriculum documents, on official curriculum of physics-mathematics private school, and three official documents that contrast state school curriculum. Interviews were conducted with two participants representing two schools. Observations were made in classrooms in two school contexts. Thus, the purpose of the study was to determine how an improved curriculum in the subject of Kazakh language as L2 was developed and implemented in physics and mathematics and state schools. To achieve this goal the following questions were posed:

1. What is improved concept of the new curriculum for the subject of the Kazakh as L2?
2. What are the beliefs of Kazakh as L2 teachers about teaching and learning Kazakh under the new improved curriculum?
3. How new improved curriculum of Kazakh as L2 developed in policy documents is implemented in two schools’ contexts?

Therefore, this chapter highlights and summarizes the results of the above research questions. The conclusions of the study will be presented: 1) Conceptualization of the Kazakh language as L2 in the updated curriculum 2) Beliefs and attitudes of teachers 3) Application of the new curriculum in practice. Furthermore, the implications of the results and the study’s limitations will be presented next.

1 Conceptualization of Kazakh language as L2 in Updated Curriculum

Through the SFL analysis, it was revealed that the goal in both schools is to provide an education that will develop students in an integrated manner. Despite the different approaches in the information provision documents, this does not affect the achievement of the goal; moreover, it

contributes to the understanding of teachers for the implementation of the curriculum in practice. Thus, the main conclusions showed that the new curriculum in both school contexts is associated with the nationalization of the Kazakh language with culture. However, a significant gap between policy and practice is that the new curricula do not provide access to learning theories, skills, and methods for teaching Kazakh as L2.

2 Teachers' Beliefs and Attitudes

An analysis of the interview of two schoolteachers revealed their views on the teaching of the Kazakh language as L2 and teaching methods. Participants showed a positive attitude towards skills (reading, writing, listening, speaking, critical thinking). Further, positive emotions and attitudes were identified in relation to students' cognitive abilities, with Participant B supporting the study of the culture of Kazakh nation and the integration of values. The following conclusion shows that Participant A emphasizes the role of teacher more, thereby demonstrating signs of a behavioral approach, on the contrary, Participant B emphasizes students as central figures in the educational process. Next, the teachers established their relationship using different languages in teaching the Kazakh language as L2 and although both teachers support the new policy, they added from practical implementation that this policy should be modified to create a comfortable flexible education system.

3 Curriculum Implementation (From Policy to Practice)

The analysis of observations showed that the implementation of the new updated curriculum in practice faces several problems in both school context. The main problem is the lack of sufficient resources and methodological support (namely the Kazakh language as L2) due to the introduction of autonomy. Both participants, due to lack of resources and methodology, create their content on their own, supplementing content from different sources like the internet or a school library. This approach in policy leads to a deterioration in the quality of education.

Besides, although through analysis of interviews showed a difference in the views of participants about the teaching approach, in practice both teachers introduced a student-centered approach. However, this policy leads to certain difficulties for teachers; thus, this policy should be reviewed, considering the possibility introducing the sufficient number of hours for senior classes.

6 Conclusion

Implications of the Results

This study is an attempt to apply English structure SFL which is used in an educational context. The research itself can be used to generate better data on a larger scale that will contribute to educational theories and practice in the future. In addition, the study can be applied to other curricula in Kazakhstan to demonstrate the phenomenon of education system.

Limitations of the Research

Despite valuable results of this research, it still has minor limitations. Firstly, the results should be applied with caution as there were only two participants and five documents, and the context should be taken into account.

Conclusion

This study was devoted to exploring Kazakh as L2 teachers' beliefs about a new educational concept and gaining some understanding of how teachers' beliefs influence their classroom practice. In this chapter the main contributions of the study are summarized and concluding ideas are presented. On the basis of findings presented and discussed above, some future research in the field is now offered.

Teacher Beliefs Research

Data analysis in this study according to Zheng (2013) revealed a weak relationship between teachers' beliefs that are not aligned with curriculum goals and their classroom practices. Each action of the teachers did not always correspond to the stated belief and was motivated by the conviction to follow the curriculum. As a result, teachers' beliefs and practices can be a useful subject for study by the Ministry of Education to align them with the practices described in the literature. However, one should not ignore the fact that these actions were motivated by teachers due to the perception of not only the content but also the situation in the classroom. Based on this, it would be positive effect to include the desirability of policy consistency with beliefs and practices. Such coordination is possible by including teachers not only in theoretical training preparation, but also in the practical part through the creation of teacher training programs in the subject of Kazakh as L2 (Beck et al., 2000; Grossman et al., 2009). This is expected to be based on the suitability of the compliance in the context of student learning in specific cases, rather than on a determination of inconsistency practices. Such integration is possible because this study revealed the multidimensionality of teachers' beliefs (Wehling & Charters, 1969; Bunting, 1984). Therefore, it is important to explain the diversity of teachers' beliefs that were divided by the teachers themselves unconsciously, through cognitive process (Meyer & Kieras, 1997) into priority and secondary beliefs and how they interacted with each other based on three components (the goals of the curriculum specified in the policy documents, the teachers' own beliefs, and the situational context in the classroom).

It is also necessary to indicate what priority and secondary beliefs are in the context of this study (Thorsen, 2009; Witter, 2020). Accordingly, the priority beliefs of teachers in this study are related to the importance of achieving the goals set in the curriculum, thus they are more related to policy documents. Secondary beliefs of teachers are associated with their personal attitude towards certain policies. It should be noted that in practice the linkage between these two types of beliefs is very closely related but is implemented in favor of the priority ones. Thus, the results highlighted complex and multidimensional features of teachers' beliefs in which the basis is priority, which affects the activities of teachers in the classroom, including the cognitive activity of situational analysis, serve as a note to the empirical findings (Bromme & Brophy, 1986; Korobova et al., 2018), and are also a necessary basis in the creating for teachers' professional development programs.

Professional Development of Teachers

Data analysis revealed that the influence of teachers' beliefs, although weak, still has a specific influence. Accordingly, it is important to take into account that beliefs and practices have a specific location, and the data were obtained as a result of a comparative teachers in private physics and mathematics and governmental public schools in Kazakhstan. Therefore, it is essential to show the conclusions in the context of Kazakhstani educational system.

The state program for the development of education in Kazakhstan for 2023-2029 (MoES, 2023) launched new educational reforms (Sahlberg, 2006). In 2023, the government approved new plans for teacher training and development (Akorda, 2023). In addition to advanced training programs for teachers of Kazakh as L2, in the form of assessing L2 skills (OECD, 2021), based on analyzed data and the results obtained, it is possible to make assumptions about practical ideas for expanding the professional development of practicing teachers of Kazakh subject as L2 in Kazakhstani education system. Accordingly, this will only be an alternative perspective for teacher training in the form of pedagogy in the subject of Kazakh language as L2, which will contribute to the creation of effective methodological and multifunctional educational content.

Ideas play a significant role and are of particular importance to practicing educators working in the context of education and learning environment (Grossman, 2011; Gatt, 2009). Therefore, it is desirable when creating a pedagogy training program, it is better to involve practicing teachers to

formulate ideas about their own pedagogical content. Moreover, involving teachers in the development of practical activities will allow to compare ideas, identify different approaches, and set priorities in future methodology (Van Driel et al., 2001; Woodward et al., 2018; Craft, 2002) As this study revealed, teachers perceive differently for example, a student-centered approach. Therefore, by reflecting on their perceptions of the educational approach, teachers could improve these perceptions and thereby become more critical of their interpretations of different components of the curriculum and policies in governmental documents.

Consequently, the practices identified above focus on a constructive approach to teacher training professional development, which, when combined with a professional learning model, provides a more prepared practitioner (Rout & Behera, 2014; Robson & Mtika, 2017). The main idea of this model is to unify and standardize a variety of practices not through only instructive courses in the program, but also by involving practitioners in the process of monitoring education system, which will reflect the new educational approach of professional development of teachers.

Thus, the next essential component is a systematic impact assessment for continuous monitoring and improvement of the model and, accordingly, the system of professional teacher education in L2 pedagogy (Hayes, 2000; Freeman, 2001). However, it should be noted that the scale and cascade may complicate the systematic assessment (Moulakdi & Bouchamma, 2020; Maass & EngeIn, 2018). Accordingly, an emerging recommendation from the results of this research is the desirability of testing this model in school context of the Kazakhstani education system. Since such approach will contribute to providing greater autonomy to teachers within the framework of current education approach and the choice of L2 methodological approaches through the model of professional development training of teachers described above including the context of the subject of Kazakh as L2.

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LAW SCHOOL

“Comparative legal research of legislation of the Republic of Kazakhstan in the field of domestic violence and crimes of aggression against women.”

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Abstract

According to the Constitution of the Republic of Kazakhstan (1995), safety and well-being of women is a fundamental human rights issue. Addressing the fast rising rate of crimes committed against women is a crucial step in promoting gender equality and upholding the principles of human rights in the country, since humanistically positive legislative decisions in 2017 led to the decriminalization of the offence.

Comparative research of legal frameworks of both Kazakhstan and the “Istanbul Convention” (2014) might provide a basis for policy improvement, helping Kazakhstan to align its own legal framework with international standards.

The Istanbul Convention was an exhaustive source in the research that suggested effective tools that are embedded in the main principles of the convention to tackle an issue at hand: Prevention, Protection, Prosecution and Co-ordinated Policies (2014).

The results of the research indicated that it is important to consider crimes against women separately from category of criminal offences, because they often involve gender-specific dynamics, such as power imbalance, gender-based discrimination and stereotypes. Crimes against women are often manifestations of a deeper societal issues related to gender inequality. By addressing these crimes separately, it becomes possible to develop targeted strategies and policies aimed at tackling the root cause of an issue.

And since Istanbul Convention is the first instrument ever to set standards specifically to prevent gender-based violence, the Kazakhstani legal system might draw those standards from it to ensure that the legal framework is comprehensive, clear, and effectively criminalizes various forms of violence against women.

Comparative legal research of legislation of the Republic of Kazakhstan in the field of domestic violence and crimes of aggression against women.

In purpose of clear scale understanding and relevance of the situation, this abstract will display statistics of registered offenses against women only for the last 12 months. Article 17 of the Constitution of the Republic of Kazakhstan (1995) regulates that human dignity is inviolable and that no one should be subjected to torture, violence, or other cruel or degrading treatment or punishment. According to statistics of reported offenses, provided by the Bureau of National Statistics of the Agency for Strategic Planning and Reform of the Republic of Kazakhstan, over the past 12 months, the number of women aged 18-75 years who were subjected to physical violence by some person other than their intimate partners is 413 people. The share of women in the same category who that were subjected to any type of sexual violence is 221 individuals.

In addition, over the past 12 months, the proportion of women aged 18-49 years who were subjected to physical violence by an intimate partner is 425 people and 94 individuals were subjected to sexual violence. In this category of women 13 individuals were physically abused at least once since age of 15 and 60 individuals were physically abused by a current husband/partner, and 40 were physically abused by an ex-husband/partner.

The Bureau also maintains statistics in the same category on the number of cases of psychological violence, but it shall be recognized that any one-time or ongoing violence of a physical and/or sexual nature entails no less severe psychological damage. It is also important to mention that the statistics above reflects only registered reports of this kind of offences. Unfortunately, it is immeasurable how many individuals were subjected to this kind of offence and did not report the perpetrators to the police or any other instances that are remotely or closely related to the issue. Crimes of domestic violence and crimes of aggression against women do not necessarily have the same gender of victims and law bases may differ case to case, however in this example they go together because of very similar root reasons and usually the perpetrators has similar psychological portraits.

Baysakova Zulfiya Muhamedbekovna, the chairman of the Association of legal entities "Union of Crisis Centers of Kazakhstan" says in her press release to the Inform Buro Magazine (Bayzakova Z.M., Inform Buro, November 24, 2021) "abusers, aggressors, rowdies - in every third Kazakh family, according to human rights activists, such people live. Every third family lives with people who can behave this way. The legislation defines four types of domestic violence - physical, psychological, sexual, economic. And it can happen not only between spouses living in a registered or civil marriage, but also between people who live together. That is, mothers, sisters, and brides can become victims - and often do". On December 4, 2009 the Republic of Kazakhstan has adopted the law "On the Prevention of Domestic Violence" (Commentary on the Law of the Republic of Kazakhstan "On the Prevention of Domestic Violence" (04.12.2009 No. 214-IV). It was adopted right before chairmanship of the Republic of Kazakhstan in 2010. This law, for the first time in Kazakhstan, defined the concept of domestic violence from violent crimes involving persons who are strangers to each other and independent of each other, who did not have in any relationship with each other. Domestic violence differs from violence that occurs from anyone else in that the victim is subjected to violence from persons who in fact should be support and protection for them, with whom they are related by ties of kinship or marriage, live together, have common housing, property, livelihood, financially and morally dependent on the person showing violence.

Unfortunately, a series of humanistically positive legislative decisions have taken a course towards mitigating the severity of punishment for offenses of this kind. Until 2017, domestic violence was punishable under articles 108 (causing minor harm to health) and 109 (beatings) of the Criminal Code of the Republic of Kazakhstan. After 2017 these articles has moved to the Administrative Code of the Republic of Kazakhstan. Violating administrative articles has led to less severe punishments for the perpetrators. For example, violating article 108 of the Criminal code was punishable by a fine in the amount of up to two hundred monthly calculation indices (MCI), or correctional labour in the same amount, or involvement in public works for a term of up to one 180 hours, or arrest for a term of up to 60 days.

Whereas today p.1 art.73-1 of the Administrative Code, intentional infliction of minor harm to health, resulting in short-term health disorder or minor permanent loss of general ability to work, entails a fine in the amount of fifteen monthly calculation indices or administrative arrest for up to fifteen days. And p.1-1 of the Article constitutes, that actions provided for in part one of the article, committed in relation to a person who is in a family-domestic relationship with the offender, entail a warning or administrative arrest for up to fifteen days.

This tendency led to a quantitative increase in violations of this sort and a major decline in registering such cases due to the perpetrator returning back to living with the victim very soon after the arrest.

Now let us take a look at other countries' legislation, as for example The Istanbul Convention (2014) also known as the Council of Europe Convention on preventing and combating violence against women and domestic violence. It is the first legally-binding instrument which "creates a

comprehensive legal framework and approach to combat violence against women" and is focused on preventing domestic violence, protecting victims and prosecuting accused offenders.

As of December 2022, the Convention has been signed by all EU Member States, and ratified by 21 (Austria, Belgium, Croatia, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovenia, Spain and Sweden).

What are the main goals and focus of the convention?

For the sake of brevity and clarity of the benefits of borrowing concepts from the convention to Kazakshtani national system, this article will outline the four main principles of the convention. The so-called "four Ps" (The four pillars of the Istanbul Convention, 2014).

The "four Ps" principles in the Istanbul Convention can be summarized as follows:

Prevention, Protection, Prosecution and Co-ordinated Policies.

Chapter III of the Convention focuses on Prevention. It emphasizes the need to prevent violence against women and domestic violence. This involves implementing effective measures to prevent violence, addressing cultural and social factors contributing to violence, and conducting educational campaigns to raise awareness. The focus of the Chapter is "General measures to prevent and combat violence against women". It outlines the comprehensive and coordinated actions that States Parties are expected to take to prevent and address violence against women and domestic violence.

For example Article 13 of the Chapter states the following "Parties shall promote or conduct, on a regular basis and at all levels, awareness-raising campaigns or programmes, including in co-operation with national human rights institutions and equality bodies, civil society and non-governmental organisations, especially women's organisations, where appropriate, to increase awareness and understanding among the general public of the different manifestations of all forms of violence covered by the scope of this Convention, their consequences on children and the need to prevent such violence" and Article 16 states that "Parties shall take the necessary legislative or other measures to set up or support programmes aimed at teaching perpetrators of domestic violence to adopt non-violent behaviour in interpersonal relationships with a view to preventing further violence and changing violent behavioural patterns."

The chapter stresses the importance of awareness-raising campaigns to challenge stereotypes, attitudes, and behaviors that contribute to violence against women and highlights the need for training programs for professionals who may come into contact with victims, such as law enforcement, healthcare providers, and social workers. Educational initiatives are also promoted to raise awareness and promote equality.

Chapter IV of the convention focuses on Protection and establishes measures to ensure the protection of victims of violence and domestic violence by providing them with appropriate support. This includes establishing shelter mechanisms, providing legal protection, developing preventive measures to reduce risks, and implementing other measures to ensure the safety of women. It requires the State Parties to take necessary legislative and other measures to establish a framework for the protection and support of victims. This includes developing and implementing policies and procedures to ensure effective protection. For example paragraph 2 of the Article 18 of the Chapter states the following "Parties shall take the necessary legislative or other measures, in accordance with internal law, to ensure that there are appropriate mechanisms to provide for effective co-operation between all relevant state agencies, including the judiciary, public prosecutors, law enforcement agencies, local and regional authorities as well as non-governmental organisations and other relevant organisations and entities, in protecting and supporting victims and witnesses of all forms of violence covered by the scope of this Convention". The chapter also emphasizes the importance of providing victims with

access to a range of support services, including shelters, medical assistance, counseling, legal aid, and other services essential for their well-being and recovery.

Chapters V and VI of the convention are describing a necessary legal framework that could assist national systems in prosecuting offenders and helping the victims seek actual help in complex situations. This includes criminalizing various forms of violence, ensuring a fair and effective judicial process, and imposing penalties on perpetrators. For example Article 34 of the Chapter V introduces Stalking as a term and deems it as a criminal offence, unlike many other countries, including Kazakhstan: “Parties shall take the necessary legislative or other measures to ensure that the intentional conduct of repeatedly engaging in threatening conduct directed at another person, causing her or him to fear for her or his safety, is criminalised”. The Convention acknowledges stalking as criminal offence, because ignoring it or punishing it under other articles that are partially close to it by it’s meaning is a mistake.

Article 38 encourages States to ensure that the prosecution of offenses covered by the Convention is carried out even if the victim does not file a complaint, meaning that legal authorities should take action on their own initiative.

Provisions of the chapter aims to create a robust legal framework for the prosecution of offenses related to violence against women and domestic violence, emphasizing the importance of criminalization, jurisdiction, victim protection, effective investigation, and appropriate penalties for perpetrators.

The last pillar on the list is “Co-ordinated Policies”.

This pillar advocates for the development and implementation of comprehensive and coordinated policies that bring together efforts from all relevant sectors of society, such as government, police, judiciary, healthcare, education, etc. It aimed at effectively responding to violence against women and domestic violence through a collaborative approach. It is additionally to Chapter III is described in Chapter II – “Integrated policies and data collection” of the Convention, which encourages states to develop and implement national strategies and action plans of a wide range of measures, including also awareness-raising in Article 13, training for professionals, and collaboration with civil society organizations according to the Article 9. The idea is to create a unified and effective response to address the root causes and consequences of violence against women.

In conclusion, the Istanbul Convention serves as a valuable tool for national law systems, providing a comprehensive and internationally recognized framework to guide legal reforms, policy development, and the establishment of effective measures to prevent and address violence against women and domestic violence.

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“Why was the Kazakh Constitutional Court of 1992–1995 replaced by the Constitutional Council? Contemporaneous and present-day voices.”

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Abstract

The first Constitutional Court of the Republic of Kazakhstan only existed from 1992 to 1995. It was replaced by a Constitutional Council with fewer competences, a much narrower circle of subjects who could appeal to it, weaker guarantees of independence for its members than for judges and a higher proportion of members appointed directly or indirectly by the president.

There are several narratives about the reasons for the Court’s early abolishment ranging from comparative constitutional influence from France to an alleged lack of efficiency of the court to decisions based on power politics. The role of the court in the state crisis of 1995 is highly controversial - some argue that the court showed too much independent power, others say it already followed Nazarbayev's instructions. It is also disputed whether the political reasons for the abolition in 1995 are primarily to be found in the conflict between Nazarbayev and the Constitutional Court or between Nazarbayev and the Supreme Soviet.

This article examines both today's assessment of the work, achievements, and reasons for the abolition of Kazakhstan's first Constitutional Court and the views of authors from the 1990s and early 2000s on these issues. It shows continuities and discontinuities in the authorship and in the narratives expressed.

Introduction

The year 2022 marked a decisive landmark in the political history and landscape of the Republic of Kazakhstan, not only due to the January events in Almaty and other cities, but also because of the comprehensive subsequent constitutional reform. In this reform, the Kazakh Constitutional Council was replaced by a new Constitutional Court (Adilet, 2022, articles 57, 58, 71, and 99).

Just like in 2022, in the years 1993 and 1995 many decisive events took place and countless crucial decisions were taken that continue to shape the organisation of the Kazakh state to this day. The now

reintroduced Constitutional Court had a predecessor that existed between 1992 and 1995, about whose history, legacy, and abolition there exist different narratives that sometimes differ quite significantly.

This article attempts to compile and systematise the different argumentation patterns regarding the reasons for the Court's abolition and wants to identify which were only present in the contemporaneous discussion of the 1990s and early 2000s, which only emerged later, and which endured over time. The article shows that there has always been a lively debate about the abolition of the Constitutional Court, in which the authors do not always refer to each other and sometimes take very divergent positions. It also shows continuities in authorship, some of which extend to the present day.

Like a person who is familiarising themselves with the topic for the first time, the point of view of this article is from the present-day to the older sources. This division and order might be rather unusual but help to compare what authors write about the topic today and whether they wrote the same 30 years ago.

So far, the English-language literature on this question has been based mainly on English sources. However, this article attempts to deal mainly with Russian-language material in order to come as close as possible to the debates in Kazakh legal and political science literature and the press. I bear responsibility for the translations of the Russian sources into English.

The history of the first Kazakh Constitutional Court is particularly relevant for us today because some of the political and legal actors are still the same and at least partially the same methods are still used. Therefore, the exceptionally thrilling history of the young Kazakh republic offers many repercussions and lessons for today's law and politics of Kazakhstan and other states of the former Soviet Union. Therefore, August Bebel's proverb applies: Only those who know the past can understand the present and shape the future.

Present-day assessment of the reasons for the abolition of the Constitutional Court

The literature of recent years has developed various narratives to speak about the abolition of the first Kazakh Constitutional Court. Here, the most prominent ones shall be outlined.

An inadequate efficiency and working capacity of the Court

Very comprehensive and critical comments on the working methods of the former Constitutional Court are made by the former Deputy Chairman of the Constitutional Court 1992–1995 and former Chairman of the Constitutional Council 2004–2010 and 2016–2017, Igor Rogov. According to him, in the first Kazakhstani Constitutional Court there were a lot of formal procedural points that burdened the process, made it cumbersome. We even had such procedural things as questioning of witnesses. (Berzhanova, 2022, p. 2)

Rogov states that after the introduction of the Constitutional Council he was impressed by the statistics: “If during the three years of its existence the Constitutional Court examined a little more than ten cases, the Constitutional Council examined the same number of cases per year, if not more” (Nurseitova, 2022, p. 2). According to Rogov, this was not because the judges of the Constitutional Court “were idle, but because a mass of formal procedures had to be followed” (Berzhanova, 2022, p. 2). In comparison, he notes: “In the Constitutional Council, the procedures were simpler” (Nurseitova, 2022, p. 3). The effect that the intensity of the Constitutional Council's work was initially higher is explained by Rogov with the Council's new power of prior review of laws before they were signed by the President and came into force (Nurseitova, 2022, p. 2), without mentioning that the Constitutional Council has been deprived of practically all other forms of review of the applicable legal acts (Mamashuly, 2021, p. 6; Suleimenova, 2010, pp. 44–45).

Rogov, however, does not want to comment on the fact that in the last years of the Constitutional Council the number of cases brought before it has fallen sharply and courts have practically stopped coming there, but says he believes that this question should be answered by legal historians (Nurseitova, 2022, p. 2).

The Constitutional Court's involvement in the state crisis of 1995

In an interview, Sabyr Kasymov, who served as a judge of the Constitutional Court from its establishment until its dissolution, replied to the question on why the Court was abolished by stating that “If the Constitutional Court had not been dragged into big politics, the country could have developed in a different way”, without specifying what he meant by ‘big politics’ or who dragged the Court where (Mamashuly, 2021, p. 6). Almost all authors who write about the first Kazakh Constitutional Court from today's perspective mention the Tatyana Kvyatkovskaya decision, with varying depth of explanation of the role of the Court, the Supreme Soviet and the then President Nazarbayev in this decision (Amandykova & Malinovsky, 2012, p. 12; Mamashuly, 2021, pp. 2–4; Suleimenov, p. 3; Webb Williams & Hanson, 2022, pp. 1214–1215).

The sequence of events

In autumn 1993, the newly independent Republic of Kazakhstan experienced a process of self-dissolution of several Soviets, the parliamentary structures of the state at that time. The deputies of the Alatau District Soviet in the city of Almaty, which was the first to dissolve, justified this by saying that the local Soviets could no longer influence the political and economic situation in the country and could no longer lead the Republic out of the crisis (Kazinform, 2016, pp. 1–2) and made the same call to other local Soviets in the country (Kazinform, 2016, p. 1; Mamashuly, 2021, p. 2). By the end of November 1993, about 100 more Soviets of various levels announced their self-dissolution (Kazinform, 2016, p. 2). This, eventually, led to the self-dissolution of the Supreme Soviet on 13 December 1993 (Kazinform, 2016, p. 2; Suleimenov, p. 3).

The portal Kazinform explains this with the fact, “that all representative bodies of power were elected back in Soviet times, and these people were not ready to build a new Kazakh statehood” (Kazinform, 2016, p. 2). Sapargaliyev argues that most deputies of the Supreme Soviet were used to the Soviet way of life and were not ready for a bicameral system of Parliament. However, according to him, the deputies themselves raised the question of whether the “non-functioning” 1993 constitution needed to be revised and it was them who decided to dissolve the Supreme Soviet and temporarily transfer legislative powers to the President (Kanafina & Pryanikov).

According to Suleimenov and Mamashuly, however, this process was initiated by President Nazarbayev with, among others, the help of the Akim of Almaty Zamanbek Nurkadilov, who at the time was one of Nazarbayev's loyal associates (Mamashuly, 2021, p. 2; Suleimenov, p. 3). According to Cummings and Isaacs, Nazarbayev also managed to reach informal agreements with the speaker and deputies of the Supreme Soviet (Cummings, 2005, p. 25; Isaacs, 2010, p. 12). The goal of this was to force the Supreme Soviet to dissolve, which according to Nazarbayev's memoirs hindered the rapid implementation of market reforms (Mamashuly, 2021, p. 2). According to Mamashuly, Nurkadilov later joined the opposition, died under mysterious circumstances on the day before the 2005 presidential election, and repeatedly stated that he “regrets having helped Nazarbayev by taking steps that moved the country away from democracy” (Mamashuly, 2021, p. 2).

The elections for a new Supreme Soviet took place on 7 March 1994 (Amandykova & Malinovsky, 2012, p. 12; Kazinform, 2016, p. 2). Tatyana Kvyatkovskaya, a candidate in the Abylai Khan electoral constituency of Almaty, had filed a lawsuit against the Central Election Commission with the Constitutional Court for violation of the Election Code (Kazinform, 2016, p. 2; Zimanov,

1996, p. 215). She argued that the constituencies in Kazakhstan showed huge differences in the number of people entitled to vote there, for example, her Almaty Abylai Khan constituency over 90,000, the Almaty Auezov constituency 30,000, and the Baikonur constituency 17,000 (Baishev, 2001, p. 58; Zimanov, 1996, p. 216).

The newly elected Supreme Soviet was, again, not willing to rubber-stamp all of Nazarbayev's decisions, especially regarding his privatisation programme (Isaacs, 2010, p. 16; Webb Williams & Hanson, 2022, p. 1214). The conflict between the executive and the legislature reached a climax in May 1994, when parliament withdrew its confidence in Prime Minister Sergey Tereshchenko over proposed privatisations, forcing Nazarbayev's confidant in parliament to resign (Webb Williams & Hanson, 2022, p. 1214).

On 6 March 1995, the Constitutional Court decided about the case of Tatyana Kvyatkovskaya and declared the elections to the Supreme Soviet illegitimate (Amandykova & Malinovsky, 2012, p. 12; Kazinform, 2016, p. 2; Suleimenov, p. 3), on the grounds that the method of counting votes introduced by the Central Election Commission had substantially changed the electoral system established by the Law on Elections (Kazinform, 2016, p. 2) and that the principle of equal representation of citizens was violated (Baishev, 2001, p. 58; Zimanov, 1996, p. 216). The decision was supported by only six judges out of eleven. Three refused to participate and two voted 'against' (Zimanov, 1996, p. 219).

On 8 March, the President, and on 9 March the Chairman of the Supreme Soviet each filed an objection to the ruling of the Constitutional Court (Kazinform, 2016, p. 2). On 10 March, the Constitutional Court overruled these objections (Amandykova & Malinovsky, 2012, p. 12; Kazinform, 2016, p. 2) by a two-thirds majority vote of the total number of judges (Amandykova & Malinovsky, 2012, p. 12; Zimanov, 1996, p. 219).

On 11 March 1995, the Supreme Soviet adopted the Constitutional Law "On the Introduction of Amendments and Additions to the Constitution" and a resolution "On the Suspension of the activities of the Constitutional Court" (Kazinform, 2016, p. 2). However, after the Constitutional Court clarified that its decision declared both the elections of 7 March 1994 and the mandates of deputies unconstitutional, on the same day, Nazarbayev declared the dissolution of the Supreme Soviet (Kazinform, 2016, p. 2; Suleimenov, p. 3). The deputies of the dissolved Soviet tried to resist and 72 people even took part in a three-day hunger strike, but these moves failed to attract the sympathy of the population (Isaacs, 2010, p. 17; Kagarlitsky, 1995; Webb Williams & Hanson, 2022, p. 1215).

Isaacs characterises the objection against the Court's ruling and subsequent dissolution of the Supreme Soviet by Nazarbayev as

clever political protests [...] seemingly indicating that the country's leader was bowing to the independent decision of the Court, in actuality the dissolution was of clear political advantage to Nazarbayev. (Isaacs, 2010, p. 17)

During its work from 19 April 1994 to 6 March 1995, the Supreme Soviet had adopted 314 acts, including 24 laws (Amandykova & Malinovsky, 2012, p. 13). Nazarbayev acknowledged by Decree of 23 March 1995 (Adilet, 1995) 128 of these acts as valid and having legal force from the date of enactment (Amandykova & Malinovsky, 2012, p. 13; Omarov, p. 1).

Already on March 1, 1995, Nazarbayev had created the Assembly of the People of Kazakhstan, an unelected body established by Nazarbayev to represent the interests of the various ethnicities present in Kazakhstan (Akkuly, 2011, p. 7; Webb Williams & Hanson, 2022, p. 1216). This assembly under his chairmanship subsequently announced a referendum for 29 April 1995 on a new Constitution and the extension of powers of President Nazarbayev until December 2000 (Akkuly, 2011, p. 7; Mamashuly, 2021, p. 4). In the period between March 1995 and 1996 Kazakhstan was therefore without a parliament. Nazarbayev in this period issued dozens of decrees having the force

of laws, including constitutional ones (Akkuly, 2011, p. 3 and 7; Omarov, p. 2). Malinovsky comments on this, saying that

By the decisive actions of N. Nazarbayev, the legal system was literally saved from collapse, and the existing law received its powerful development. Later, the new bicameral Parliament gradually transformed all decrees into constitutional and ordinary laws, respectively. [...] The adoption of the current Constitution represents without the slightest exaggeration a striking victory for the Head of State. (Omarov, p. 2)

Controversy about the role of the Constitutional Court and about Tatyana Kvyatkovskaya's case merely being a pretext

The main dispute among present-day authors on the role of the Constitutional Court in the 1995 state crisis seems to be whether the Constitutional Court showed too much independent power or whether it acted at the command and under pressure from Nazarbayev.

Amandykova and Malinovsky are in principle supporters of the first thesis and characterise the possibility of a constitutional court having the power to declare all decisions based on an unconstitutional act unconstitutional, such as the acts of the unconstitutionally elected Supreme Council, as “traditional for the theory, but very dangerous for practice” (Amandykova & Malinovsky, 2012, p. 14).

In contrast, Kabdulsamikh Aitkhozhin is convinced that the main reason for the dissolution of the Supreme Soviet was the conflict between the Supreme Soviet and the President, not the decision of the Constitutional Court (Akkuly, 2011, p. 7). The former Chairman of the Supreme Soviet Serikbolsyn Abdildin is also certain that Tatyana Kvyatkovskaya's complaint was only used almost a year later as an excuse to dissolve the Supreme Soviet, which was formed by democratically minded politicians (Akkuly, 2011, p. 8). Suleimenova believes that the Court was “for objective reasons unable to resist political influences” and insinuates that the Tatyana Kvyatkovskaya's case is an example for this (Suleimenova, 2010, p. 30). Mamashuly quotes an Азаттык interview with unspecified “experts” (most likely the former deputy Serik Abdrakhmanov and the abovementioned Sabyr Kasymov) who state that “the Constitutional Court was under pressure”, that Nazarbayev “used it to dissolve parliament”, and that “the Constitutional Court was subordinated to the president's authority” (Mamashuly, 2021, p. 7). Abdrakhmanov continues stating that “On the eve of the abolition of the Constitutional Court, its Chairman Baimakhanov failed to use his powers. He agreed with everything.” (Mamashuly, 2021, p. 7).

The Constitutional Court not fitting into the state organisation

Amandykova and Malinovsky argue that

the construction of a de jure powerful constitutional justice body was de facto ‘superimposed’ on the far imperfect and contradictory separation of powers under the 1993 Constitution [...]. In those conditions, granting the Constitutional Court the right to assess the constitutionality of law enforcement practices of these powerful bodies, as well as normative legal acts of the Prosecutor General, the Supreme Court and the Supreme Arbitration Court, to put it mildly, did not add constructiveness to the general idea of ensuring the supremacy and direct effect of the Constitution. (Amandykova & Malinovsky, 2012, p. 14)

Furthermore, they argue that the laws on the Constitutional Court were not able to create guarantees against politicisation of judges which they attribute to a “then-current striving for boundless ‘democracy’” (Amandykova & Malinovsky, 2012, p. 14).

Udartsev is going in a slightly different direction. According to him, the relatively strong body of constitutional control did not fit into the system of a super-presidential republic when the 1995

Constitution was adopted and was replaced by the “softer” Constitutional Council, which could not consider citizens' appeals (Udartsev, 2022, p. 57).

The Constitutional Court becoming too strong for Nazarbayev

Most authors agree that the first Constitutional Court of Kazakhstan had broad powers, a certain authority in the state, and that it enjoyed a high level of respect and support among the Kazakh population (Nurseitova, 2022, p. 1; Suleimenova, 2010, pp. 44–45; Udartsev, 2022, p. 57).

Suleimenov therefore speaks out what many other authors are only hinting at: “Nazarbayev abolished [the Constitutional Court] and created a toothless Constitutional Council, which decides nothing and actively promotes all the president's initiatives” (Suleimenov, p. 2).

Zhursimbayev phrases the same thought as

But the authorities did not need such a body. Therefore, the Constitutional Court was quickly abolished and a completely new quasi-judicial body, the Constitutional Council, was established. [...] By whom and how its members are appointed is known to everyone. Due to the limited powers and a narrow range of subjects of appeal, the Council turned out to be incapable of protecting the constitutional rights of individuals and legal entities. The public has the impression that this “unique brainchild” in the post-Soviet space mainly functions with a low coefficient of efficiency and not so much for the protection of the Basic Law and constitutional human rights, but as an instrument of legitimisation of certain actions of the executive branch of power. (Zhursimbayev, pp. 2–3)

Indeed, according to the 1995 Constitution, three out of the seven Constitutional Council members were appointed directly by the President, while the appointment procedure for the Constitutional Court went through the Supreme Soviet. After 1995, only the president could overrule Council decisions of the Council, and in order to achieve the required two-thirds majority, at least one judge appointed by him had to vote against his action (Webb Williams & Hanson, 2022, p. 1216).

Yelekeev, a member of Parliament after 1995, has also stated in an interview that the abolition of the Constitutional Court may have been influenced by its excessive competence (Mamashuly, 2021, p. 5). He is quoted as saying:

At that time, state property was privatised. The Constitutional Court could review the legality of privatisation of large objects. We realised its value later. In 1995, the Mangistaumunaigas enterprise, which produced millions of tonnes of oil and brought revenue to the state, was privatised. We wanted to ask the Constitutional Council how lawful it had been sold. Only then did we realise that it was not the former Court, but just a Council and why it was necessary to abolish the Constitutional Court. (Mamashuly, 2021, p. 5)

He continues stating:

Nothing falls within the competence of the current Constitutional Council. As its name indicates, it is limited to counselling only. In our circumstances, of course, the Constitutional Court would be more effective. (Mamashuly, 2021, p. 6)

Suleimenova devotes two pages of her book to listing “significant advantages” (Suleimenova, 2010, p. 44) of the former Constitutional Court over the Constitutional Council. She argues that the circle of persons having the right to turn to the Constitutional Court was much wider (Suleimenova, 2010, p. 44), that the competences of the Constitutional Council were reduced to the preliminary review of parliamentary laws, while the Constitutional Court could review laws in force as well as acts of the president, ministers and other state officials for their compatibility with the Constitution (Suleimenova, 2010, pp. 44–45) and the constitutional responsibility of the highest state officials (Suleimenova, 2010, p. 45), and that members of the Constitutional Council did not fully possess the independence and its guarantees that the Constitution gives to judges (Suleimenova, 2010, p. 45). For

the same reasons, Andrey Chebotarev in an interview concludes that “with the adoption of the current Constitution, citizens are deprived of the opportunity to defend their constitutional rights in constitutional proceedings” (Nurseitova, Interview Smagulov/Chebotarev, p. 4).

Webb Williams and Hanson were able to show in their study that indeed the new Constitutional Council served as a legitimising instrument for Nazarbayev, in particular to explain that his long term in office was indeed compatible with the procedures and principles of a nominally democratic constitution (Webb Williams & Hanson, 2022, pp. 1226, 1228).

The French influence and other reasons

Especially Rogov emphasises an alleged French influence in the decision of replacing the Constitutional Court with the Constitutional Council:

This decision, I think, was largely due to a subjective factor. The working group under the President on the draft Constitution included French experts: Jacques Attali – a well-known politician, political scientist, and Roland Dumas – ex-Chairman of the Constitutional Council of France. And since the Constitution of Kazakhstan partially borrowed French ideas, the influence of the French school was very strong in our country. And they convinced, apparently, the members of the working group to create the Constitutional Council, arguing that the Constitutional Court is an archaic institution, and the Constitutional Council works outside of court procedures and formalities, its members are, in fact, experts, specialists of law, independent of political and socio-economic conditions. (Nurseitova, 2022, p. 1)

Baishev in 2001 also drew a parallel between Constitutional Council and its French counterpart (Baishev, 2001, p. 151). However, he said nothing about the question of why this particular model was chosen.

Lastly, Rogov also mentions that there apparently was “an opinion that the Constitutional Court got ‘fed up’ with government lawyers, who regularly lost various lawsuits in Court”, which might also have influenced the decision of abolishing the Court (Nurseitova, 2022, p. 1).

Contemporaneous assessment of the reasons for the abolition of the Constitutional Court

According to Rogov, the replacement of the Constitutional Court by the Constitutional Council was not reflected in any particular argumentation in the press. He explained this with the influence of the French school (Berzhanova, 2022, p. 2). However, on closer inspection, however, a number of voices from the 1990s and early 2000s can be found that have expressed controversial opinions on the issue of abolishing the Constitutional Court.

Constitutionality of the decision on Tatyana Kvyatkovskaya

Especially the legal scholar Zimanov accuses the Constitutional Court of an “extremely anomalous and gross violation” of Constitution and constitutionality, law and legality in its Tatyana Kvyatkovskaya decision (Zimanov, 1996, p. 220). It must be mentioned that Zimanov has a rather questionable conception of the Court's constitutional competences. From the outset, he denies the power to decide on aspects of the being and composition of Supreme Soviet and President, which he derives from the principle of the separation of powers (Zimanov, 1996, p. 214), and makes statements such as

According to the Constitution of the Republic, only the Supreme Soviet and the President of the Republic have the right to speak on behalf of all the people of Kazakhstan (paragraph 4 of the section "Fundamentals of the Constitutional System"). This means that no other authority, no other body, including the Constitutional Court, has the right to decide the fate of these bodies, much less the question of whether to be or not to be. In the event of such a

question, namely the dissolution of Parliament or the removal of the President from power, the most that the Court can do is to give an opinion or initiate the creation of a special High Constitutional Commission. This is the world recognised theory and practice of constituting the highest structures of state power. (Zimanov, 1996, pp. 213–214)

However, Zimanov does raise other valid questions in relation to the specific facts of the case and the decision-making process of the Court in his writings.

Competence of the Constitutional Court to decide about the case

The objections of the Supreme Soviet and President Nazarbayev against the Constitutional Court's decision of 8 and 9 March stated that the Court had heard a case which was not within its competence (Zimanov, 1996, p. 218). In the literature, it is most prominently Zimanov who agrees and argues that the case of Tatyana Kvyatkovskaya may not have been decided by the Constitutional Court.

Firstly, he states that it follows from chapter 11 of the then applicable law on elections that elections could only be declared unlawful before the final formation of the respective elected body (Zimanov, 1996, pp. 214–215).

He furthermore stresses that Kvyatkovskaya did not challenge either the legality of the elections or the correctness of the counting of votes and that her lawsuit was specifically framed and focused on the overcrowding of polling stations and about the questionability of the adopted form of voting in the Abylai Khan electoral constituency of Almaty (Zimanov, 1996, pp. 215–216). According to him, from this follows that the most the Court could have done was to cancel the election in the Abylai Khan constituency (Zimanov, 1996, p. 216).

In an АЗАТТЫК interview in 2011, the above-mentioned Serikbolsyn Abdildin even stated that Tatyana Kvyatkovskaya could not appeal to the Constitutional Court about possible violations during the elections as an individual since she only applied to the Central Election Commission directly after the elections in 1994 (Akkuly, 2011, p. 8).

Violation of voters' rights in the whole country

Zimanov further argues that Articles 23 and 24 of the law on elections in force at the time already stipulate that there inevitably have to be deviations in the number of voters per constituency, that these are permissible and at the discretion of the Central Election Commission (Zimanov, 1996, p. 217).

However, the mentioned Article 23 states

For elections in the Republic of Kazakhstan electoral constituencies shall be formed, as a rule, with an equal number of voters and with due regard to the administrative-territorial structure of the republic. (Adilet, 1993)

Baishev considers it proven that the Central Election Commission did not draw the constituencies according to the standard of equal representation, but rather according to considerations of expediency (Baishev, 2001, p. 58). Given alone the massive differences in the number of people entitled to vote in the constituencies throughout the country, for example 17,000 in Baikonur and 90,000 in Abylai Khan (Baishev, 2001, p. 58; Zimanov, 1996, p. 216), it even seems highly plausible that the Central Election Commission erred in its discretion in defining the constituencies.

Baishev raises another issue not mentioned by Zimanov. On 1 February 1994, the Central Election Commission had sent a letter to district and section election commissions that stated “on the ballot paper a voter may put the names of all candidates for deputy. In this case, when the votes are counted, each candidate is given one vote” (Baishev, 2001, p. 58). According to him,

This clarification provided an opportunity for each voter in a single-mandate constituency to cast not just one vote, as provided for in Article 111 of the Constitution, but several, up to a number equal to the number of candidates on the ballot paper. As a result, in many constituencies where several candidates stood for election, the number of votes cast "in favour" of candidates significantly exceeded the number of voters who participated in the voting. For example, only in Almaty city: in Abylai Khan district No 12 58,567 voters took part in voting, and 84,384 votes were cast in favour; in Aksai district No 1 respectively – 40,614 and 73,704; in Alatau district No 2 – 35,571 and 62,530. (Baishev, 2001, pp. 58–59)

Baishev summarises that these violations of the principle of "one voter – one vote" could have distorted the election results and effectively changed the electoral system established by the electoral law. Since the recognised violations took place on the territory of the entire Republic of Kazakhstan and equally affected the constitutional rights of all citizens constituting the electorate, it was necessary, according to him, to declare the election invalid in the entire country and not just in Kvyatkovskaya's constituency (Baishev, 2001, p. 59).

The time schedule

According to Zimanov,

It is impossible to find an explanation for the incredible ease and haste with which the Constitutional Court rejected the objections of [...] Nazarbayev and the Chairman of the Supreme Legislative Body A. K. Kekilbayev to the decision of the Constitutional Court. [...] There was no consideration of the objections, and therefore, in essence, no trial took place. (Zimanov, 1996, pp. 218–219)

Zimanov comments that given the low support of only six out of eleven judges for the original ruling on 6 March, "it remains a 'mystery' how the leadership of the Court managed to persuade and collect the nine signatures necessary to reject the objections overnight" (Zimanov, 1996, p. 219). It is important to point out that this critique by Zimanov relates exclusively to the procedure concerning the objections.

He furthermore claims to see that the Court "grossly violated the basic legal principles and rules of judicial proceedings in a democratic state" by not inviting representatives of the Supreme Soviet to the main proceedings but only employees of the Central Election Commission, and not informing the Supreme Soviet that the Court examined its fate (Zimanov, 1996, p. 215).

Later sources, on the other hand, portray the timing at the Constitutional Court in the Tatyana Kvyatkovskaya case as normal. Sapargaliyev, for example, simply stated "The Constitutional Court began considering her application and ruled that the entire election was illegal" (Kanafina & Pryanikov). The portal Kazinform emphasises that the Court's judgement was preceded by a "lengthy trial" (Kazinform, 2016, p. 2) and Amandykova and Malinovsky stress the "scrupulous preparation of the case, which lasted almost a year" (Amandykova & Malinovsky, 2012, p. 12).

Efficiency, working capacity, and judgment quality of the Constitutional Court

The contemporaneous textbooks remain rather reserved in their assessment of the work of the Constitutional Court. Sagindykova, for example, writes in her textbook: "But the activity of the Constitutional Court has shown, along with some negative phenomena, numerous positive, democratic aspects" (Sagindykova, 1999, p. 61). Tokbulatov in an article on judicial control over the exercise of human and citizen rights and freedoms mentions the old Constitutional Court only in one paragraph by saying that it "played a highly positive role in the formation of democratic institutions in the Republic" (Tokbulatov, 2002, p. 27).

Suleimenov states about himself that he, as scientific supervisor of the Expert and Advisory Council under the President on the 1995 draft Constitution, opposed the liquidation of the Constitutional Court (Suleimenov, p. 3).

Unfortunately, my objections were not accepted, and could not have been accepted, because Nazarbayev was preparing the Constitution for himself and did not admit any restrictions on the power of the President. (Suleimenov, p. 3)

Six members of the Constitutional Court in a 1995 letter protested the “sharp narrowing of constitutional control” in the draft Constitution and stated “that the draft Constitution noticeably narrows the scope of human and civil rights and freedoms, distorts the principle of separation of powers”, and does not anymore provide for independence and inviolability of judges (Baymakanov, Rogov, Nurmagambetov, Basharimova, Malinovsky & Udartsev, 1995, 128–129).

In contrast, Kotov argues that the 1993 constitution preserved the former judicial system of Soviet times, which he characterises as “they, as is known, were never essentially elements of a unified justice system, but to a greater or lesser extent they were always political and punitive bodies” (Kotov, 2000, p. 33). This is an especially interesting statement since the Constitutional Court was established only in 1992 and was a body previously unknown to the Soviet legal system (Suleimenova, 2010, p. 29).

Zimanov also openly advocated the abolition of the Constitutional Court. He wrote that the Court has already evolved from a body of constitutional justice to an institution that poses a threat to the process of building a state based on the rule of law. Constitutionality and legality – these sacred principles of the judiciary – have not become the basis of its activities. They were mostly openly flouted and often used by the Court as a disguise for unjust and biased judgements. (Zimanov, 1996, p. 213)

He argues that the Tatyana Kvyatkovskaya decision is only the most striking example of this general development (Zimanov, 1996, p. 213). Zimanov concludes: “The Constitutional Court has done its work/thing, now it can leave” (Zimanov, 1996, p. 220: “Конституционный суд сделал свое дело, теперь может уйти.”).

Was it a conflict between Nazarbayev and the Constitutional Court or between Nazarbayev and the Supreme Soviet?

In a newspaper interview on 15 March 1995, the Chairman of the Constitutional Court Baimakhanov when he was asked about it, stated “there was no pressure on the Constitutional Court whatsoever” (Mamashuly, 2021, p. 7). Upon the question “What would you do if the Supreme Soviet, which you consider illegitimate, decided to dissolve the Constitutional Court by 6 March?”, he replied “Then the Constitutional Court would be dissolved” (Mamashuly, 2021, p. 7). According to Mamashuly, the very fact that the newspaper reporter was asking these questions shows the active dispute between the Constitutional Court and the Supreme Soviet at that time (Mamashuly, 2021, p. 7).

This is also confirmed by Zimanov:

Negative statements of deputies in the press increased. In the deputy groups, demands to suspend the activity of the Constitutional Court were actively discussed because of a series of unconstitutional judgements and unlawful arbitrariness. (Zimanov, 1996, p. 220)

Zimanov insinuates that the judges of the Constitutional Court acted independently, when he sums up his statements about the Tatyana Kvyatkovskaya decision with

This was an example of how, in a post-totalitarian state with failing democratic institutions, judicial independence can easily morph and turn into destructive judicial extremism. [...] It seems that in the desire to take preventive measures against the Supreme Soviet, the instinct of self-preservation did not play the least role. [...] Now, the sooner the President of the

Republic distances himself from the current Constitutional Court, the better it will be not only for democracy and the state, but also for the President himself. (Zimanov, 1996, p. 220)

However, international authors later rather emphasized the conflict between Nazarbayev and the Supreme Soviet, whose deputies opposed his reform agenda, fearing they would lose the stakes they held in state enterprises and other organisations (Isaacs, 2010, pp. 11–12; Webb Williams & Hanson, 2022, p. 1214). Even Zimanov also considers other possible factors as reasons for the decision when he states “that on the eve of this event, the Constitutional Court was close to collapse, two opposing groups had formed within it” (Zimanov, 1996, p. 220).

In this context Olzhas Suleimenov, a deputy of the Supreme Soviet, famously coined the famous phrase “Yeltsin needed tanks to disperse the Russian parliament, but for us, one Tanka was enough” (Kanafina & Pryanikov).¹

Conclusion

We have seen that some discourses regarding the abolition of the first Constitutional Court have existed in both contemporaneous and current literature, and that other narratives have not survived over time or only emerged later.

One of the narratives that has only emerged in the more recent past is undoubtedly the alleged inefficiency of the old Constitutional Court due to formal obstacles, as emphasised by Rogov (Berzhanova, 2022, p. 2; Nurseitova, 2022, pp. 2–3). Also the alleged influence of French experts, who are said to have “convinced” Kazakh decision-makers to introduce the Constitutional Council (Nurseitova, 2022, p. 1), appears to be more of a subsequently lit smokescreen.

Conversely, the main reason why the claim that the Tatyana Kvyatkovskaya decision is unconstitutional in itself (Zimanov, 1996, pp. 213–220) has stood the test of time may well be that Zimanov continues to repeat it (Mamashuly, 2021, pp. 2–4, 7). It is furthermore noteworthy that Zimanov is quoted in Mamashuly's article in a way that insinuates an instrumentalization of the Constitutional Court by Nazarbayev (Mamashuly, 2021, pp. 2–4, 7), while he himself was primarily advocating the abolition of the Court (Zimanov, 1996, pp. 213–220).

At the same time, however, the debate as to whether the decision on Tatyana Kvyatkovskaya is an example of the independence of the Court or the far-reaching influence of Nazarbayev continues until today and there is no prevailing opinion within it (Webb Williams & Hanson, 2022, pp. 1214–1215). While Seidakhmetova states “Naturally, the decision of the Constitutional Court was unexpected both for the deputies and the President” (Seidakhmetova, 2014, p. 2), many other authors draw the parallel between the dissolution of the Supreme Soviet in 1993 through a series of self-dissolutions, starting with the Soviet in Almaty, and the dissolution of the Supreme Soviet in 1995 by the Constitutional Court. This becomes clear in statements such as “This time, the ‘role’ of [the Akim of Almaty] was played by the Constitutional Court” (Mamashuly, 2021, p. 2) or “The dissolution of parliament was achieved through the back door” (Isaacs, 2010, p. 16). The question that those arguing that Nazarbayev influenced the Court's decision on Tatyana Kvyatkovskaya have not yet answered, however, is why Nazarbayev then abolished the Constitutional Court if he had already captured it. The only thing that is certain is that Nazarbayev benefited massively politically from the events of spring 1995 and that they paved the way for him to reorganise and govern the state according to his ideas in the years that followed. In particular, he was able to build on the support of the newly created Constitutional Council and to use it as a tool for legitimising his actions (Webb Williams & Hanson, 2022, p. 1226, 1228).

¹ There are different wordings of this quotation. According to Akkuly, 2011, p. 9, it even refers explicitly to Nazarbayev. However, it is usually reproduced as “в Казахстане хватило” or “у нас хватило” or “нам хватило”.

What has also endured over time is the tendency of Kazakh authors to continually come up with new explanations for events. Pannier has coined the term “theatre of Kazakh politics” for Nazarbayev's tactic of having other state bodies propose measures favourable to him, then formally protesting them, only to be promptly overruled by the respective other state bodies (Pannier, 2015). The activities of Kazakh legal authors could likely also be subsumed under this term.

Finally, it can be asserted that a significant share of legal authorship has remained consistently active from 1995 to the present, with some authors notably altering their own perspectives during this period. In this regard, for example, Malinovsky and Rogov who were two of the six members of the Constitutional Court protesting the “sharp narrowing of constitutional control” in the draft Constitution of 1995 (Baymakanov, Rogov, Nurmagambetov, Basharimova, Malinovsky & Udartsev, 1995, 128–129) have taken significantly different positions in more recent years (Amandykova & Malinovsky, 2012, pp. 12–14; Berzhanova, 2022, p. 2; Nurseitova, 2022, p. 2 and 3; Omarov, pp. 1–2). Here, the point of view of this article from the present-day to the older sources proved its worth.

It remains to be seen whether Kazakhstan's second Constitutional Court, created in January 2023, will become a pawn in big politics in the same way as its predecessor.

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“Domestic Implementation of Crimes Against Humanity in Criminal Law of Kazakhstan: Problems and Solutions”

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ABSTRACT

Crimes against humanity lead to a severe threat to the peace and security of mankind, and it is essential for countries, including the Republic of Kazakhstan, to have adequate legal measures in place to deal with such crimes. However, Kazakhstani criminal law lacks comprehensive provisions for crimes against humanity. This thesis intends to analyse and fill this gap by exploring the problems and challenges associated with the domestic implementation of these crimes in Kazakhstani criminal law and offering possible solutions for their effective implementation. Through an analysis of international legal standards, this thesis provides valuable insights into the need for the domestic implementation of crimes against humanity in Kazakhstani criminal law. This study has considerable implications for the protection of human rights and the development of criminal law in Kazakhstan.

1 INTRODUCTION

Crimes against humanity are a widespread and persistent problem that threatens the peace, security, and dignity of mankind. These crimes, including murder, extermination, enslavement, torture, and other inhumane acts committed as part of a widespread or systematic attack against a civilian population, represent a profound breach of the fundamental values and principles that underpin the international community. Despite the general recognition of the need to address these crimes, many countries, including Kazakhstan, currently lack comprehensive provisions for crimes against humanity in their criminal law.

The absence of regulations on crimes against humanity in Kazakhstani criminal legislation presents a significant challenge in addressing and preventing these crimes from being committed. To effectively address this challenge, it is crucial to understand the problems and challenges associated with the domestic implementation of crimes against humanity in Kazakhstani criminal law and to explore potential solutions for their effective implementation. This thesis aims to contribute to this vital effort by providing a thorough analysis of the current legal framework for crimes against humanity in Kazakhstan, as well as the problems and challenges associated with its domestic implementation.

The study will begin with an overview of the historical background of crimes against humanity, including their development and evolution in international criminal law. This will be followed by examining the current legal framework for crimes against humanity, including a review of relevant

international legal instruments and an analysis of Kazakhstani criminal law and its provisions for crimes against humanity.

The next section of the thesis will focus on the problems and challenges associated with the domestic implementation of crimes against humanity in Kazakhstan. This will include an overview of the current situation, a detailed analysis of the problems and challenges in the implementation of these crimes in Kazakhstan, and a discussion of the barriers to their implementation in Kazakhstani criminal law.

Finally, the thesis will present a series of proposed solutions for the domestic implementation of crimes against humanity in Kazakhstan. It will include an overview of the proposed solutions, an analysis of their feasibility, and a discussion of their potential impact on the protection of human rights and the development of criminal law in Kazakhstan.

Statement of the Problem

The issue of domestic implementation of crimes against humanity in the criminal law of Kazakhstan is of significant importance in terms of upholding human rights and the rule of law in the country. Despite being a signatory to various international human rights treaties, Kazakhstani criminal law does not explicitly address crimes against humanity, leaving a gap in the legal framework. The thesis aims to propose solutions to fill this gap.

The Objective of the Research

This research also aims to examine the problems and solutions related to the domestic implementation of crimes against humanity in the criminal law of Kazakhstan. Specifically, the study aims to analyze the legal barriers to implementing crimes against humanity in the Kazakhstani legal system; evaluate the feasibility and potential impact of proposed solutions, including legislative and judicial reforms, aimed at facilitating the effective implementation of these crimes in Kazakhstan; and examine the potential impact of the proposed solutions on the protection of human rights and the development of criminal law in Kazakhstan.

By addressing these objectives, this research aims to provide insights into the implementation of crimes against humanity in Kazakhstan, contributing to the development of the country's legal framework and the protection of human rights.

Literature Review

The topic of domestic implementation of crimes against humanity in the criminal law of Kazakhstan has required more attention in recent years. To fully understand the complexities of this issue, it was necessary to examine the historical background of crimes against humanity and the development of international criminal law.

One of the key authors in this area is M. Cherif Bassiouni (2011) provides a comprehensive analysis of the legal elements of crimes against humanity, their historical development, and their application in contemporary international criminal law.

Another essential author in this area is Atadjanov (2019), who explores the concept of humanness as a protected legal interest of crimes against humanity, arguing that this approach can strengthen the legal and moral framework for prosecuting these crimes.

In the context of Kazakhstan, the existing articles and provisions on crimes against the peace and security of mankind by professors Sayapin and Kembayev were used, and a comparative analysis between the Rome Statute and the Criminal Code of the Republic of Kazakhstan was also applied.

Significance of the Issue

The domestic implementation of crimes against humanity in the criminal law of Kazakhstan is significant because it has important implications for human rights, justice, and the rule of law. The recognition of these crimes as an international legal norm underscores the duty of states to protect the inherent dignity of human beings and prevent egregious violations of human rights. The implementation of crimes against humanity into the Kazakhstani Criminal Code would bring the country's legal framework in line with international human rights standards and demonstrate its commitment to upholding these standards.

Methodology and Theoretical Framework

This thesis will employ a quantitative research method to analyze the domestic implementation of crimes against humanity in the criminal law of Kazakhstan. The data for this research collected through a combination of primary and secondary sources. Primary sources include legal documents such as laws and regulations related to crimes against humanity in international law and Kazakhstani law. Secondary sources include scholarly articles, books, and other relevant publications.

The thesis will utilize a human rights framework, focusing on protecting and promoting human rights in Kazakhstan. The theoretical framework will draw on international human rights standards and the legal elements of crimes against humanity as defined in international law.

2 BACKGROUND OF CRIMES AGAINST HUMANITY

2.1 Historical Overview of Crimes Against Humanity

The concept of crimes against humanity has a long and complex history, rooted in the atrocities committed during World Wars. The origin of the term “crimes against humanity” can be traced back to a joint declaration of the French, British, and Russian governments, dated May 24, 1915, that addressed the World War I-era crimes committed by the Ottoman Empire against its Armenian population. An estimated twenty million people were killed in World War I. Most of the casualties were combatants, and civilian deaths, for the most part, were unintended consequences of war² (John Keegan, 2000, as cited in Bassiouni, 2011). The situation with the Armenians was distinguished by the fact that at least 664,000 Armenians died during this massacre. There are suggestions that the death toll could reach 1.2 million people - both as a result of mass and isolated killings and due to systematic brutality, lack of shelter, and hunger³ (“The Armenian Genocide (1915-16): Overview”).

The Hague Conventions of 1899 and 1907 become the basis for the further development of the provisions on responsibility for international crimes. However, only since the Nuremberg (1945) and Tokyo (1946) International Military Tribunals did the concept of a proper and effective punishment for crimes of an international character appear⁴. It was also only at the Nuremberg trials that the

² C. Bassiouni, *Crimes against humanity: Historical evolution and contemporary application*. Cambridge University Press, Cambridge, 2011, p. 1

³ United States Holocaust Memorial Museum. *The Armenian genocide (1915-16): Overview*. In Holocaust Encyclopedia. <https://encyclopedia.ushmm.org/content/en/article/the-armenian-genocide-1915-16-overview>.

⁴ С.П. Кубанцев, *Подходы к имплементации международно-правовых норм о преступлениях против мира и безопасности человечества в уголовном законодательстве некоторых стран – участников СНГ. Уголовная политика: теория и практика*, 2015 [S.P. Kubantsev, *Podkhody k implementatsii mezhdunarodno-pravovykh norm o prestupleniyakh protiv mira i bezopasnosti chelovechestva v*

concept of “crimes against humanity” was legally defined and codified as a form of international criminal law.

“The first prosecutions of crimes against humanity (CAH) took place at Nuremberg in the aftermath of World War II, which resulted in an estimated sixty million casualties, most of whom were civilians, including six million Jews and twenty million Slavs who were killed.”⁵ (Gerhard L. Weinberg, 2005, as cited in Bassiouni, 2011).

The Nuremberg trials established that an international legal shield would guard all of humanity and that even a Head of State would be held criminally responsible and punished for the crimes of aggression and crimes against humanity. The Trial of Major War Criminals, held from November 20, 1945, to October 1, 1946, was the most well-known of the Nuremberg trials. The trial format was found in diverse legal traditions: prosecutors and defense attorneys were present by British and American law, but decisions and punishments were imposed by a panel rather than a single judge and a jury. Robert H. Jackson, associate justice of the United States Supreme Court, was the chief American prosecutor. The four Allied powers provided two judges, one as the primary judge and one as an alternate. Twenty-four people were also indicted, as six Nazi organizations were found to be criminal (such as the "Gestapo," or secret state police). One indicted man was found medically incompetent to stand trial, while another man committed suicide before the trial began. Hitler and two of his closest collaborators, Heinrich Himmler and Joseph Goebbels, committed suicide in the spring of 1945 before they could stand trial. The defendants were free to choose their counsel. The most popular defense approach was that the crimes described in the London Charter were examples of ex post facto law, that is, laws that criminalized conduct performed before the rules were created. Another defense was that the trial was a sort of victor's justice, with the Allies applying a complex standard to crimes committed by Germans and leniency to crimes committed by their own soldiers⁶ (“Nuremberg Trials,” 2019).

The Nuremberg Trials marked a turning point in the history of crimes against humanity, as they established the principle of individual criminal responsibility for such crimes. The trials set a precedent for developing international criminal law, including establishing the International Criminal Court.

2.2 Protected Interest of Crimes Against Humanity

The issue of the protected interest of crimes against humanity is one of the topical issues in International Criminal Law. There are many definitions and interpretations of the concepts of "crimes against humanity" and "humanity" as such, and all these concepts differ from each other in their own way, depending on each author's vision. And this issue has a place to be in the modern world, even in the presence of a modern and generally accepted definition of this category of crimes in the Rome Statute.

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⁵ M. C. Bassiouni, *Crimes against humanity: Historical evolution and contemporary application*. Cambridge University Press, Cambridge, 2011, p. 1

⁶ “Nuremberg Trials”. (2019, June 7). In *History*. Retrieved from: <https://www.history.com/topics/world-war-ii/nuremberg-trials> [accessed April 11, 2023]

Regarding the concept of "humanity," there are also questions about the versatility of meaning since this term refers to both humanity and humanness. Professor Atajanov devoted a whole book to this issue, offering his own theory, reflecting and explaining all the elements characteristic of the protective scope of crimes against humanity. According to Professor Atajanov, "The protected interest of crimes against humanity is humanity as humanness. Humanness is a human status/condition/quality of being human. It is what makes us human. Crimes against humanity are inhuman acts that attack each and every element of humanity. The inhuman acts include inhumane acts, as the former are more severe in their degree of gravity than the latter. The commission of these acts eventually aims at rendering their victims "inhuman" in the sense of depriving them of that very status.⁷ That is why they are crimes against, precisely, 'humanity' as such.

Furthermore, the current interpretation of the 'civilian population' element of crimes against humanity suggests that there is no pressing need to rename this group of core crimes as 'crimes against a civilian population' or rephrase it otherwise. 'Crimes against humanity' already serves the purpose of denoting some of the worst and most serious criminal offenses under international law while also carrying with it a strong emotional resonance."⁸

2.3 Domestic Implementation of Crimes Against Humanity

The international community has recognized the need for effective domestic implementation of crimes against humanity as a means of ensuring accountability for these crimes and preventing their recurrence. Implementation of crimes against humanity remains a significant challenge in many countries, including Kazakhstan. One of the main challenges is the lack of political will and commitment to addressing these crimes. In some countries, this lack of political will is due to a desire to avoid accountability for human rights abuses or to protect political and economic interests. In other countries, the lack of political will may be due to a lack of understanding about the nature and scope of crimes against humanity and the importance of their domestic implementation.

The trend in the development of international criminal law is its regionalization. Regionalization, in the material sense, is "the process of separating the criminal law systems of certain groups of states based on international agreements of a criminal law nature concluded by them⁹." A.G. Kibalnik suggests considering this trend in two ways: in the context of globalization; and as a process inverse to it. He points out: if such a process takes place based on UN acts, clarifying, developing, and not contradicting them, then it can bring a positive effect while remaining within the framework of globalization. On the other hand, the goals of regional groups of states may differ significantly from those declared by the UN, which will mean a departure from international human rights standards and seriously harm the international community's interests.¹⁰

⁷R.Atadjanov, *Humanness as a Protected Legal Interest of Crimes against Humanity. Conceptual and Normative Aspects*, TMC Asser Press & Springer, 2019, p. 312

⁸ Ibid., pp. 312-313

⁹ A.B. Наумов, А.Г. Кибальник, В.Н. Орлов, П.В. Волосяк, *Международное уголовное право*, М. 2-ое изд., 2015, с. 20. [A.V. Naumov, A.G. Kibalnik, V.N. Orlov, P.V. Volosyuk. *Mezhdunarodnoe ugolovnoe pravo*. М., 2-oe izd., 2015, s. 20] A.V. Naumov, A.G. Kibalnik, V.N. Orlov, P.V. Volosyuk, *International Criminal Law*, М., 2nd edn., 2015, p.20

¹⁰ Ibid.

Accordingly, for regionalization, later, the norms on liability for international crimes began to appear in national criminal laws, but they were not uniform. Under Article 22(3) of the Rome Statute¹¹, other sources of international law may recognize the criminality of acts other than the crimes of genocide; crimes against humanity; war crimes; and crimes of aggression.

The Kazakh legislators did just that and included the elements of crimes under international law in Chapter 4 of the Criminal Code (“Crimes against the peace and security of mankind”). Acts that are not directly formulated as crimes under international law in the Criminal Code, specifically crimes against humanity, do not entail criminal liability under the legislation of the Republic of Kazakhstan. To bring the criminal legislation of the Republic of Kazakhstan into full compliance with the current international law, Kazakh legislators may consider the issue of criminalizing crimes against humanity.¹²

3 PROBLEMS AND CHALLENGES IN THE DOMESTIC IMPLEMENTATION OF CRIMES AGAINST HUMANITY IN KAZAKHSTAN

3.1 Overview of the Current Situation

The absence of provisions on crimes against humanity in Kazakh criminal law is a severe challenge for Kazakhstan, as crimes against humanity are among the most egregious violations of international human rights law. Despite the ratification by Kazakhstan of various international treaties and conventions on human rights, there is no ratification by the country of one of the most important international treaties - the Rome Statute. There are also no specific provisions on crimes against humanity in legislation. This means that the country does not fully comply with international standards for preventing and punishing these crimes. It also cannot guarantee the inevitability of responsibility for international crimes because acts are not expressly formulated as crimes under international law in the Criminal Code and do not entail criminal liability under the laws of the Republic of Kazakhstan. To bring the criminal legislation of the Republic of Kazakhstan into full compliance with the current international law, the Kazakh legislator should consider the issue of implementing crimes against humanity.

Indeed, in addition to all this, the absence of legal provisions on crimes against humanity can also hinder the ability of victims to seek justice and receive redress for the harm caused to them. Such a situation could create a sense of impunity for those who commit such crimes, leading to further human rights violations and the erosion of the rule of law in the country.

3.2 Analysis of the Problems and Challenges in the Domestic Implementation of Crimes Against Humanity in Kazakhstan

The absence of legal provisions on crimes against humanity in Kazakhstan creates several problems and challenges for their implementation within the country.

One of the major problems is the lack of clear legal definitions of crimes against humanity. This complicates both the understanding of this concept by civil society and the detection and suppression of these offenses by law enforcement and prosecutors.

¹¹ Rome Statute, Article 22 (3).

¹² S. Sayapin, [*Implementaciya principov mezhdunarodnogo ugolovnogogo prava v ugolovnom zakonodatelstve Respubliki Kazahstan*] The Implementation of Principles of International Criminal Law in the Criminal Legislation of the Republic of Kazakhstan], 1-2 Law and State, 2018, p. 153. Available at <https://km.kazguu.kz/uploads/files/13.%20Саяпин%20С.%20153-165.pdf>

The next problem is the lack of clarity and guidance in criminal law on investigating, prosecuting, and adjudicating these crimes. The decriminalization of this type of crime is a fact, and in the event of such a precedent, these crimes are in danger of remaining unpunished, which violates the fundamental rights and freedoms of civil society; and ensures the protection of the interests of the state (not individual authorized persons of the state).

Another problem is that the Republic of Kazakhstan, being an adherent of international treaties, still did not sign and ratify one of the leading international treaties - the Rome Statute of the International Criminal Court, which cannot but cast doubt on the country's commitment to protecting its citizens from such crimes.

Finally, the last problem is the lack of political will to carry out legal reforms to address the problem of crimes against humanity. Political and social pressures can make it challenging to pass legal changes to address these offenses. In addition, a lack of public awareness and understanding of the nature and extent of crimes against humanity can hamper law reform efforts.

4 PROPOSED SOLUTIONS FOR THE DOMESTIC IMPLEMENTATION OF CRIMES AGAINST HUMANITY IN KAZAKHSTAN

4.1 Overview of the Proposed Solutions

The proposed solutions for implementing specific provisions on crimes against humanity in Kazakhstani criminal legislation can be broadly divided into legislative and judicial reforms.

Legislative reforms providing for the introduction of specific provisions on crimes against humanity in the Criminal Code of Kazakhstan will require, at best, the ratification of the Rome Statute of the International Criminal Court and the criminalization of these crimes in Kazakhstani legislation; acceptance of the jurisdiction of the International Criminal Court; and, in extreme cases, only the introduction of crimes against humanity, defined in international law, into Kazakhstani legislation.

The ratification of the Rome Statute will enable Kazakhstan to fulfill its obligations under international human rights law and demonstrate its commitment to comply with international standards. Despite possible contradictions in legal norms, ratifying this treaty for the Republic of Kazakhstan will be a breakthrough step in international law.

Introducing crimes against humanity is an essential step toward implementing these crimes in the criminal law of the Republic of Kazakhstan. When deciding to introduce crimes against humanity into the national legal system, the state must be ready to change existing rules (the Constitution of the Republic of Kazakhstan and the Criminal Code of the Republic of Kazakhstan) to accommodate the inclusion of crimes against humanity in the criminal code. Including this type of crime in the Criminal Code gives a great advantage to the judicial system to effectively prosecute and punish those responsible for crimes against humanity. Thus, including crimes against humanity in domestic criminal law will bring Kazakhstan's legal framework in line with international human rights standards and demonstrate its commitment to fighting impunity and restoring justice.

Judicial reforms, in turn, ensure that the judiciary is equipped to deal with cases of crimes against humanity. This could be achieved by providing specialized training for judges and prosecutors on crimes against humanity and activity in the proper procedures for dealing with such cases. This method should allow the state to effectively investigate and prosecute crimes against humanity without resorting to the prosecution service of the International Criminal Court.

In general, these proposed solutions aim at creating a legal framework that facilitates the effective implementation of crimes against humanity in Kazakhstan. However, implementing these solutions will require political will and government commitment to address this issue. It will also

require collaboration among various stakeholders, including government and civil society, to implement the necessary reforms.

5 CONCLUSION

In conclusion, this thesis has highlighted the significant gaps and challenges in the domestic implementation of crimes against humanity in Kazakhstan's criminal law. The absence of specific provisions for crimes against humanity in the Kazakhstani Criminal Code and the lack of political will and resources to prosecute these crimes creates significant barriers to holding individuals accountable for such crimes.

The proposed solutions presented in this thesis, including legislative and judicial reforms, offer a potential path toward addressing these challenges and facilitating the effective implementation of crimes against humanity in Kazakhstan's criminal law. However, the feasibility of these solutions depends on the level of political will and support from key stakeholders.

The domestic implementation of crimes against humanity is essential to protect human rights, prevent future violations, and bring justice to victims of these heinous crimes. The inclusion of specific provisions for crimes against humanity in the Kazakhstani Criminal Code would bring Kazakhstan's criminal law in line with international human rights standards and demonstrate a strong commitment to human rights and the rule of law.

It is imperative for the Kazakhstani government and other stakeholders to recognize the importance of addressing the gaps and challenges in the domestic implementation of crimes against humanity and to take steps toward implementing the proposed solutions. Doing so would contribute to the protection of human rights, the development of criminal law, and the establishment of a just and equitable society in Kazakhstan.

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“PROBLEMS OF LEGISLATION OF ARBITRATION ON KAZAKHSTAN”

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ABSTRACT

The article is focused on the study of problems in the legislation on arbitration in the Republic of Kazakhstan. The development of arbitration as an alternative to the state court in all countries of the world is considered as a positive phenomenon, as it contributes to alleviating the burden of justice in the field of resolving conflicts arising between parties to civil legal relations. That is why it is extremely important to create appropriate conditions to ensure proper application of arbitration legislation, which should be based on a proper understanding of the legal nature and role of arbitration as an integral part of the national legal system.

On the basis of the analysis of national and international legislation, peculiarities of the legal status of arbitration institutions in Kazakhstan and foreign countries, review of arbitration practice, the author has identified the main gaps in the arbitration legislation, which do not allow the arbitration institution to realize its full potential.

In the article the author pays special attention to the issue of expanding the powers of the Arbitration Chamber of Kazakhstan and giving it the status of a special body to control the activities of arbitration in the Republic of Kazakhstan.

Based on the results of the analysis of the current legislation of Kazakhstan on arbitration, the author forms specific proposals to improve the legislation on arbitration in Kazakhstan.

The basis for the welfare of any country is the economic activity of individuals and legal entities. In the present period, when Kazakhstan society lives in the conditions of competitive market relations,

an important component is the protection of violated rights and legitimate interests of the subjects of these relations.

Today, participants of economic activities increasingly resort to dispute resolution through alternative dispute resolution methods. The main alternative ways of dispute resolution include negotiation, mediation and arbitration. Alternative ways of dispute resolution are defined as non-state ways of dispute resolution.

One of the most common alternative ways of conflict resolution, especially in the commercial sphere, is arbitration. This method of dispute resolution was known back in the period of Roman law (Artemyeva Y.A., Ermakova E.P., Kovyrshina N.A., & Rusakova E.P., 2017, p.25). To date, arbitration represents one of the institutions of a developed civil society.

Arbitration as a method of alternative dispute resolution in Kazakhstan has been applied for about thirty years, which is not so much compared to the countries of the Commonwealth of Independent States and far abroad.

Arbitration in Kazakhstan has passed a long and complicated way of development (Suleimenov M.K., 2020, p.43).

On December 28, 2004 the Law "On Arbitration Courts" and the Law "On International Commercial Arbitration" were adopted. These laws played a major role in the revival of arbitration courts in Kazakhstan. Since the beginning of 2004, permanent arbitrations in Kazakhstan have been subdivided into arbitration courts and international commercial arbitration.

On April 8, 2016, the Law of the Republic of Kazakhstan "On Arbitration" (the "Arbitration Law") was adopted, merging the two previously effective Laws. With the adoption and enactment of the new Law we can talk about the beginning of a new stage in the development of the arbitration movement in Kazakhstan (Suleimenov M.K., 2020, p.45). The Law on Arbitration instead of the concepts of "arbitration court" and "international commercial arbitration" introduced a single concept of "arbitration".

Under arbitration in accordance with subparagraph (3) of Article 2 of the Law on Arbitration is understood an arbitration formed specifically to consider a particular dispute (arbitration "ad hoc"), or a permanent arbitration.

In accordance with Article 4 of the Arbitration Law, there are two types of arbitrations in Kazakhstan:

1. Permanent arbitrations.

Permanent arbitrations may be formed by individuals and (or) legal entities in accordance with the legislation of the Republic of Kazakhstan:

- a) in the form of an independent legal entity in the organizational and legal forms provided for by the Civil Code;
- b) as a structural subdivision of the legal entity that created it.

Permanent arbitrations shall approve the rules of arbitration, register of arbitrators who will carry out activities in this arbitration

2. Arbitration formed specifically for consideration of a particular dispute (ad hoc arbitration).

The "ad hoc" arbitration is established by the parties to resolve a dispute and shall operate until the dispute is resolved or until the parties decide to refer the dispute to the court. In order to resolve a dispute in "ad hoc" arbitration, the parties need to independently establish the procedure for consideration of the dispute, as well as to solve a lot of issues of administrative nature.

The Law of the RK on Arbitration does not contain specific requirements for the establishment of arbitration in Kazakhstan. That is, it can be concluded that any person in Kazakhstan can establish arbitration. Also, the RK Law on Arbitration does not contain requirements on the need to notify the

competent state court or justice authority at the location of the arbitration on its establishment, as it is provided for in a number of foreign countries.

Arbitration proceedings may be initiated if there is an arbitration agreement duly concluded between the parties.

Under the arbitration agreement in accordance with subpar. 4) of Art. 2 of the Law of RK on Arbitration means a written agreement of the parties to submit to arbitration a dispute that has arisen or may arise out of civil law relations.

In fact, the activity of arbitration in Kazakhstan can be called very young. The new Law of the RK on Arbitration was adopted in 2016, and only 7 years have passed since that period. Unfortunately, this law could not include and provide for all the nuances, in view of this we face in practice with some problems that significantly affect the development of arbitration in Kazakhstan.

Let us consider some of the problems arising in practice.

1. The terminology of the Law on Arbitration does not correspond to the basic concepts of the UNCITRAL Model Law on International Commercial Arbitration.

The terminology used in the current Law of the RK on Arbitration does not correspond to the basic concepts of the UNCITRAL Model Law "On International Commercial Arbitration", adopted by the UN Commission on International Commercial Law (UNCITRAL) on June 21, 1985 (as amended on July 07, 2006, hereinafter - UNCITRAL Model Law) (Suleimenov M.K., Duisenova A.E. Analysis of certain provisions of the Law of the Republic of Kazakhstan). This problem was studied and considered in detail by academician of the National Academy of Sciences of the Republic of Kazakhstan, Doctor of Law, professor Suleimenov M.K. and associate professor of the Higher School of Law "Adilet" of the Caspian University, Candidate of Law, Duisenova A.E..

The inconsistency of terms fixed in the Law on Arbitration and UNCITRAL Model Law leads to problems in practice, namely to incorrect interpretation of the article of the law.

The concept of the term "arbitration" is enshrined in subparagraph 3) of article 2 of the Arbitration Law. Thus, arbitration is understood to mean an arbitral tribunal established specifically to deal with a particular dispute or a permanent arbitral tribunal.

While in the UNCITRAL Model Law in Art. 2 two different terms are enshrined:

- "arbitration" means any arbitration, whether or not administered by a permanent arbitral institution (see subparagraph (a)),

- "arbitral tribunal" means a sole arbitrator or a panel of arbitrators (see subparagraph (b)).

Also, in the UNCITRAL Model Law, there is a category such as a permanent arbitral institution, that is, a mediator approached by the parties to an arbitration agreement who facilitates the organization of the arbitration (that is, the dispute resolution process), including facilitating the establishment of an arbitral tribunal - a panel of arbitrators to hear a particular dispute.

The presence of only one term "arbitration" in the Law on Arbitration leads to difficulties in interpreting the law: there is no proper delimitation of competencies

Let us consider some articles of the Law on Arbitration. Chapter 4 of the Arbitration Law "Conduct of Arbitration Proceedings" states:

- in accordance with clause 1 of Article 20 of the Arbitration Law, arbitration shall independently decide whether or not it has the authority (competence) to hear the dispute;

- in accordance with Article 26 (1) of the Arbitration Law, the arbitral tribunal shall decide whether to hold an oral hearing or to conduct the proceedings only on the basis of documents and other materials, and so on.

It is clear that these articles do not refer to a permanent arbitration and even less to an ad hoc arbitration as provided for in Article 2(3)(2) of the Arbitration Law. This authority is vested in the arbitral tribunal or the sole arbitrator.

Since there is no clear understanding of the difference of terms in the context of the article of the law, in practice the parties interpret the rules of the Law on Arbitration incorrectly.

Suleimenov M.K., Duisenova A.E. in their article "Analysis of certain provisions of the Law of the Republic of Kazakhstan" proposed to bring the terminology of the Law on Arbitration in accordance with the UNCITRAL Model Law and use the following terminology:

- 1) arbitration - the procedure of consideration of the dispute,
- 2) arbitration court - a panel of arbitrators (or a sole arbitrator) considering a particular dispute,
- 3) permanent arbitral institution (or institute) - a mediator facilitating the dispute resolution process, i.e. arbitration.

2. Non-arbitrability of the arbitration agreement: problems in practice and ways to resolve them.

Today very often the parties add arbitration clauses to their contracts, in which they state: "In case of disputes or disagreements under the Contract, the dispute shall be referred to the arbitration court (arbitration)".

Based on this arbitration clause, it is not clear to which arbitration the parties should apply to resolve the dispute arising from the contract.

Based on this, the following problems arise:

1. No arbitral tribunal will hear the dispute arising out of the contract, as they do not have the competence to hear the dispute. If the case is heard and the arbitration tribunal makes a decision on the dispute arising out of this contract - it will be overturned by the state court due to the lack of competence of the arbitration tribunal to hear the dispute.
2. If a claim is filed with the state court, the court will return the claim because there is an arbitration clause in the contract.

In such a case the question arises, where a party should apply for protection of its violated right?

In accordance with paragraph 1 of Article 8 of the Law of the Republic of Kazakhstan "On Arbitration" dated April 8, 2016 (hereinafter - the Law on Arbitration), a dispute may be submitted to arbitration in the presence of an arbitration agreement concluded between the parties.

In accordance with par. 4) of Article 2 of the Arbitration Law, an arbitration agreement is a written agreement of the parties to submit to arbitration a dispute that has arisen or may arise out of civil law relations.

The arbitration agreement is a civil law contract, therefore, the relevant provisions of the Civil Code on contracts should be applied to it.

According to item 1 of article 393 of the Civil Code of the Republic of Kazakhstan (hereinafter - the Civil Code of the RK) the contract is considered concluded, when the parties have reached an agreement on all essential conditions of the contract in the form required in the required cases. Essential are conditions about the subject of the contract, conditions that are recognized as essential by the legislation or necessary for contracts of this type, as well as all those conditions on which, at the request of one of the parties must be reached agreement. Without determining the subject matter of the contract, no contract can be considered to have been concluded.

The subject matter of an arbitration agreement may include the obligation of the parties to submit certain disputes to arbitration. Therefore, the arbitration agreement must contain information allowing to individualize the arbitration in which the parties undertake to submit to arbitration a dispute that has arisen or may arise. In the absence of such information in the arbitration agreement itself, as well

as if it is not possible to apply substitutive rules... such arbitration agreements should be considered as not concluded (Suleimenov M.K., Duisenova A.E., 2020).

Y.G. Basin (2001, p. 419) writes that "... the absence of such a degree of individualization of the arbitral tribunal does not deprive the arbitration clause of legal force. The individualization is completed by the competent authorities designated in conventions, other international treaties, rules of arbitral tribunals or directly in the text of the clause".

The Republic of Kazakhstan joined the European Convention on Foreign Trade Arbitration in accordance with the Decree of the President of the Republic of Kazakhstan dated October 4, 1995 №2484 "On Accession of the Republic of Kazakhstan to the European Convention on Foreign Trade Arbitration, adopted in the city of Geneva on April 21, 1961".

In Article IV, the European Convention provides a detailed mechanism for the individualization of the arbitral tribunal in the event that the parties have not specified a particular arbitral tribunal.

In accordance with Article 1, the European Convention applies to arbitration agreements of both natural and legal persons who, at the time of the conclusion of such agreement, have their domicile or, respectively, their seat in different Contracting States, for the settlement by arbitration of disputes arising out of foreign trade transactions.

Thus, according to Article IV of the European Convention, if the parties have provided for the submission of disputes that may arise between them to a permanent arbitral body, but have not designated that body and have not reached an agreement to that effect, the claimant may submit a request for such designation, if the parties have agreed on the place of arbitration, to the President of the competent chamber of commerce of the place of arbitration agreed upon by the parties, or to the President of the competent chamber of commerce of the place of the respondent's country where, at the time of the request for re-designation, the claimant may submit a request for such designation to the President of the competent chamber of commerce of the place of arbitration agreed upon by the parties. If the claimant has not exercised the rights granted to it, those rights may be exercised by the respondent or the arbitrators.

On July 21, 2014 the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" established the Arbitration and Arbitration Center (now the Arbitration Center), which was notified to the UN, as provided for by Article 10 of the European Convention on Foreign Commercial Arbitration. The Permanent Mission of Kazakhstan to the UN by its letter dated September 11, 2014 reported that "the functions set out in Article IV of the European Convention are performed by the Arbitration Center of the National Chamber of Commerce of the Republic of Kazakhstan" (Duisenova A.E., 2021, p. 361).

To date, these functions of the National Chamber of Entrepreneurs of the RK transferred to its Arbitration Center, which is a violation of the provisions of the European Convention. The Arbitration Center due to a direct conflict of interest can not act as an objective and impartial body in deciding the issue of determining the competent arbitration body. Atameken Arbitration Center operates under the Arbitration Center. When determining the arbitration competent to consider a dispute in which the arbitration is not clearly identified, the Arbitration Center chooses its arbitration, as a result of this action is not properly taken into account the norms of the Convention.

Duisenova A.E. to solve this problem proposed to transfer functions from the Arbitration Center to the National Chamber of Entrepreneurs in accordance with the provisions of the Convention. At the NPT RK to create a consultative body of representatives of permanent arbitrations, which in each specific case of application of the provisions of Art. IV of the European Convention would have the opportunity to express its position before the decision of the NPT RK, in order to avoid conflict of interest and in order to make a fair decision taking into account the circumstances of the case and the factor of convenience for the disputing parties (Duisenova A.E., 2021, p. 361).

In turn, I propose to transfer such powers to the Arbitration Chamber of Kazakhstan. Firstly, in its essence, the Arbitration Chamber of Kazakhstan is an organization that unites permanent arbitrations throughout Kazakhstan. That is, in its essence, the Chamber is an ideal option as a body that would objectively and impartially resolve questions regarding the determination of arbitration competent to resolve disputes where no identifying characteristics are specified. However, in order to vest the Arbitration Chamber of Kazakhstan with the powers provided for in Article IV of the European Convention, it is necessary to improve its legal position and enshrine it in the Law on Arbitration.

3. Expanding the powers of the Arbitration Chamber of Kazakhstan and giving it the status of a special body to control the activities of arbitrations in the Republic of Kazakhstan.

In accordance with paragraph 1 of Article 11 of the Law on Arbitration, the Arbitration Chamber of Kazakhstan (hereinafter - the Arbitration Chamber) is a non-profit organization, which is an association of permanent arbitrations, arbitrators, established to provide favorable conditions for the implementation, promotion and support of arbitration in the Republic of Kazakhstan in the manner prescribed by legislative acts of the Republic of Kazakhstan.

The powers of the Arbitration Chamber of Kazakhstan, stipulated in the Law on Arbitration, are rather narrow and mainly include only informational functions (paragraph 1 of article 12 of the Law on Arbitration), this does not allow the Chamber to provide certain assistance to the activities of arbitrations in Kazakhstan.

Membership in the Arbitration Chamber is voluntary, therefore not all permanent arbitrations in Kazakhstan are members of the Chamber.

That is, those arbitrations that are not members of the Arbitration Chamber carry out their activities independently, and, therefore, no one controls their activities. Unfortunately, this leads to self-rule and unfair behavior on the part of arbitrations.

The legislation of Kazakhstan does not provide for an appropriate body that would control the activities of arbitrations, which is why arbitrations that are not members of the Arbitration Chamber are arbitrary.

In practice, there were cases when arbitrations refused to issue their awards, carried out their activities without complying with their own Rules, carried out their activities in gross violation of the legislation of Kazakhstan on arbitration. And no authority could oblige them to carry out their activities in accordance with the norms set forth in their Rules and the Law on Arbitration.

Moreover, there were cases when the Parties to the dispute could not find the data (legal address, telephone number, e-mail, etc.) of this or that arbitral tribunal at all. The parties simply did not know where to go, and the dispute resolution process was significantly delayed, which caused even more damage to the injured party.

That is, we can conclude that the need to create a special body directly controlling the activities of arbitrations is a need of modern realities. Since the presence of unscrupulous arbitrations leads to damage to the interests of justice and the parties to the dispute and significantly reduces confidence in the alternative method of dispute resolution as arbitration.

In order to eliminate arbitrariness on the part of arbitrators, there is a need for a body to exercise managerial and regulatory oversight over rogue arbitrators. I believe that the solution is to expand the powers of the Arbitration Chamber of Kazakhstan and give it the status of a special body to control the activities of arbitration in the Republic of Kazakhstan. And also to make an addition to the Law on Arbitration on compulsory membership of arbitrations of Kazakhstan in the Arbitration Chamber of Kazakhstan. This idea arose on the basis of good reasons arising in practice.

Firstly, working in the Arbitration Chamber of Kazakhstan, one can notice such a tendency: when any question arises regarding the activities of a particular arbitration, calls come to the Chamber. This indicates that the Arbitration Chamber of Kazakhstan is associated with the body that controls the activities of arbitrations.

Secondly, since the Arbitration Chamber of Kazakhstan unites all permanent arbitrations, therefore, the decisions to be made in the Chamber will always be objective and impartial. Since the Apparatus of the Chamber directly consists of members elected by the arbitrations.

This will significantly increase the authority of arbitration in Kazakhstan and create favorable conditions for the legal nature of arbitration as an alternative method of dispute resolution

The development of arbitration as an alternative to court in all countries is seen as a positive phenomenon, contributing, in particular, to a significant alleviation of the burden of justice in resolving conflicts arising between participants in economic turnover (Suleimenov M.K., Duisenova A.E., p.6). In the sphere of foreign economic relations, international arbitration is considered as an important element that effectively contributes to the development of international cooperation.

That is why, it is extremely important to create favorable conditions to ensure proper application of the existing national legislation, which should be based on a proper understanding of the legal nature and role of arbitration as an integral part of the national legal system.

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“Legal Aspects of Gender Equality in Kazakhstan: Challenges in Domestic Legislation and Potential Solutions”

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Abstract

Gender inequality creates barriers to realizing the rights of women in Kazakhstan, who outnumber men, experience gender-based and intersectional discrimination. The article aims to study the main provisions of gender equality and gender discrimination in domestic legislation. Compliance with international obligations in the field of gender equality is based on recent cases of gender discrimination in Kazakhstan. The cases include the deliberate dismissal of seventeen women by an entrepreneur, discriminatory treatment of sportswomen of the national boxing team and a list of prohibited occupations for women highlighting issues such as selective interference, the prevalence of gender stereotypes, and a reluctance to hold people accountable. The existing legal framework for gender equality lacks clarity and legal certainty, as well as a gender perspective. Although steps have been taken to promote gender equality and women’s empowerment, much remains to be done to achieve *de facto* gender equality. Kazakhstan has yet to bring its definition of discrimination into line with international standards. The declaration of “equal rights and equal opportunities” for women and men is not an effective remedy, but rather a slogan of public policy. To address these issues, the current legal framework requires a clear prohibition and definition of discrimination and its forms in accordance with UN recommendations, the inclusion of gender perspective in legislation, the provision of effective remedies and sanctions, and the appointment of a responsible government agency to monitor compliance with gender equality provisions and the creation of a separate institution focusing on gender equality issues.

Legal Aspects of Gender Equality in Kazakhstan: Challenges in Domestic Legislation and Potential Solutions

Gender inequality creates barriers to the realization of women’s rights around the world, and Kazakhstan is no exception. Women in Kazakhstan, who outnumber men, tend to earn less and experience gender-based and intersecting discrimination. Despite Kazakhstan’s progress in reducing the gender pay gap with twenty-one percent in 2021, the gender pay gap increased again to twenty-five percent in 2022 (Hong, 2023). According to UN WOMEN and UNDP, Kazakhstani women spend twice as much time on unpaid work (four hours and one point eight hours) as men (Çağatay et al., 2017). A recent survey on perceptions of unpaid domestic work found that forty-four percent of Kazakhstani women spend more than six hours on unpaid work every day (Ensebaeva, 2022). Kazakhstani women continue to spend more time on both paid and unpaid work than men.

According to Holland (2023), the global economy could potentially gain seven trillion dollars by working towards gender equality. Kazakhstan’s economy could definitely benefit from women’s active participation in the economy. This will require the government to take proactive measures to ensure gender equality, in particular: eliminating gender discrimination, reducing the gender pay gap and achieving gender parity. Kazakhstani women, who spend countless hours doing unpaid housework, have no effective means of reclaiming their rights and obtaining compensation when they face gender discrimination.

Relevance of the research

While the pay gap between women and men continues to widen, gender is still not reflected in current legislation, contributing to the already existing discrimination women face in the workplace. Concepts related to gender equality are fragmented in the current legal framework. The Committee on the Elimination of Discrimination against Women (hereinafter referred to as the “CEDAW-Com”) noted that the current definition of discrimination does not include intersecting forms of discrimination (Committee on the Elimination of Discrimination against Women, 2019). The government limited its efforts to superficially introducing concepts related to gender equality and discrimination. There is a need for a thorough review of legislation, the existing legal framework is insufficient to empower women and promote gender equality in line with the fifth sustainable development goal (UNGA, 2015).

The fifth sustainable development goal (hereinafter referred to as the “SDG”) had a positive impact on the adoption by Kazakhstan of the Decree of the President of the Republic of Kazakhstan dated December 6, 2016 No. 384. “On approval of the Concept of family and gender policies in the Republic of Kazakhstan until 2030” (hereinafter referred to as the “Concept of family and gender policy”) . The Concept of family and gender policy concepts outlined plans for developing gender-responsive budgeting approaches. An analysis was carried out and the lack of gender parity in the political and economic life of the country and the harmful influence of gender stereotypes on the perception of the population was recognized. Whether the Concept of family and gender policy was successful or too ambitious will become clear once the UN and Kazakhstan publish the data and summarize the results for 2030.

The number of women in leadership positions remains low, despite the fact that Kazakhstani women outnumber men by half a million, reflecting women’s position in the economy and gender pay gaps. The gender pay gap remains a common form of employment discrimination. The analysis conducted for the Concept of family and gender policy recognized the lack of gender parity in the country’s political and economic life and the detrimental impact of gender stereotypes on the public’s perception of the excessive amount of unpaid work performed by women (2016). There is a prevailing lack of understanding of gender equality on the part of government officials and a reluctance to introduce appropriate gender perspectives into legislation.

The inclusion of a gender perspective and gender-related concepts in legislation is a relatively new phenomenon and is under development. The relevance of this study lies in the consideration of provisions on gender equality in domestic legislation and their compliance with international obligations, taking into account recent cases of gender inequality in Kazakhstan, which will be in the third part. By analyzing existing problems and proposing potential solutions, the study aims to introduce legislative changes to promote gender equality and the empowerment of Kazakhstani women.

Research objectives

The purpose of this research is to study main provisions of domestic legislation and their conformity to international obligations of Kazakhstan in the field of gender equality. It aims to explore problems and possible solutions to the gender pay gap, in the field of gender equality.

Key objectives:

- study and analyze the concepts of gender equality, discrimination on the basis of sex, and gender pay gap in domestic legislation and the international obligations of Kazakhstan on the basis of cases;
- analyze cases, problems and suggest potential solutions to develop new institution, propose changes in the legislation in the field of gender equality.

Subject of research

The subject of the research is the provisions of domestic legislation and the corresponding sources of international law in the field of gender equality.

Research methods

The methodological basis of the study is legal analytical, legal comparative and legal interpretive research methods. In the process of conducting this research quality data collection methods used such as documentary research, comparative analysis. Documentary research includes study of documents providing support for the thesis such as conventions, regulatory legal acts, treaties, directives, recommendations and guidelines issued by competent authorities. This study used a comparative analysis approach to assess and compare domestic legal provisions related to gender equality with relevant sources of international law on gender equality. The Interpretive method was applied to interpretation of concepts of discrimination, equal rights and equal opportunities, pay gap in the context of constitution, code, and other normative legal acts.

Scientific novelty and applicability

The article contributes by analyzing the existing legal framework in the field of gender equality in Kazakhstan and proposes potential solutions to address legislative gaps. The article emphasizes the importance of incorporating a gender perspective into legislation, requiring training, testing government officials' understanding of gender equality issues, including concepts such as gender discrimination, gender pay gap and gender parity, and raising public awareness.

Literature review

The topic of gender inequality in Kazakhstan was previously studied in the work of Khamzina Zh., Buribaev E., Taitorina B., Baisalova G. The article was published in the official journal of Academia Brasileira de Ciências (Brazilian Academy of Sciences) in 2021. The article discusses the existing legal framework for ensuring gender equality in labor relations in Kazakhstan. Despite the presence of state guarantees, the realization of the rights by women varies greatly in practice. It was noted by the authors that Kazakhstan has been steadily losing positions in the gender equality ranking, ranking 72 out of 153 in 2019. The rating contrasts with seemingly positive legislative changes a decade ago, such as the Law of the Republic of Kazakhstan dated December 8, 2009 No. 223-IV "On state guarantees of equal rights and equal opportunities for men and women" (hereinafter referred to as the "Gender equality law").

In terms of women's labor, women from rural areas are in a less advantageous position, having limited or no access to public, state services and resources. Every third rural woman has the status of self-employed and spends part of income from the farm for personal needs. Although, part of this income could be invested in education, training, qualifications, and health. The process of drafting legislation requires taking into account gender and other related characteristics in order to uphold the interests of women living in urban and rural areas. It was noted that gender characteristics should include data on poverty and economic activity of the population from different regions and industries, but include more employment opportunities for women in the sectors dominated by men and flexible employment; introduction of gender-sensitive indicators to track unpaid domestic work and informal employment (Khamzina et al., 2021).

The following article was written by Buribaev E., Khamzina Zh., Oryntaev Zh., Khamzin A and published in the journal *Rivista di Studi sulla Sostenibilità* in 2021. The article focused on the legal aspects of social security in Kazakhstan, the system of which does not reflect gender-specific vulnerabilities. Social security that does not take into account gender aspects cannot influence the

situation with gender inequality. As a result, women are more likely than men to remain in poverty, without a livelihood, receive lower wages, bear the burden of personal care and household chores. Authors suggest implementation of a gender-responsive social security system, which will help balance responsibilities and recognize and value unpaid domestic work. Gender-responsive social security system will benefit the national economy, while women could participate in the economy with fewer barriers. The following barriers were mentioned: lack of paid leave to care for a child under the age of 3, insufficient number of childcare facilities to ensure a quick return to work for people with family responsibilities (Buribayev et al., 2021). The OECD expressed positive expectations that the gender-responsive social security system would increase women's life expectancy, reduce poverty among older women, and improve pension conditions.

In conclusion, Buribayev et al. (2021) noted that the gender aspect was not taken into account in the development and implementation of the social security system in Kazakhstan. Women and men faced unequal social outcomes. Instead, social security provisions “*normalized*” gender discrimination. To counteract the current state of affairs, two proposals were developed. First, eliminate the existing norms of a discriminatory nature in the legislation. Secondly, to implement international standards of equality.

Claudia Goldin researched two hundred years of US data that revealed a U-shaped trend in participation by women in the labor market. The participation was influenced by changing gender norms and gender roles over time. She also noted that the gender pay gap was influenced by having a first child, than the educational and occupational background of women. Claudia Goldin became the third woman to receive the Nobel Prize in Economic Sciences for her contributions to understanding women's participation in the labor market (Smialek, 2023). Gender inequality and gender stereotypes in Kazakhstan were discussed by Kurmanbekov et al. (2023) on the basis of Claudia Goldin's work (2004). Kazakhstani women tend to earn less by a quarter as of 2022 data. The reasons behind the pay gap lie in gender stereotypes and roles as well as the time women spent on unpaid work, as discussed in Goldin's work.

Goldin mentions the concept of “greedy work” or ability to work overtime, which men choose to do and, as a result, get a promotion. Women prefer work with flexible schedule and tend to work less hours. Because unlike men, women bear the burden of unpaid work, such as household chores and taking care of children and relatives. Women are unable to balance “greedy work” with family life and are unlikely to receive better pay and promotion. To add to the list of reasons for the gender pay gap, women are “penalized for motherhood” and men receive “fatherhood bonus”. As Goldin noted, the early return of women to the labor market after the birth of a child depends on the availability and accessibility of childcare facilities. To prevent women from being “penalized for motherhood” Goldin suggests sharing responsibilities and encourages active participation and involvement of fathers in household chores and childcare. The gender pay gap situation in Kazakhstan is similar to the factors mentioned in Goldin's work. Kurmanbekov and others support their view that the gender pay gap has negative implications for the economy of Kazakhstan based on international research in the field.

Provisions on gender equality in national legislation

The Constitution of the Republic of Kazakhstan of 1995 is the main law with the highest legal force. The Constitution establishes the constitutional rights and freedoms of citizens. The equality of all before the law and the courts is enshrined in the article fourteen of the Constitution (1995). It is followed by a second paragraph containing provisions relating to discrimination. It is stated that no one should be subjected to it. The article contains neither a clear prohibition of discrimination nor a definition of discrimination, but rather implies it indirectly. There should be a clear prohibition of

discrimination in the Constitution, since there is no separate anti-discrimination law clarifying the definition and forms of discrimination. The fourteenth article provides a “non-subjection” to discrimination on the grounds of sex. The ambiguity of what exactly is understood under the discrimination in its general sense is found in all other normative legal acts. If a woman or a man becomes a “subject” of discrimination based on sex, it is not clear what proceedings should be initiated to restore her or his rights. So far there were no cases of an attempt to bring a claim on the basis of constitutional guarantees of non-discrimination.

On the other hand, we have provisions regarding equality in the article 154 of the Criminal Code of the Republic of Kazakhstan (hereinafter referred to the “Criminal Code”) dated July 3, 2014. It is contained in the third section, devoted to criminal offenses against the constitutional rights and freedoms of citizens. “Violation of the equality of man and citizen” on the basis of gender is punishable by a fine, correctional labor or arrest. Based on these provisions, inequality based on sex can take two forms: direct and indirect. Principle of equality of rights is also enshrined in the Labor code of the Republic of Kazakhstan dated 23 November, 2015 no. 414-V (hereinafter referred to as the “Labor Code”). The following principles are upheld in the article fourth of Labor code:

- inadmissibility of restriction of human and civil rights in the sphere of labor;
- the prohibition of discrimination in the sphere of labor;
- equality of rights and opportunities for employees.

Thus, the Labor Code contains the only clear prohibition of discrimination, in particular gender discrimination, which is limited to labor relations. Equality of rights and opportunities for employees, both women and men, is similar to the general understanding of the concept of gender equality. The sixth article of the Labor Code prohibits discrimination on the basis of sex in the sphere of work. Equality between women and men is a human right that cannot be restricted in labor relations. The exception for the exercise of the above mentioned labor rights is possible due to the special concern of the state for persons in need of increased social and legal protection. In this case, the “special concern” of the state for persons in need of increased social and legal protection is not considered discrimination. Similar conditions were applied to the list of prohibited occupations for women, a relic of Soviet times that existed until 2021, which will be discussed later.

Labor inspectorate is the authorized body monitoring compliance with provisions of Labor Code (2015, art 16). Employees can file a complaint with the state labor inspector for violation of the principles of labor legislation and discrimination on the basis of sex in the labor sphere: at the place of residence or at the location of the employer. The Code of the Republic of Kazakhstan on Administrative Offenses (hereinafter referred to as the “Administrative Code”) provides for the imposition of a fine on an employer for discrimination in the field of labor, for example, for violating the right to equal pay for equal work and equal working and living conditions (2014, art 90). Principle of equal pay for equal work is associated with a form of gender discrimination in labor relations resulting in the pay gap between women and men. The gender pay gap measures the difference between the average earnings of women and men. It is an internationally established measure of women’s position in the economy in comparison to men, the research about the gender pay gap in Kazakhstan has gained momentum in recent years.

Administrative Code provides that an employment center or agency (private), an employer, cannot post information about vacancies that is discriminatory in nature in the labor sphere. In case of posting information of a discriminatory nature, the employer, agency or employment center is liable in the form of a fine. At the same time, an unreasonable refusal to conclude an employment contract or an unreasonable termination of an employment contract may be considered a violation of labor legislation. Article 152 of the Criminal Code provides special protection for the following persons (2014):

- a woman on the grounds of her pregnancy;
- a woman with children under three years of age.

While the law that should directly regulate the sphere of gender equality is the Gender equality law. The law was adopted in 2009 consisting of 15 articles. It is aimed at establishing the basic principles and provisions of gender equality in all spheres of state and public life. Gender equality law introduced the concepts of gender, gender equality, discrimination on the grounds of sex, equal rights, and equal opportunities. The inclusion of a list of definitions in the first article was certainly a positive development. There are the following omissions in the Gender equality law:

- The law focuses more on public policy goals than on commitments to gender equality.
- The definition of discrimination on the basis of sex is vague and does not correspond to the definition given in the first article of Convention on Elimination of all forms of discrimination against women (hereinafter referred to as the “CEDAW”) (1979).
- The concepts of direct and indirect discrimination were not introduced.
- The law on equal opportunities does not expressly prohibit discrimination on the basis of sex and discrimination in general.
- The law does not specify which state bodies are responsible for monitoring and supervising compliance with the law.
- The law does not contain types of sanctions for persons committing acts of a discriminatory nature on the basis of sex.
- Although, normative legal acts of a discriminatory nature may be challenged in court in accordance with article four of the Gender equality law (2009).
- It is unclear what type of proceedings should be initiated in discrimination cases.

National Commission on Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan (hereinafter referred to as the “National Commission”) is another institution involved in implementation of gender equality in Kazakhstan. This is a consultative and advisory body responsible for developing recommendations, forming and implementing the Concept of family and gender policy (Decree of the President of the Republic of Kazakhstan Dated February 1, 2006 N 56, 2006). The activities of the National Commission are primarily focused on state policy in the field of family. The emphasis on women as part of the family ignores women’s agency and the importance of men’s participation and involvement in achieving gender equality. The National Commission is not the focus of the article due to the controversial views and statements regarding gender equality of one of its permanent members, discussed in the next part.

Human Rights Commissioner in the Republic of Kazakhstan (hereinafter referred to as the “Commissioner”), as a government official, is responsible for observing, complying with and promoting state guarantees for the protection of human rights and freedoms. The activities of the Commissioner are focused on promoting and restoring violated human rights and freedoms. In addition to providing the President with an annual report on his activities, the Commissioner, within fifteen working days, considers appeals from citizens, foreigners and stateless persons located on the territory of Kazakhstan (Constitutional Law of the Republic of Kazakhstan Dated November 5, 2022 No. 154-VII ZRK “On the Human Rights Commissioner in the Republic of Kazakhstan”, 2022, art 13). As a result of the consideration of the appeal, the Commissioner may (2022, art 16):

- send recommendations on the restoration of violated rights and freedoms to government bodies and officials whose actions or inactions resulted in the said violation;
- apply to an authorized state body or official with a petition to carry out disciplinary or administrative or criminal proceedings;
- apply to the court with a statement of claim (claim) in defense of persons whose rights and freedoms were violated.

The Commissioner does not necessarily need an appeal to consider the issue. This can be done at the initiative of the Commissioner if it concerns: a mass violation of human rights and freedoms, public significance, protection of the interests of persons who cannot do this on their own. According to the 2022 report, the number of appeals increased by 112 percent (3,948 appeals) compared to the previous year. The number of requests for the restoration of labor rights has increased almost sixfold: due to dismissal, non-payment or delay in payment of wages, pressure from management (Human Rights Commissioner in the Republic of Kazakhstan, 2022). Inspections of employers by labor inspectors were not conducted due to the established moratorium on inspections of small and micro-enterprises, which expired on January 1, 2023. The appeals generally concerned the labor inspection department's lack of enforcement of its own orders and the inadequate quality of labor inspections. Overall, the report did not contain information on complaints regarding gender inequality and discrimination.

Taking into account the recommendations of CEDAW-Com (Committee on the Elimination of Discrimination against Women, 2019), the Commissioner recommended amendments to existing legislation, such as the introduction of definitions of types and forms of discrimination consistent with international standards, as well as the establishment of procedures for the prevention and investigation of reports of discrimination (Human Rights Commissioner in the Republic of Kazakhstan, 2022). None of the cases of gender discrimination discussed in the following part were brought to the attention of the Commissioner.

Kazakhstani legislation recognizes constitutional rights and state guarantees of freedom from discrimination, but does not provide effective legal protection. The legislation does not define discrimination, including direct and indirect discrimination. It is not uncommon for women to be discriminated against on the basis of sex in labor relations, women usually do not end up filing claims against their employers. There is also no available data regarding the use of the guarantees provided for women and men in accordance with the Gender equality law or relevant provisions of the Labor Code. The lack of cases, judicial practice does not mean that there is no gender inequality. There is a lack of effective measures and mechanisms for the restoration of violated rights. All of these factors and omissions of the Gender equality law are compounded given the ignorance of the employers about non-discrimination provisions.

Gender discrimination cases and their reflection on Kazakhstan's international obligations in the field of gender equality

Fourteen years have passed since adoption of the Gender equality law, and gender discrimination still persists without means of restorations of violated human rights. In August 2022, an Almaty entrepreneur deliberately fired seventeen women from his company and called on other employers to follow his example on social media platforms. According to the entrepreneur, there were only five men left in his company. The entrepreneur said that only men should be hired, since women have a completely different purpose (the Village Казахстан, 2022). The employer's actions violated the principles of labor legislation set out in the fourth article of the Labor Code (2015), such as the prohibition of discrimination in the field of labor, the inadmissibility of restricting human rights, equality of rights and opportunities for workers, and so on. In addition to the principles, the Labor Code prohibits discrimination based on sex in its sixth article.

By firing seventeen young women, the Almaty employer wanted this to remain in the memory of the young women. He conveyed to his audience on social media that women should not earn money because they are above it. He called on fellow male employers to organize a flash mob to follow his example. He indirectly suggested that "women have a different purpose" – unpaid housework. Women are independent human beings who are able to freely choose their profession and type of work without

any discrimination, as enshrined in the fifth article (freedom of labor) of the Labor Code as (2015). Such actions and calls further exacerbate the existing gender discrimination in the labor sphere in Kazakhstan, negatively impacting gender roles and norms and attitudes towards women's place in the workforce.

Regarding this case, Kazakhstan has international obligations under the International Covenant on Economic, Social and Cultural Rights (hereinafter referred to as the "ICESCR"), such as "taking steps" to safeguard the right to work (article 6.1), guaranteeing the enjoyment of the right to work without discrimination on the basis of sex (article 2.2), and ensuring equal enjoyment of this right between women and men (1966, article 3). However, none of the seventeen women filed a claim against their former employer. The rights to work and free choice of employment and profession are further enshrined in articles 11(a) and 11(b) CEDAW, which requires government measures to eliminate such inequality (1979). The case was brought to the attention of the state labor inspector, who noted that without women it would be impossible to hold the former employer accountable for violating labor rights. A journalist investigation provided that the entrepreneur was registered as a small business owner (the Village Казахстан, 2022). Thus, twenty-two people were unable to officially work for him, which raised questions about the employment status of these women. As a result, the Almaty businessman was not held accountable.

Kazakhstani sportswomen also face gender discrimination in sports, the latest incident occurring at the awards ceremony for the national boxing team at the end of May 2023. Maria Makatrevich, an athlete with eight years of boxing experience and a former member of the Kazakhstan national team, shared details behind the recent awards ceremony. Judging by the photographs provided by the Kazakhstan Boxing Federation, there is a significant gap in monetary reward of men and women. Sportsmen received \$100,000 for first place, \$50,000 for second place and \$30,000 for third place. While sportswomen who took second place received \$30,000, and third place received \$10,000 (the Village Казахстан, 2023). The gender gap in awards between the men and women of the national boxing team was \$20,000. As Maria Makatrevich emphasized that sportswomen perform in the same arena and stand on the same pedestal as men, hence, their fees should be the same (the Village Казахстан, 2023).

The difference in treatment extended not only to sportswomen, but also to their mothers. The mothers of sportsmen received certificates for two million tenge, letters of gratitude, and flowers which can be observed in the photographs posted by the Kazakhstan Boxing Federation. Only mothers of men received selective encouragement and congratulations, which disregards and devalues the care and efforts of mothers in raising their daughters. One group of mothers was completely "forgotten" and received nothing in gratitude. The federation's discriminatory actions are contrary to the principle of non-discrimination and equality of women and men. A distinction made on the basis of sex constitutes discrimination against women under the first article of the CEDAW (1979). Such actions have a negative impact and discourage sportswomen, reinforcing gender stereotypes, as Maria Makatrevich says: "men's sports are more difficult, women's sports are not spectacular" (the Village Казахстан, 2023).

The permanent member in question is a deputy of the Majilis and a former presidential candidate. As the president of the public association "Қазақ қызы" (Kazakh girl) and the author of books, she is known for her strong views on preserving national traditions and strengthening the patriarchal views of womanhood. As a former presidential candidate, she is known for her proposals to introduce a tax for Kazakh women marrying foreigners in 2022 (Smagulov, 2023). This proposal constitutes intersecting forms of discrimination based on sex and nationality, directed specifically at Kazakh women planning to marry foreigners, not Kazakh men or any other Kazakhstanis. The proposal of the presidential candidate should have been considered by the Commissioner, taking into

account the public significance of the violation of human rights and freedoms and its possible negative consequences. The only intention to hold her accountable for unconstitutional proposals came from local civil society. In April 2023, activists filed a petition demanding that the Majilis deputy be deprived of her mandate (Smagulov, 2023). Soon after this, a permanent member of national commissions and a deputy of the Majilis changed her views, raising the issue of gender parity, equal representation of women and men in government bodies. In a recent interview, the Mejlis deputy shared her own idea of gender equality. Kazakh women are strong and can cope with all tasks: from unpaid work and the lack of division of responsibilities between women and men, to building a career. According to her, women are naturally given more than men (Skopin, 2023). This statement by a permanent member of the National Commission speaks to the current state of understanding and training of public officials in the field of gender equality, which is far from international standards and CEDAW provisions.

The list of prohibited occupations for women was a relic of Soviet times, dating back to 1930. The initial list consisted of 431 occupations, and in 2018 it was reduced to 229 prohibited occupations for women (Romanova, 2022). Aigerim Kamidola, an independent consultant on international human rights law, has been working with other human rights activists to overturn the list since 2018. Although the right to work and free choice of employment and profession are enshrined in the ICESCR and CEDAW, the existence of such restrictions has led to women like Almagul, a heavy vehicle driver, working in the informal sector (Romanova, 2022). Almagul joined the human rights campaign in 2019. Aigerim Kamidola 2018, an independent consultant on international human rights law, has been working with other human rights activists since 2018 to abolish the list. All this became possible thanks to the efforts of human rights activists who submitted an alternative report to CEDAW-Com on the list of prohibited professions and the Almagul's case. CEDAW-Com recommended that Kazakhstan repeal the list in its concluding observation (Committee on the Elimination of Discrimination against Women, 2019, 38 (d)), leading to the formal abolishment of the list in 2021. CEDAW-Com, in its follow-up assessment letter, supported the change, but noted lack of concrete steps to empower women in these occupations (Chill, 2022). The formal abolition of the list was a positive step towards seeing women as independent agents rather than focusing on protectionist government policies and reproductive functions.

The disregard and lack of state response for the above cases, yet again calls for the relentless work and efforts of civil society including but not limited to submission of alternative reports to various UN committees. The CEDAW-Com is an active facilitator and the force behind the political will of our country, which was demonstrated in the case of abolishment of the list of prohibited occupations for women. The violations of international commitments on the side of Kazakhstan include but are not limited to the principle of non-discrimination on any basis, including intersecting forms of discrimination based on sex and nationality, gender equality or equality of women and men. Kazakhstan still has to fulfill its obligations under CEDAW (1979, article 2), such as a clear prohibition of discrimination, the adoption of sanctions and laws, and better legal protection of women and institutions. The abolition of the list of prohibited occupations for women and recent cases of deliberate dismissal of seventeen women by an entrepreneur (the Village Казахстан, 2022), discriminatory attitudes towards sportswomen of the national boxing team (the Village Казахстан, 2023) reflect the current state of gender equality, highlighting challenges, such as selective interference and a reluctance to properly address gender issues in legislation.

Conclusion and recommendations

Promoting gender equality and the empowerment of women are priorities for Kazakhstan's elections to the UN Human Rights Council (hereinafter referred to as the "UNHRC") for the period

2022-2024 (Ministry of Foreign Affairs of the Republic of Kazakhstan, 2021), and much remains to be done to achieve de facto gender equality. Kazakhstan has yet to bring its definition of discrimination into line with international standards. More emphasis is placed on public policy objectives than on the actual prohibition of discrimination. Kazakhstan has yet to adapt a definition of discrimination and its forms that is consistent with CEDAW-Com recommendations (2019). The Gender equality law contains only fifteen articles, which do not specify which government bodies are responsible for monitoring, supervising and implementing the provisions. It is also unclear what type of legal proceedings a victim of discrimination may resort to in order to benefit from these guarantees.

The abolition of the list of prohibited occupations for women and recent cases of deliberate dismissal of seventeen women by an entrepreneur (the Village Қазақстан, 2022), discriminatory attitudes towards sportswomen of the national boxing team (the Village Қазақстан, 2023) reflect the current state of gender equality, highlighting challenges, such as selective interference and a reluctance to properly address gender issues in legislation. Gender discrimination and the gender pay gap remain common forms of gender inequality in Kazakhstan. The declaration of “equal rights and equal opportunities” for women and men does not provide an effective legal basis, but rather is a slogan of public policy.

The continuum of gender integration policies and laws ranges from gender negative, gender neutral, gender sensitive, gender positive to gender transformative (UN Women Training Centre, 2021). Given the degree of integration of gender perspective into the domestic legal framework, Kazakhstan would fall into the gender neutral category. It is important to note that gender neutrality assumes that existing gender inequalities are neither worsened nor improved. This current stage of Kazakhstan could be described as “stagnation”. However, there is a potential for positive and “gender sensitive” changes with Kazakhstan’s elections to the UNHRC. Along with the UNHRC agenda focused to promote gender equality and women empowerment, Kazakhstan still has international commitments such as the fifth SDG and the implementation of CEDAW-Com recommendations. Thus, approaches developed within the framework of the Concept of family and gender policy until 2030, such as gender-sensitive budgeting, have the potential to be “gender-aware and sensitive”.

Recommendations include adopting a comprehensive definition of discrimination and its forms in line with UN recommendations and amendments to the Gender Equality Act to provide greater legal certainty regarding the competent authorities to monitor and enforce requirements, the type of proceedings brought by complainants, and the imposition of sanctions. Include a mandatory requirement for all government officials, especially the police, prosecutors and judiciary in Kazakhstan, to undergo training on gender equality and gender sensitivity in accordance with international standards. Regarding the gender pay gap, the state must create conditions for women to return to work, greater availability, affordability and good quality of services such as kindergartens. Family policies should promote the sharing of parenting and housework responsibilities to reduce the time women spend on unpaid work. The National Commission should focus primarily on family issues. And the new Institute for Equality between Women and Men will focus on gender equality policy and issues of gender discrimination and training on gender equality and sensitivity.

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“Improving personal data protection legislation in Kazakhstan by comparative analysis with EU and US laws”

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Abstract

This academic article explores the evolution of personal data protection legislation in Kazakhstan and proposes enhancements based on a comparative analysis with the European Union (EU) and United States (US) legal frameworks. The study evaluates the strengths and weaknesses of the current Kazakhstani legal landscape, focusing on the "Law on personal data and its protection" enacted in 2013. Drawing insights from the EU's General Data Protection Regulation (GDPR) and the US sectoral based approach, the article provides recommendations for refining Kazakhstan's legislation to better align with international best practices.

The research adopts a multi-disciplinary approach, integrating legal analysis with insights from information technology, ethics, legal systems' comparison, to provide a holistic understanding of personal data protection. The comparative analysis reveals variances in the strength and comprehensiveness of protections, enforcement mechanisms, and the balance struck between data protection and other societal values, such as national security and freedom of expression.

The EU's GDPR stands out for its comprehensive nature, stringent requirements, and robust enforcement mechanisms, serving as a global benchmark. The US, with its sectoral approach, is critiqued for its fragmented and inconsistent protections, although its agility in responding to technological innovations is acknowledged. Kazakhstan's PDP legislation currently lacks severe penalties for the violation of PDP and shows rather a generalized approach. That is, Kazakhstan's PDP laws are identified as an emerging entity, showing promise in its efforts to align with global standards, yet grappling with challenges related to implementation and enforcement.

The article also explores the implications of these variances for individuals, businesses, and policymakers, highlighting areas of convergence and divergence. It underscores the need for a harmonized approach to data protection, advocating for the adoption of best practices and international cooperation to enhance global data protection standards. Furthermore, the study contemplates future perspectives and potential evolutions in the realm of personal data protection, considering technological advancements, changing societal norms, and the evolving geopolitical landscape.

Introduction

The digital age has ushered in unprecedented challenges regarding the protection of personal data, demanding robust legislative frameworks. Kazakhstan, in its pursuit of aligning with global standards, enacted the "Law on personal data and its protection" No. 94-V in 2013. This article, grounded in legal scholarship, critically evaluates this legislation in comparison with the GDPR of the EU and the US legal landscape. The analysis aims to identify areas of improvement in Kazakhstan's data protection laws and suggests amendments that balance the rights of individuals with the imperatives of technological progress.

Overview of personal data protection regulations in Kazakhstan

The foundation of data protection in Kazakhstan, as mentioned, lies in the "Law on personal data and its protection" enacted in 2013. This law outlines principles for processing personal data, delineates the rights of data subjects, and establishes the supervisory role of regulatory authorities. It aligns with international standards while considering the unique social and cultural context of Kazakhstan.

The Law "On personal data and its protection" emphasizes obtaining explicit and informed consent for processing personal data, with specific requirements outlined. Cross-border data transfers are addressed, allowing transfers only with adequate data protection measures or explicit consent.

The cornerstone of this law is the principle of *consent*. Data processing in Kazakhstan is contingent upon the informed and explicit consent of the data subject (Article 7 (1) of Kazakhstan Law "On personal data and its protection," 2013). This places a strong emphasis on ensuring individuals are aware of how their data will be used and explicitly agree to such processing. The explicit consent requirement aims to empower individuals and grant them a measure of control over the handling of their personal information.

Kazakhstan's legal framework acknowledges and respects the rights of data subjects. Individuals have the right to access their personal data held by controllers, rectify inaccuracies, and receive information about the purposes of data processing. This aligns with global trends emphasizing transparency and user rights in the digital era. A distinctive feature of Kazakhstan's data protection law is the requirement for localization. The law mandates that operators processing personal data, both foreign and domestic, must ensure the storage of this data within the territory of Kazakhstan. This localization requirement reflects a policy choice to enhance data security and maintain greater control over personal information within the national borders.

The supervisory functions and enforcement of the data protection law fall under the purview of the Ministry of Digital Development, Innovation and Aerospace Industry. This governmental body oversees compliance, handles complaints, and plays a crucial role in raising awareness about data protection matters in the country.

Penalties for non-compliance with the data protection law in Kazakhstan can be administrative and, in severe cases, criminal. This dual approach, combining administrative fines with criminal sanctions, underscores the seriousness with which the Kazakh government views the protection of personal data.

Kazakhstan's data protection framework reflects a balancing act between fostering technological innovation and safeguarding individual privacy. By emphasizing explicit consent, individual rights, and data localization, the law seeks to create a regulatory environment that encourages responsible data practices while aligning with the unique socio-cultural context of Kazakhstan.

As the digital landscape continues to evolve, Kazakhstan's data protection legislation may undergo further developments to address emerging challenges and align with international standards. The current legal framework of Kazakhstan, as we can see, acknowledges or at least tries to balance technological innovation with privacy protection. Kazakhstan seeks to harness the benefits of the digital era while ensuring responsible data practices. It encourages educational initiatives and awareness campaigns to inform individuals about their data rights. Adaptability is crucial to effectively address emerging challenges, such as cyber threats and changes in data processing practices.

EU data protection regulations: overview and analysis of GDPR

The origins of the General Data Protection Regulation (GDPR) can be traced back to the increasing concerns regarding data privacy, technological advancements, and the need for harmonized data protection regulations within the European Union (EU) (Hiel, 2020). The EU recognized the necessity to update its data protection framework, which was established under the Data Protection Directive of 1995. This directive provided a basic framework for data protection standards but lacked consistency in interpretation and enforcement (European Union, 1995). Rapid technological advancements, the growth of the internet, and the proliferation of digital services led to a surge in data processing activities. This raised significant concerns about the security and privacy of personal information, driving the need for comprehensive and modernized data protection regulations (van Alsenoy et al., 2017).

In light of these developments, discussions, negotiations, and collaboration took place between EU institutions, member states, industry stakeholders, and privacy advocates. After several years of deliberation and revisions, the GDPR was adopted by the European Parliament and the Council of the

European Union on April 14, 2016 (Tene & Polonetsky, 2017). It was then published in the Official Journal of the European Union on May 4, 2016.

The GDPR is built on principles of lawfulness, fairness, and transparency, ensuring ethical data processing. Purpose limitation and data minimization highlight the importance of collecting only relevant data for explicit purposes. The GDPR promotes harmonization by directly applying across all EU member states, eliminating the need for national transposition. A single supervisory agency oversees data protection matters.

The GDPR introduces a range of rights for data subjects, ensuring they have control over their personal data. These rights include the right to access, allowing individuals to obtain confirmation of whether their data is being processed and access to that data. The right to rectification empowers individuals to correct inaccurate or incomplete data, while the right to erasure (commonly known as the "right to be forgotten") enables them to request the deletion of their data under specific circumstances. Data portability, another crucial right, allows individuals to receive and transfer their personal data between service providers.

In the context of data processing, the GDPR mandates the implementation of robust mechanisms for ensuring the security and confidentiality of personal data. Organizations handling personal data must conduct Data Protection Impact Assessments (DPIAs) for high-risk processing activities, and they are obligated to appoint Data Protection Officers (DPOs) to oversee compliance.

The regulation introduces the concept of the Data Protection Officer (DPO), whose role is to ensure internal compliance, provide advice on data protection, and act as a point of contact for data subjects and supervisory authorities.

Additionally, the GDPR imposes stringent requirements on organizations engaged in cross-border data transfers. Data transfers to countries outside the EU are permissible only if the recipient country ensures an adequate level of data protection. In the absence of adequacy, organizations must implement appropriate safeguards, such as standard contractual clauses or binding corporate rules.

In essence, the GDPR represents a transformative legal framework that redefines the landscape of data protection. Its emphasis on individual rights, accountability, and strong enforcement mechanisms positions the EU at the forefront of global data protection standards, influencing legislative discussions and inspiring similar initiatives worldwide.

US data protection regulations: overview and analysis

Unlike the EU, the US lacks general federal legislation on personal data. Privacy laws are sectoral, and constitutional considerations play a role in shaping the legal landscape. The US employs an umbrella approach, using industry regulations and recommendations for data protection in specific areas.

That is, the United States lacks a comprehensive federal data protection law, resulting in a complex and sectoral regulatory landscape. Unlike the European Union's General Data Protection Regulation (GDPR), which provides a unified framework, the U.S. approach to data protection is characterized by a combination of federal and state-level laws that govern specific industries and types of data.

One of the foundational pieces of legislation is the Privacy Act of 1974, which regulates the federal government's handling of personal information. This law ensures transparency in government data practices and provides individuals with certain rights regarding the collection and use of their personal data.

In the realm of healthcare, the Health Insurance Portability and Accountability Act (HIPAA) is a critical piece of legislation. HIPAA safeguards the privacy and security of individuals' health information and imposes obligations on healthcare providers, insurers, and other entities handling this sensitive data.

For the financial sector, the Gramm-Leach-Bliley Act (GLBA) establishes privacy protections for consumers' non-public personal information held by financial institutions. It requires financial institutions to implement measures to safeguard the confidentiality and security of customer information.

A noteworthy development in U.S. data protection is the California Consumer Privacy Act (CCPA), which came into effect in 2020. The CCPA grants California residents specific rights over their personal information held by businesses, including the right to know what information is collected, the right to delete their data, and the right to opt-out of the sale of their information.

While these laws address specific aspects of data protection, the absence of a comprehensive federal law has led to calls for national legislation to harmonize standards and provide individuals with consistent rights across all states. The evolving nature of technology and data usage continues to prompt discussions at both the federal and state levels about the need for a more unified and robust approach to data protection in the United States, lately.

Comparative analysis: similarities and differences found between Kazakhstani law and EU (GDPR), US laws

In order to access the most key features of each legal system and approach, it is essential to go through the following categories of personal data protection: a) grounds for collection and processing of personal data; b) data subjects' rights; c) data transfer (including cross-border transfer); d) data localization (storing locally) requirement; e) supervisory functions (authorities); and f) penalties for violations.

Table 1: Comparative assessment

	Kazakhstan	EU (GDPR)	US (several acts, mostly CCPA)
<i>Collection and processing grounds</i>	Consent (informed and explicit)	Consent, contractual necessity, legitimate interests, legal obligations, vital interests, public task	Consent, contractual necessity, legitimate interests, legal obligations, vital interests, public task
<i>Data subjects' rights</i>	Right to access, rectification, correction of	Access, rectification, erasure (to be forgotten), restriction	Request to disclose details, delete, opt-out

	inaccuracies, receive information on purposes	of processing, data portability	of sale of their data, request specific info.
<i>Data transfer (including abroad)</i>	Adequate protection countries, otherwise explicit consent	Yes, conditions and safeguards (adequacy)	Yes, with restrictions (notice, opt-out, point in SPAs)
<i>Localization requirement</i>	Yes	No such explicit	No such explicit
<i>Supervisory functions</i>	Ministry of Digital Development...	DPAs of each EU state and EDPB	State attorney generals, FTC, FCC, sectoral regulations
<i>Penalties</i>	Administrative and criminal (general)	Fines based on gravity, context – flexible, states – may have criminal	Fines and injunctive relief, criminal responsibility

As it can be observed from the Table 1 above, in terms of collection and processing grounds, Kazakhstan emphasizes informed and explicit consent as the primary basis for data collection and processing, while the EU (GDPR) provides a comprehensive set of legal bases, including consent, contractual necessity, legitimate interests, legal obligations, vital interests, and public tasks. US (example: CCPA), similar to the GDPR, recognizes various legal grounds such as consent, contractual necessity, legitimate interests, legal obligations, vital interests, and public tasks.

Considering the data subjects' rights, Kazakhstan affords data subjects the right to access, rectification, correction of inaccuracies, and the right to receive information on the purposes of data processing, when the EU (GDPR) grants data subjects extensive rights, including access, rectification, erasure (right to be forgotten), restriction of processing, and data portability and the US provides data subjects with almost the same pack of rights to request disclosure of details, deletion of their data, the right to opt-out of the sale of their data, and the right to request specific information. Hereby, no major differences are observed in between the three systems.

A key similarity lies in the regulations pertaining to cross-border data transfers. Both the Kazakhstan's law and the GDPR, as well as the US regulations, stipulate that personal data can only be transferred to foreign countries under specific conditions. In each of the contexts, these conditions include ensuring an adequate level of data protection in the recipient country or obtaining explicit consent from the data subject. This similarity reflects the shared concern for safeguarding data privacy in the context of global data flows (Kazakhstan Law "On personal data and its protection," 2013).

One of the main differences is seen from the regulations' attitude towards the requirement to store the personal data locally, that is, so the physical storages or servers hosting the virtual (cloud) storages containing personal data of Kazakhstan's citizens collected must be placed on the territory of Kazakhstan, while the EU and US do not provide for such an explicit requirement.

Concerning the supervisory functions, Kazakhstan and EU have something in common: establishing a supra-authority that oversees the personal data protection matters, i.e. the Kazakhstan's Ministry of Digital Development and the EDPB (EDPC) while the US shows an example of a very diversified set of authorities, each responsible for their sector: state attorney generals, Federal Trade Commission (FTC), Federal Communications Commission (FCC), and various sectoral regulations.

The last to analyze and to stop in details, are the penalties and sanctions, where EU shows, possibly, the best example where the GDPR introduces a tiered approach to administrative fines for non-compliance. The fines are categorized into two levels:

Lower level fines: Violations of certain provisions, such as record-keeping obligations, transparency requirements, and data protection impact assessment (DPIA) obligations, can result in fines of up to 2% of the annual global turnover or €10 million, whichever is higher.

Higher level fines: More severe violations, including breaches of data subjects' rights, consent requirements, and fundamental principles of data processing, can lead to fines of up to 4% of the annual global turnover or €20 million, whichever is higher (Article 83 GDPR; Cavoukian & Jonas, 2017).

In Kazakhstan's data protection framework, the authorized body responsible for data protection can impose administrative sanctions on organizations that violate data protection regulations. These sanctions include warnings, fines, and suspension of data processing activities (Article 17 Law "On Personal Data and Its Protection").

When comparing penalties and sanctions, the GDPR's tiered approach stands out, reflecting a nuanced assessment of violations based on their severity. The categorization of 74 violations enables proportionate penalties, ensuring that penalties match the gravity of the violation. On the other hand, Kazakhstan's approach, while also imposing fines and sanctions, appears to be less detailed in terms of differentiating penalties based on the nature of violations.

Recommendations for amending the Kazakhstan's personal data protection regulations

To enhance personal data protection legislation in Kazakhstan, several recommendations are proposed based on a comparative analysis with the EU and the US:

1. Adoption of field-specific regulations:
Kazakhstan could consider adopting regulations specific to certain sectors, similar to the sectoral laws in the US. This approach ensures tailored protection where needed, accommodating diverse industries.
2. Specification of levels of violations and tiered penalties:
A tiered system of penalties, similar to the GDPR, could be introduced in Kazakhstan. This would differentiate penalties based on the severity of violations, providing a more nuanced and proportional enforcement mechanism.
3. Addition of legal bases for data processing:
Expanding the legal bases for data processing, such as contractual necessity, legal obligation, vital interests, and legitimate interests, would provide flexibility in justifying data processing activities, aligning with practices in the EU.

Conclusion

The implementation of robust data protection regulations is crucial in the digital age, where personal data is considered almost as an asset and privacy concerns are paramount.

Improving personal data protection legislation in Kazakhstan is crucial for aligning with global standards, fostering trust, and promoting responsible data practices. By drawing lessons from the EU's GDPR and the US approach, Kazakhstan can enhance its legal framework, ensuring the effective protection of individuals' privacy rights. A balanced approach that considers the rights of data subjects, encourages innovation, and aligns with international best practices will position Kazakhstan as a leader in data protection and privacy in the digital era.

In summary, this article provides a critical, comparative examination of personal data protection regulations in the US, EU and Kazakhstan, offering valuable insights into the best practices of EU and US regulations, stopping on current challenges and future trajectories in the field of personal data protection regulation of Kazakhstan that would foster trust and ethical data practices, balancing between processors and data subjects.

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“Analysis of criminal law aspects and the complexity of the application of laws governing criminal liability for crimes in the field of personal data”

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Abstract

With the development of modern information and communication technologies, which is taking place at a fast pace, the processing and storage of personal data are becoming increasingly important in the field of social and economic relations. In the context of the digital transformation of modern society, where almost every aspect of life is covered by a network of electronic communications, the issues of protecting personal information are becoming increasingly relevant.

Due to the growth of digital technologies, there are new opportunities for innovation, business development, and information sharing, but this progress also brings with it several challenges and threats. The protection of personal data, therefore, becomes an integral part of ensuring information security, both at the individual and at the collective level.

In this context, the problem of criminal encroachments on personal data becomes especially relevant. Every year, the number of cases of unauthorized access, leaks and illegal use of personal information is increasing, which has a negative impact on society, the economy and the rule of law. Such crimes can lead to serious consequences, including financial loss, loss of trust in digital services, and even a threat to national security.

Based on the foregoing, the relevance of this study lies in the need for a deeper understanding of modern challenges and trends in the field of personal data protection, as well as the development of effective measures to combat crimes in this area at the legislative level. Such a study can make an important contribution to improving information security, protecting the rights of citizens, and developing the digital economy in the region.

The issues of the legal security of personal data have recently become the object of close attention from many states, including Kazakhstan. This is evidenced by the variety of adopted normative legal acts on this issue.

The Security Council of the Russian Federation in 2016 stated that the information security of the state is exposed to many threats. In particular, the number of crimes related to the violation of the constitutional rights and freedoms of a person and a citizen is increasing, including, in part,

affecting privacy, personal and family secrets, when processing personal data using information technology.

Statistics also testify to the steady growth of various kinds of leaks of personal information, including those associated with criminal encroachments. The primary authorized organization responsible for safeguarding the rights of individuals regarding their personal data is the Federal Service for Supervision of Communications, Information Technologies, and Mass Media, commonly referred to as "Roskomnadzor" in Russian. Roskomnadzor operates under the oversight of the Ministry of Telecom and Mass Communications of the Russian Federation, known as "Minkomsvyazy" in Russian. So, in 2015, Roskomnadzor during inspections had 1397 violations, which is 37% more than in 2014. The number of registered criminal encroachments on personal information, as well as its illegal use in the commission of various fraudulent and other actions, is growing.

Meanwhile, it should be noted that criminal encroachments in relation to personal information cannot always be correctly qualified by law enforcement authorities from the standpoint of criminal law due to an incorrect assessment of the circumstances, a misunderstanding of the essence of the elements of the relevant crimes, and in many cases the unwillingness of the affected subjects of personal data to declare these facts. This leads to a distortion of official statistical data and creates difficulties in the implementation of activities to prevent the relevant offenses.

As it was mentioned before, this thesis delves into the critical realm of personal data protection in the Republic of Kazakhstan and the Russian Federation. It explores the legal frameworks and characteristics of criminal acts associated with the breaches of confidentiality and security surrounding personal information.

Comparing personal data laws in the Republic of Kazakhstan and the Russian Federation is an important task from the point of view of research and understanding of the regulatory environment in the field of personal data processing. The data law of the two countries shares a common historical context derived from the Soviet legal system and tradition. Historical aspects of the legacy of the former Soviet Union form some basic principles, such as compulsory registration and control of the processing of information about citizens. However, modern legislation on personal data in the RoK and RF is based on current technological changes and international standards in the field of data protection. Comparative analysis of legislative provisions identifies similarities and differences between them. These include the definition of categories of personal data, the requirement for consent by data subjects, the rules for notified data security incidents and the role of supervisors and regulatory bodies. The discussion of these aspects improves the general understanding of the domain of personal data in the context of the RoK and the RF, which is important for the analysis and development of academic data management strategies in both jurisdictions.

Examining the multifaceted concepts of personal and family secrecy, the thesis analyzes the elements and objectives of relevant criminal legislation, including Articles 137 of the Criminal Code of the Russian Federation and Article 147 of the Criminal Code of the Republic of Kazakhstan. These articles serve as crucial legal instruments to safeguard individuals' privacy and data.

The study assesses the objective and subjective elements of these crimes, evaluates the legal and social consequences, and addresses the involvement of special subjects, particularly those exploiting their official positions. It also contemplates the need for potential legislative enhancements to adapt to evolving technological landscapes.

Article

Information that allows the identification of an individual often attracts the attention of many, and this is understandable since, in social interactions, a person expresses himself through information exchange. Such data distinguishes a person, develops his individual traits, and can even create certain legal relationships.

However, it is impossible to assert that such information can be disclosed indefinitely everywhere — not only by the subject himself, the data source, but also by others. The consequences of disclosure can significantly harm not only in material and social aspects but also in moral and ethical terms. As argued in the previous chapter, the confidentiality of personal data contributes to limiting the free movement of such information in the interests of security.

Nevertheless, the grounds for introducing such restrictions should be understood clearly; their absence is unacceptable; otherwise, the meaning of the criminal law is lost, aimed at establishing criminal acts and measures of responsibility for their commission.

To understand the grounds for this legal protection, it is worth analyzing the existing legal positions regarding personal data, both in the legislation and in the scientific literature.

It is important to note that such objects as life, health, honor, dignity, sexual inviolability, property, and other constitutional rights and freedoms of a person and citizen are recognized as objects of increased protection. Therefore, privacy-enforcing personal data can be considered an important area supporting the security of another high-security object, the right to privacy.

Any organized, socially meaningful information might be beneficial or harmful to an individual. Understanding the social justifications for improved privacy protection is crucial. Citizens' personal data includes elements of personal information that can be used to distinguish one individual from many others. Personal information includes things like a citizen's marital status or place of employment. First and foremost, these statistics are crucial for the citizens themselves since they enable them to participate fully in contemporary society. A citizen's right to control what information about him may be known to an infinite circle of people is emphasized by certain researchers. The universal right to privacy is the source of this right. The right to privacy is protected by the law. Any violation of this right is liable under the law. Therefore, if the right to privacy is recognized as an object of protection, then the right of citizens to determine which personal data cannot be disclosed should be included in the content of this right.

Personal data in the aggregate can be used to identify a person who, during his life, occupies a certain position in society, enters social and business relations, and forms his status. Each subject of personal data has the right to determine what information he needs for effective activities in the process of his development. However, this does not mean that all data about the subject should become public.

In scientific papers, it is noted that personal data is only information that allows you to identify an individual. The dissemination of such data creates the possibility of causing harm, which can harm the individual. This statement is true, but it does not take into account the full harm that can be caused by disclosure of information. As such, disclosure of personal data may violate privacy and even facilitate other illegal activities.

Therefore, it is necessary to be aware that the legal protection of a certain object is due to the destructive consequences that may occur because of harm to this object. This is the essence of the object of increased protection: "a system that has properties, the loss of which can cause significant and irreversible damage: the destruction of the system itself or the loss of its functional characteristics for which it was created and intended." Consequently, the right to privacy can take on a meaning of its own within the framework of enhanced protection and not just in the context of the right to privacy in general. For example, such protection may be relevant for the personal data of a witness in a

criminal case, which obliges the state to ensure his safety through appropriate measures provided for by law. Maintaining the confidentiality of a witness's data (for example, last name, first name, place of residence, and place of work) not only ensures his personal protection but also preserves an important source of information for effective justice. The danger of violations of personal data lies in the fact that it can violate the integrity of the complex of legal relations where a person can identify himself on the basis of his personal data. Thus, the violation of one right may lead to the violation of others, such as the right to life.

Thus, in the United States of America, there was a case illustrating the violation of other rights through the violation of the right to inviolability of personal data. A citizen was seriously wounded in a shootout. Subsequently, he came under the witness protection program and was placed in a secure room by the police. But the criminals, via the Internet, entered the computer network of the clinic where he was lying, and, having changed the heart stimulation program, killed him. An example from the United States shows how a violation of the right to privacy can lead to the violation of other rights. A citizen wounded in a shootout became a witness in a criminal case and was placed under witness protection. However, the perpetrators, using personal data obtained from various sources, hacked into the clinic's computer system, and altered the program of his pacemaker, eventually leading to his death. This was due to the availability of personal data in various systems, including social networks, and due to insufficient protection of the clinic's computer network.

Another case in Russia demonstrates how a breach of personal data can also violate the right to privacy in correspondence. The criminal obtained illegal access to computer information of users of the social network "Vkontakte", including personal data. She then registered a page on behalf of one of the users and simulated correspondence, violating her privacy. As a result, she was given a suspended sentence.

These cases show that violations of the right to privacy can lead to violations of other rights and create vulnerabilities that can be abused.

The danger of illegal actions aimed at violating personal data is also present since the global computer network "Internet" provides not only ample opportunities for searching, receiving, and disseminating information but also for various types of abuse. As rightly noted by several professors, "the nature of the Internet itself often provides a favorable environment for the commission of crimes, since its features, including global coverage, cross-border anonymity, a wide audience, geographical diversity of nodes, and their substitutability, provide criminals using the Internet with significant advantages at all stages of the commission of the offense and effective evasion of prosecution by law enforcement agencies.

I think it's possible for other rights, which are thought to be the targets of expanded legal protection, to be threatened by the breach of the right to the inviolability of personal data. It becomes clear in this situation that the right to the privacy of personal information deserves to be given further legal protection.

From this vantage point, the primary goal of the legal frameworks governing the handling of personal data is to offer practical means of protecting that data. Since improper treatment of personal data might cause the functioning of the entire public relations system to be disrupted, the law should include the necessary restrictive procedures to safeguard the security of personal data.

It is believed that the status of an object of increased protection is also confirmed by the fact that for various violations of this object, various measures of legal liability are applied, including criminal liability, which is considered the most severe form of liability due to its strong punitive nature.

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COLLEGE OF SOCIAL SCIENCE

“Boomerang Effect of anti-Russian Sanctions during a Period of the Russian-Ukrainian Conflict”

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Abstract

The following paper aims to investigate the impact of the boomerang effect of anti-Russian sanctions during a period of the Russian-Ukrainian conflict on the economies of both European and the United Kingdom states. The importance of the study is that it emphasized the unexpected effects of the European sanctions against Russia. It clearly explains why these sanctions do not lead to the destruction of the Russian economy as it was forecasted by European economists. The research makes a comparative analysis of the practices of applying sanctions in other countries, such as Iran and North Korea to specify unique features of the Russian political and economic conditions. The major research objective of the study is to evaluate the causes and consequences of the boomerang effect of anti-Russian sanctions during a period of the Russian-Ukrainian conflict. It was decided to use a systematic literature review to analyze 30 articles of Russian, Kazakhstan, European, UK, and Ukrainian authors for three different periods of the sanctions history of Russia, including 1) 2014-2015 (sanctions, committed to the Crimean crisis), 2) 2022 (sanctions after the Russian invasion to Ukraine), and 3) 2023 (additional sanctions, related to the military conflict between Russia and Ukraine). The major findings relate to decreasing economic conditions around the globe as all countries interconnect with each other, depend on each other. Therefore, the study demonstrates the major challenges and mistakes, made by the European authorities in launching sanctions towards Russia.

I . Introduction

In February 2022, Russia decided an intervene militarily in Donetsk and Lugansk to safeguard a local population (Mariotti, 2022). Within the following week, over 30 countries imposed economic sanctions on Russia, branding it as an international aggressor (Mbah, Wasum, 2022). These sanctions have encompassed Russia's exclusion from the SWIFT system, withdrawal from international

payment systems like VISA, MasterCard, and American Express, and a refusal to use Russian energy resources, among other measures. Within a month of Russia's military intervention in Ukraine, approximately 70% of global brands had withdrawn from the Russian market (Mbah, Wasum, 2022). The primary objective of these sanctions was to cripple the country's economy, potentially inciting widespread public protests that could bring an end to the military intervention (Khudaykulov et al., 2022). Despite the initially anticipated negative impact of the sanctions, by early March, it became evident that anti-Russian measures had a boomerang effect, which has resulted in a heightened inflation, financial crises, and global protests, surprisingly without causing severe harm to Russia (Khudaykulov et al., 2022). In this regard, the current article is going to focus on the analysis of the boomerang effect of anti-Russian sanctions during a period of the Russian-Ukrainian conflict on the economies of Europe and the United Kingdom, evaluating its causes and consequences.

Research Importance

Since 2014, the conflict between the Russian Federation and Ukraine has developed intensively. It originated when representatives of various separatist groups, including neo-nationalists and religious activists, have started changes in the Ukrainian political order through acts of cruelty and violence (Bebler, 2015). In a short period, separatists took control of the government in almost all regions, sparking the largest protests in the Ukraine's history (Bebler, 2015). The primary catalyst for these protests was the Ukrainian authorities' decision not to sign an agreement with the European Union, opting instead for a close partnership with Russia. Joining the EU was deemed potentially detrimental to economic ties with Russia, which was disadvantageous for both Ukraine and Russia due to existing oil and gas agreements (Kuzio, 2015). Over the following months, Ukrainian regions became divided between those, who supported the neo-nationalistic movement against Russian presence and those, who opposed the changes, such as Lugansk, Donetsk, Crimea, and neighboring areas where a significant portion of the population was Russian (Kuzio, 2015). Therefore, it is interesting to reveal the major causes of the conflict and the current outcomes of the conflict, which will be continued for 2 years in the next February.

Rationale

The research makes a comparative analysis of the practices of applying sanctions in other countries, such as Iran and North Korea to specify unique features of the Russian political and economic conditions.

The major research question for the study is how anti-Russian sanctions have influenced on the economy of the European and the United Kingdom countries.

II. Literature Review

A negative impact of the 2022 anti-Russian sanctions has resulted in a global economic downturn, affecting not only specific European countries and the United Kingdom but also Central Asia, the United States, Australia, New Zealand, and others (Hrabina, 2022). The primary oversight leading to this consequence was the failure of the Western countries to consider the advanced level of globalization that binds nations worldwide (Hrabina, 2022). The assumption that Russian economics would be too weak to withstand these sanctions proved to be a miscalculation by Western governments (Kirkham, Toplisek, 2022). Surprisingly, the repercussions were felt more significantly in the economies of European, American, and British states.

Several factors contributed to this unexpected outcome (Kirkham, Toplisek, 2022). Firstly, European countries heavily rely on affordable Russian energy resources, enabling them to allocate more budget towards internal development and strengthen external partnerships with global leaders (Novianto, 2022). The imposition of sanctions has caused a surge in the cost of oil per barrel. In March 2022, the price for Brent crude oil was approximately \$46-\$48 per barrel, but by November 2022, it

had doubled, reaching \$101 per barrel (Statista, 2022). These fluctuations have triggered significant challenges in Europe, including intense inflation, widespread bankruptcies, the abandonment of green strategies reliant on traditional energy sources, such as oil and gas, mass public protests against rising prices, a declining quality of life, numerous restrictions, and more (Novianto, 2022).

Another issue arose when Europe and the United Kingdom have imposed sanctions, closing their airspace to Russian planes. In response, Russia mirrored these actions by closing its airspace as well (Novianto, 2022). The difference lies in Russia's status as the largest country globally, rendering the closure of European airspace less impactful, as local airlines could propose new routes. Conversely, it became more challenging and expensive for Europe to traverse the vast Russian territory, especially to reach Asian countries, resulting in doubled or even tripled prices for airplane tickets due to limitations on Russian oil for fuel and the reciprocal ban on crossing Russian airspace for unfriendly countries (Dobrev, 2022).

In essence, European authorities have assumed that emerging superpowers like India, China, Central Asia, and certain Arab states would support the sanctions. However, this aspect did not materialize, as these countries made rational economic decisions compared to Europe, which remains highly dependent on U.S. decisions (Dobrev, 2022).

III. Research Methodology

The focus of the forthcoming study is on a reciprocal impact of anti-Russian sanctions amid the Russian-Ukrainian conflict. Both statistical and historical comparative analysis methods are deemed appropriate for this investigation. Given the topicality of the subject, employing a descriptive statistical analysis followed by a historical comparative analysis would be insightful to present findings in both numerical and informational forms. To facilitate the research, the study can be delineated into two primary segments for data collection.

Initially, the emphasis lies on gathering reliable statistical data from late 2021 to the conclusion of 2022 to discern variations in economic indicators. It aims to illustrate the influence of the boomerang effect of anti-Russian sanctions during the Russian-Ukrainian conflict on the economies of European and UK states. The data would encompass Russia, key European nations (such as France, Germany, Spain, Switzerland, Italy), and the United Kingdom (England). Comparisons can then be made regarding the alterations in various indicators within a single consecutive year. Notably, Russia's invasion of Ukraine occurred on February 24, 2022, and the early part of 2022 witnessed relative stability as global economies were in the process of recovery post-pandemic and international lockdowns. The selected indicators may include overall GDP, average monthly citizen income, inflation fluctuations, inflation expectations, average costs of a grocery basket, unemployment levels, average prices for gas and electricity, average industrial gas prices, the number of companies closed during the specified period, and others. Since late February 2022, inflation has surged in all countries due to shifts in the oil and gas transportation system, global political instability, presidential elections prompting protests and street demonstrations, and the escalating Russia-Ukraine conflict, anticipated to persist until the conclusion of 2022 (Uwakonye et al., 2022). Analyzing these economic indicators can provide insights into the changes in the economic landscape and the primary drivers of these changes.

Secondly, a systematic literature review can be employed as a tool for historical comparative analysis. Throughout the year, numerous studies and inquiries have delved into the escalation of the Russia-Ukraine conflict and its repercussions on the economies of European and UK countries. These investigations encompass both positive and negative changes resulting from contemporary geopolitical challenges. Consequently, by utilizing these materials, a coherent chain of events can be constructed, accompanied by a cause-and-effect analysis delineating situations, decisions, and

expectations related to the implemented sanctions against Russia. This step-by-step approach aims to elucidate why sanctions proved ineffective and highlight distinctions in reactions to sanctions between Russia, Iran, North Korea, and the United States of America.

IV. Results

The Russian-Ukrainian conflict has emerged as the most widely discussed topic in the media during 2022 (Kirkham, Toplisek, 2022). This heightened attention is attributed to the impact of the conflict on numerous countries, particularly those that have imposed sanctions on Russia (Kirkham, Toplisek, 2022). The process of gathering information, including pertinent academic sources and the latest statistical data on economic indicators of the nations under scrutiny, is expected to yield significant findings. It is crucial to underscore that the primary objective of this investigation is to elucidate and reassess why sanctions have proven ineffective, resulting in a boomerang effect on the European and UK countries that instigated them. See Figure 1 below.

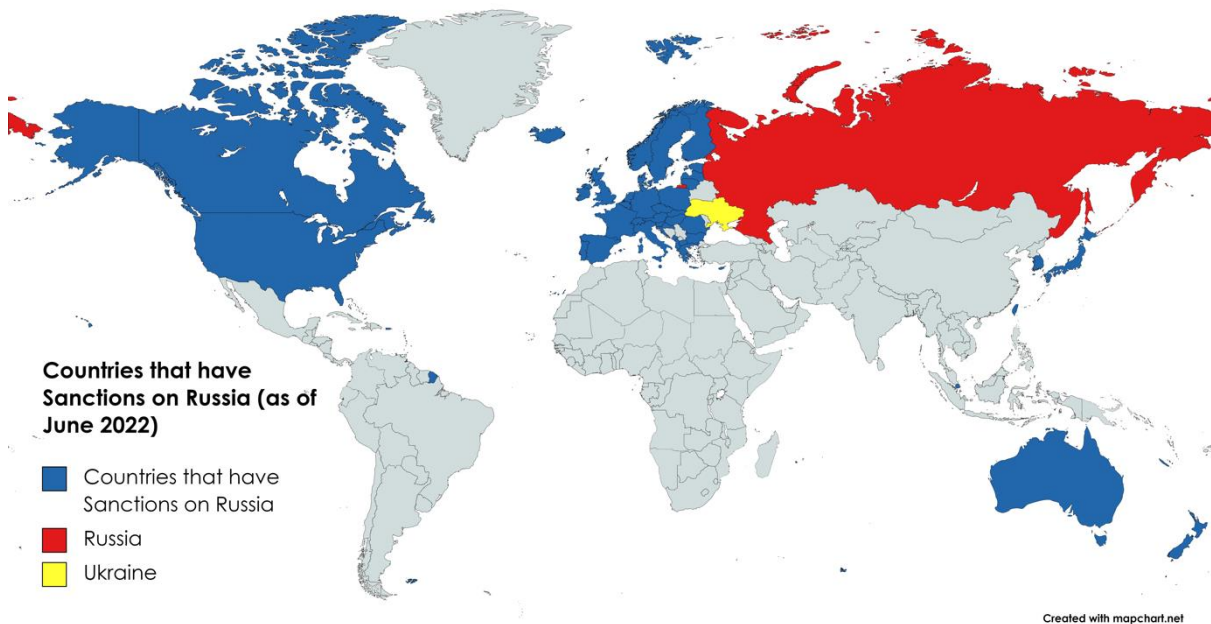


Figure 1. Countries, which have introduced sanctions against Russia (source: Reddit, 2022)

Three major causes of the sanctions have been identified during the information collection process.

Firstly, a prominent factor contributing to the negative impact of sanctions on the economies of Europe and the United Kingdom is the influence of the United States of America on these nations (Mariotti, 2022). Given that most European countries are members of NATO, there is an expectation of mutual support within the alliance irrespective of circumstances (Mariotti, 2022). However, the imposition of sanctions by Europe has strained diplomatic relations with Russia, an error particularly significant as several European countries, notably Germany, rely heavily on Russian energy resources (Hrabina, 2022). Consequently, Europe is now forgoing cost-effective oil and gas from Russia, turning to the United States, which, while ready to assist, provides the same resources at a tenfold higher cost than those from Russia (Hrabina, 2022). This dynamic results in the United States leveraging its influence over Europe, which is also tied to it through robust NATO agreements. This cause has also been linked to the rising inflation, leading to increased prices for groceries and utility bills (Mariotti, 2022).

Secondly, another factor is the recognition that Russia possesses substantial nuclear power capabilities (Mbah, Wasum, 2022). Despite the developments in the Russian-Ukrainian conflict, the

United States and Europe appear cautious about getting directly involved in military processes (Mbah, Wasum, 2022). The recent incident involving a missile in Poland exemplifies this approach. Although initially attributed to Russia, the United States called for further investigation after the missile hit Poland, claiming two civilian lives (Glantz, 2022). Russia maintained that the missile belonged to Ukraine, emphasizing that Russian military forces do not utilize such missiles. Despite later confirmation that the missile was indeed Ukrainian, Russia was still criticized, highlighting the delicate nature of geopolitical dynamics (Ott, 2022). See Table 1 below.

Change of quarterly real GDP, percentage change from previous quarter, selected EU member states

	2022/Q2	2022/Q3	2022/Q4	2023/Q1	2023/Q2	2023/Q3
Belgium	0.5	- 0.1	- 0.4	0.0	0.2	0.3
Germany	0.1	0.3	- 0.9	- 0.3	0.2	0.3
Estonia	- 1.3	- 1.4	- 0.5	0.8	1.0	1.0
France	0.5	0.2	- 0.2	- 0.1	0.1	0.3
Italy	1.1	0.5	- 0.3	- 0.3	0.1	0.2
Euro area	0.8	0.2	- 0.5	- 0.1	0.2	0.3
Hungary	1.1	0.2	- 1.1	0.0	0.2	0.5
Poland	- 2.1	1.2	0.3	- 0.1	0.4	0.5
Romania	1.8	- 1.1	- 2.0	0.8	2.0	2.0
EU	0.7	0.2	- 0.5	- 0.1	0.2	0.4

Source: European Commission, European Economic Forecast – Autumn 2022, Institutional Paper 187, November 2022, page 166.

Table 1: Decline of GDP in Europe (source: European Commission Economic Forecast (2022))

Thirdly, European and UK countries underestimated the strength of the Russian economy (Mbah, Wasum, 2022). The initial objective of the sanctions was to cripple the Russian economy, akin to what was achieved with Iran (Mbah, Wasum, 2022). There was an anticipation that as international brands exited the country, the population would grow discontent and initiate protests, prompting Russia to halt its invasion (Mariotti, 2022). However, the protests did not originate in Russia but in Europe, the United Kingdom, and the United States, advocating for the repeal of sanctions against Russia and an end to the financial and military support extended to Ukraine (Mariotti, 2022).

V. General Discussion

The primary case selected for analysis is the effect of anti-Russian sanctions on the economies of European and United Kingdom countries. Current news and market events indicate that these states currently grapple with unstable economic conditions stemming from the imposed sanctions against Russia. It is worth noting that there are other instances in global history where countries initiated sanctions, such as those against Iran and North Korea. Notably, the United States has consistently been the initiator of these sanctions, asserting its position as a leading superpower.

Firstly, sanctions against North Korea have been in existence for over 70 years, originating after the Korean War in 1948 when North Korea emerged as an independent state. Initially, centered around import and export restrictions, additional sanctions were imposed in 2017 due to North Korea's missile testing near Japan, coupled with its inclusion in the list of terrorism supporters by the United States.

Secondly, sanctions against Iran have persisted for about 40 years. The first set of sanctions was imposed by the United States in 1979 following the occupation of the American Consulate by the new Iranian government. The narrative echoed that of North Korea, branding Iran as a supporter of international terrorism. A similar situation is unfolding with Russia. However, despite enduring these sanctions, questions arise within the international community about why the United States has not been labeled as a sponsor of terrorism, given its involvement in significant wars in Iraq, and Afghanistan, and the dismantling of Yugoslavia in the early 2000s.

It is essential to note that Russia differs from North Korea and Iran due to its abundant energy, metal, mineral, and other resources, holding a significant position in global trade. Removing Russia from international interactions, as was done with Iran and North Korea, is a complex task. The sanctions against Russia appear as if the United States opportunistically sought to undermine the country's economy, yet the intended goal has not been achieved.

VI. Theoretical Contributions

Based on the current analysis, it is possible to indicate several theoretical contributions. First, this is a mistake sensitivity in international decision-making. The investigation underscores the sensitivity of international decisions, emphasizing that even a small error in judgment can lead to significant economic crises. It contributes theoretically to the understanding of the intricacies and potential consequences of decision-making at the international level. Second, this is the effectiveness of sanctions and geopolitical dynamics. The analysis of anti-Russian sanctions provides insights into the effectiveness of such measures and the geopolitical dynamics involved. It contributes to the theoretical literature on the impact of sanctions on the targeted country's economy and how geopolitical factors influence the success or failure of these measures.

Practical Contributions

Considering the novelty of the topic, it is possible to state that a practical contribution of the following investigation is to research an actual topic, which has a few detailed inquiries. A more comprehensive exploration of this topic is likely to yield intriguing insights into how sanctions against Russia have impacted the economies of European and UK countries. Furthermore, this research can serve as a foundation for subsequent detailed investigations in this direction.

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“ A way toward Sustainable Development through improvement of the city planning process of the transportation model of Almaty 2023-2040”.

Ali Kassymguzhin, ID 20202060, MPMA

Abstract:

In the context of Almaty city's challenges, including road congestion and the reduced speed of private vehicles during peak times, coupled with the deteriorating state of public transportation, this study addresses issues that have the potential to hinder sustainable development. Notably, the projected 17.1% increase in the number of private cars over a five-year period from 2018 to 2023 aggravates these challenges. In response, the research advocates for the adoption of sustainable urban planning practices in Almaty, positioning this initiative within the global imperative for environmentally conscious and resilient urban development, especially in the face of escalating transportation demands. The methodology used in this study involves a secondary research approach, utilizing existing literature, academic publications, and relevant data sources to comprehensively examine. The research method used in this article is secondary research of the published articles in the context of sustainable development.

Focusing on transportation planning paradigms, the study offers a comprehensive examination, drawing distinctions between the United States (USA) and Europe, with specific attention to the Stuttgart region in Germany. The analysis underscores the pivotal role of land use zoning in shaping urban landscapes, emphasizing the USA's stringent regulations and Germany's more flexible zoning practices. The findings from this research provide valuable insights for contributing to a sustainable and livable urban environment.

Introduction

Urban transportation systems are an essential aspect of modern urban life worldwide, but the development of these systems depends on various factors. The most crucial factor in shaping the daily lives of urban citizens is land use planning, which influences transportation decisions in different parts of the world. However, the decision-making process is different depending on the location, and this has a significant impact on the effectiveness of the resulting transportation system.

In the United States, the decision-making process tends to be top-down, which means that decisions are made at the highest level and then implemented at the local level. This approach does not consider the unique aspects of each city and can lead to a one-size-fits-all approach that may not be effective. In contrast, Germany's decision-making process is a collaboration between central and local governments, making it both top-down and bottom-up. This approach ensures that decisions take into account the specific needs and characteristics of each city.

The United Nations has defined sustainable transport as: *“the provision of services and infrastructure for the mobility of people and goods—advancing economic and social development to benefit today’s and future generations—in a manner that is safe, affordable, accessible, efficient, and resilient, while minimizing carbon and other emissions and environmental impact.”*

Research Importance

Almaty as the largest city by population of the country is facing the problems with transportation system such as permanent traffic jams, slowed down speed of the moving vehicle, longer time to reach the place, increasing level of dissatisfaction of citizens with urban transportation system. The transportation problem of urban development in Kazakhstan is possibly caused by inappropriate process of urban development planning. According to OECD (2017), Kazakhstan's

cities are already facing challenges in terms of decline of public transportation, low satisfaction level with housing conditions, deterioration of utility networks, air pollution and municipal waste management issues. This problem is common to all cities in the country, and primarily affects the possibility of achieving the proposed goals of sustainable development of cities.

The current road networks, strained by the increasing volume of vehicles, are struggling to meet the demands of a modern urban environment. This leads to an increase in the number of traffic accidents. According to the Bureau of National Statistics of Kazakhstan (2023), comparing the number of car accidents between 2021 and 2022 in Almaty shows an increase of 18%, and rise of injured people from 3 759 to 4 364. Inefficiencies in the public transportation system further exacerbate the problem, with irregular schedules and limited coverage affecting accessibility and inclusivity. This complex transportation problem requires a comprehensive strategy that addresses congestion, improves infrastructure, promotes sustainable transportation alternatives, and ensures equitable access to all areas of the city. Today, according to Jailaybekov et al (2022), cars and other vehicles are the main producers of gas emissions that cause excessive levels of air pollution in the city of Almaty. And the contribution of private cars is the largest at 68.8% of the total emissions produced by all vehicles in the city. By strategically improving its transportation model, Almaty can foster a more sustainable, resilient, and safe urban environment in line with its long-term development plans.

Literature review

Contextualizing SDG 11 11.2 indicator

11.2 by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

According to UN-Habitat (2023), in the localization of the 11.2 target of SDG 11, the following sub-indicators were employed to monitor progress:

11.2.1: Proportion of households in urban areas with convenient access to public transport.

11.2.2: Incidence of people killed or injured in road accidents (per 100,000 population).

In their study, Vaidya and Chatterji (2020) utilized the sub-indicator of the proportion of the population with convenient access to public transport, disaggregated by gender, age, and individuals with disabilities.

Koch and Krellenberg (2018) exemplify how SDG 11 can be contextualized, drawing from the German experience. Transport sustainability discussions at the federal level emphasized reducing energy consumption for transportation, including freight and public transport. At the municipal level, the framing included:

11.2.1 Modal Split: Calculated as the traffic volume of pedestrians, bicycles, and public transport traffic divided by the overall traffic volume, multiplied by 100.

11.2.2 Traffic Injuries: Determined as the number of injured and killed persons in traffic accidents divided by the number of inhabitants, multiplied by 1000.

Transportation models

The transportation models exhibit a degree of flexibility that may not be immediately apparent; their dissimilarity lies primarily in the planning systems and the prioritization of transport modalities. A pertinent illustration of this disparity is found in the comparison between transportation planning models in the United States (USA) and Europe. Buehler, Jung, and Hamre (2004) elucidate the principal contrast between Washington, DC, and the Stuttgart region, emphasizing the divergent decision-making systems within the federal frameworks of both nations. While Germany showcases

a more coordinated decision-making process involving both local and central government entities in a bottom-up and top-down fashion, the USA grapples with potential miscommunication issues.

Furthermore, a noteworthy distinction is identified in the land-use zoning practices of the two regions. The USA adopts a more rigid approach, in stark contrast to the greater flexibility observed in Germany. This flexibility affords Germany the opportunity to streamline the orientation of necessary infrastructure for citizens' daily lives in a more compact manner, subsequently reducing reliance on private car usage scenarios.

The historical promotion of personal vehicle usage is evidenced during the active construction and utilization of freeway infrastructure in the USA during the preceding century. Khalaj et al. (2020) assert that freeways constitute a primary concern in the USA, with contemporary cities experiencing adverse externalities arising from the utilization and maintenance of freeway transportation systems.

Methodology

The methodology used in this article involves a detailed analysis of the existing literature and published research on sustainable transport development in urban areas. The research is focused on the city planning process and transportation model of Almaty. Additionally, in the methodology used reports from United Nations and statistics from Bureau of Statistics of Kazakhstan. Research approach includes a comprehensive examination of contemporary analyses and existing data related to sustainable transportation development.

Research Question 1: What policy interventions and urban planning process improvements can be implemented to achieve SDG 11 on sustainable cities and communities in Kazakhstan?

Hypothesis 1: Hypothesis: Introducing zoning policies that prioritize mixed-use developments and reduce urban sprawl will lead to more sustainable urban communities in Kazakhstan, aligning with the objectives of SDG 11.

Hypothesis 2: Development of local government with more power for local authorities might foster engagement of local communities into a decision making and planning process will result in more sustainable and socially inclusive cities.

Hypothesis 3: The integration of Vision Zero principles into urban planning and transportation policies will result to the achievement of SDG 11 target 11.2

Results

The comparative analysis of transportation systems in various urban areas as Stuttgart, Washington, DC and Almaty provides a understanding, indicating that the sustainable transportation experience of Stuttgart holds valuable lessons for Almaty's sustainable transportation development. The study emphasizes that a city's commitment to sustainable urban transportation, characterized by an efficient and affordable transportation model, is largely defined by system of policy decision-making and land use zoning policies.

Stuttgart's transportation model proves to be particularly beneficial when compared to the United States, of which Washington, D.C. is an example. The findings show that the experience of Stuttgart, characterized by affordability, efficiency, accessibility and safety, serves as a relevant example for Almaty city. The collaborative policy approach in Germany contributes to the successful implementation of sustainable transport strategies, providing a potential model for Almaty policy developers.

The role of zoning, a key factor in shaping transportation systems, becomes evident on a Stuttgart example. The city's reliance on mixed-use development of urban areas is one of the key factors contributing to the favorable aspects of its transportation system. The results of the study

indicate that mixed-use zoning creates opportunities for citizens in close proximity to essential services, promoting accessibility and efficient public transportation.

In contrast, the study emphasizes the challenges faced by urban areas with strict land use zoning, such as Washington, D.C., in achieving an optimal transportation model. The unfavorable aspects, including reduced efficiency, reduced accessibility, demonstrate the impact of zoning policies on daily life of citizens. In the US, land use zoning is more strict, which means that cities are divided into specific land use zones that cannot be used for any other purpose than that specified in the land use permit for that zone. This approach can limit the availability of services and amenities close to residential areas, forcing people to rely on private cars more, which affects the overall efficiency and sustainability of the transportation system.

In the context of Almaty, the results of the study suggest that adopting a sustainable transport model similar to Stuttgart would be a beneficial approach. Prioritizing mixed-use development and a collaborative policy decision-making process can contribute to a transport system that is not only efficient, affordable and accessible, but also consistent with broader sustainable development goals. By integrating elements of Stuttgart's transportation model, Almaty has the potential to create a more sustainable, accessible, and citizen-oriented transportation system and urban environment that meets long-term sustainable urban development.

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“Communication barriers to positive body image in the Kazakh fashion industry”

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Abstract

Fashion is an essential phenomenon of social life, highlighting particular objects and people as more significant. Fashion dramatically influences the social production system as one of the main factors. Fashion, in the broadest sense of the word, implies the predominance of one or more styles over others in different areas of life. The norms of behaviour, aspects of social life, as well as various directions, are regulated by this phenomenon. Unfortunately, fashion via online shopping (Hollett et al., 2023), social media (Ayupova et al., 2018), and positive marketing (Caputova, 2020) strongly influence women’s perception of their bodies.

Unfortunately, the positive body image concept has not received enough attention in Kazakhstan. Therefore, this review of the state of the research on positive body image laid the ground for more profound research into the communication barriers positive body image faces in the Kazakhstan fashion industry. This review tried to answer the research question: What does the existing literature say about positive body image in the fashion industry?

Introduction

Fashion is an essential phenomenon of social life, highlighting particular objects and people as more significant. Fashion dramatically influences the social production system as one of the main factors. Fashion, in the broadest sense of the word, implies the predominance of one or more styles over others in different areas of life. The norms of behaviour, aspects of social life, as well as various directions, are regulated by this phenomenon. Unfortunately, fashion via online shopping (Hollett et al., 2023), social media (Ayupova et al., 2018), and positive marketing (Caputova, 2020) strongly influence women’s perception of their bodies.

Unfortunately, the positive body image concept has not received enough attention in Kazakhstan. Therefore, this review of the state of the research on positive body image laid the ground for more profound research into the communication barriers positive body image faces in the Kazakhstan fashion industry. This review tried to answer the research question: What does the existing literature say about positive body image in the fashion industry?

Positive body image

The concept of body image has been described as a complex idea involving both positive and negative attributes. Observing them, one can understand how a person perceives his/her body and how they demonstrate an attitude towards it.

In modern psychology, the term “body image” is usually understood as a structure that includes four main components: perceptual (perception of a person’s own body), affective (feelings concerning the body), cognitive (thoughts about the body) and behavioural (actions in connection with the characteristics of the body) (Tylka, 2019).

Media images are one of the factors in the formation and evaluation of body image. We view the body through the prism of culture, so the ideals of the attractive influence the development of its image, and other people react to our appearance as a function of the images idealized in culture (Fallon, 1990). Studies among women have demonstrated normative weight dissatisfaction (Rodinet

al., 1994) and overwhelming body dissatisfaction, indicating the effectiveness of the socio-cultural perspective in explaining body image.

Body image characteristics may vary depending on personal experience and environmental factors. According to Polivy and Herman (2002), there is an internalization of the ideal of thinness that contributes to a negative perception of the body, as well as the consequences of this. There is a concentration on the body's negative aspects, thereby developing dissatisfaction with their appearance (Wood-Barcalow, 2010).

Psychologists are working to improve people's perceptions of body image and to encourage a positive body image. However, a positive body image is often perceived as lacking negative qualities. This point of view is not entirely accurate since it assumes a complete absence of problems and disadvantages, which does not always indicate satisfaction with the body (Wood-Barcalow, 2010).

The concept of "positive body image" became the object of psychological research only at the turn of the century, between the 20th and 21st centuries. Tylka and Wood-Barcalow (2015) noted that a critical development in this concept was the publication of *Body Image: A Handbook of Theory, Research, and Clinical Practice* in 2002, encouraging researchers to focus on research on positive body image.

At some point in the research, body image began to be analyzed from the perspective of eating disorders, especially in the context of anorexia and bulimia nervosa. Thanks to this, researchers were able to identify many factors that contribute to negative body image, such as thin stereotypes and their internalization. In addition, many studies have also examined the gender aspect of body dissatisfaction (Wood-Barcalow, Tylka, 2010).

A classification system was developed for two mutually exclusive concepts: negative and positive perceptions of one's body. This division is based on the idea that the body is seen as valuable and, at the same time, serves as a critical difference between two approaches to its perception (Rogers et al., 2018).

In their study, Williams et al. (2004) used cluster analysis and identified three distinct groups of female students. These groups include women with a positive body image (51%), women with a normative level of body dissatisfaction (23%), and women with a negative body image (24%).

Several attributes of a positive body image have been identified: individual uniqueness, lack of response to negative comments and media standards, and focus on the strengths of one's body. An overarching trend emerged whereby when women primarily processed positive information and ignored negative influences, their investment in their bodies decreased, and their body scores improved, indicating body image fluidity. Women mutually influenced these sources by encouraging others to love their bodies, surrounding themselves with positive people, and maintaining their health, which increased positive input.

Stojcic, Dong, and Ren (2020) explored the attitudes of women and men from Croatia and China towards female attractiveness, as well as understanding the influence of cultural background on women's body satisfaction. Both countries have a long history of communist and socialist organizations. A rapid socio-economic transition followed this. Most of the people of China are Confucianists, while those in Croatia are Catholic. Respectively, both countries have strong patriarchal traditions.

Additionally, wealthy and Europeanized countries in Asia have low levels of body satisfaction, while Croatian women have an imposed opinion of Western ideals of beauty. In addition, the difference between the level of power and masculinity-femininity between the two countries was revealed. Compared to Croatia, China has a greater power distance and masculinity and a lower one regarding individualism. This indicates a higher level of inequality in China than in Croatia.

The study examined the opinions of Croatian and Chinese women and men about female attractiveness and how satisfied women are with their bodies. To study the problem, 321 women and 206 men were interviewed. Of these, 160 are Chinese women (18-30 years old) and 161 Croats (18-30 years old, respectively). Among men, 106 are Chinese (19-30 years old) and 100 Croats (18-30 years old). A correlation and experimental research approach was used for the work.

Stojcic, Dong, and Ren (2020) found that Chinese women had higher musculature and fine internalization. This may explain their dissatisfaction with body image. In addition, unlike Croats, Chinese women are more affected by public pressure and the media, which talk about conforming to specific beauty standards. Chinese women are more dissatisfied with their appearance and body than Croats. However, this does not mean the female half of the Croatian population is completely satisfied with their bodies. The perception of the figure among representatives of different countries is different, but the degree of dissatisfaction among women is the same.

According to the survey analysis, 10% of Chinese women and 20.5% of Croats were delighted with their body size, while 75% of Chinese women and 66.5% believed their figure was far from ideal. By studying the responses of the male half, it was found that Croatian men like women of a larger size, in contrast to the Chinese, who prefer thinner women. Despite this, both those and others agree with the imposed beauty standards for women. They believe that a thin body is more beautiful. As a result of the study, the authors concluded that, depending on the culture and nationality, the standards of female beauty vary.

Kudaibergenova (2020) studied how social networks define and regulate body image and sexual identity and how this relates to national understandings of power and individual self in authoritarian settings. The researcher analyzed popular Instagram accounts to explore how this widely used social media platform encourages globalized perspectives on gender norms and sexuality and perpetuates traditional practices. The focus was on mixing cultural representations in Russia and Kazakhstan as post-Soviet states that adhere to liberal values.

For the analysis of online activity, the accounts of three well-known bloggers on Instagram are considered: Madina Musina, Diana Idris and Russian blogger Aadya (name changed). The work is an ongoing study of the influence of the content itself, the influence of online influencers with thousands of virtual followers, commentators and daily viewers, and the authority of those who shape the online agenda and messages. Social networks play a huge role in influencing people's thinking and opinions. For this reason, access to social networks is limited, and control is established over various online discussions.

Wood-Barcalow, Tylka, and Augustus-Horvath (2010) discussed the concept of body image as a complex idea involving both positive and negative attributes. Observing them, one can understand how a person perceives his/her body and how they demonstrate an attitude towards it. The researchers suggested that body image characteristics may vary depending on personal experience and environmental factors. According to Polivy and Herman, there is an internalization of the ideal of thinness that contributes to a negative perception of the body, as well as the consequences of this. There is a concentration on the negative aspects of the body, thereby developing people's dissatisfaction with their appearance. Therefore, psychologists work to improve people's perceptions of body image and to encourage a positive body image. However, a positive body image is often perceived as lacking negative qualities. This point of view is not entirely accurate since it assumes a complete absence of problems and disadvantages, which does not always indicate satisfaction with the body.

Many studies lack a comprehensive understanding of positive body image as they primarily focus on its negative aspects. This research work aims to explore positive body image using Grounded

Theory. The study includes interviews with 15 female students with a positive body image and five body image experts for analysis purposes. Among the students, seven were black, seven were white, and one girl identified as Asian American and white. The age of the participants ranged from 18 to 21 years, and the body mass index averaged 21.7. Interviews were conducted with five professionals specializing in the field of body image. Among them, two people are researchers and teachers, two are clinicians, and one is involved in research and psychotherapy. On average, each had about 25 years of experience in this field of study.

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Belogai, Borisenko, Yu, and Bugrova (2022) tested the assumptions about how stereotypes about unrealistically thin bodies, broadcast in society and the media, can affect the thinking of preschool girls. The formation of the body image in a person occurs in the communicative process. For example, at the initial stages of child development, the mechanisms of meaning and feedback are responsible for this. Also, one of the essential factors influencing body image formation is the socio-cultural and educational aspects. These include the media and the Internet, significantly impacting a person throughout life.

The relevance of the work is based on the fact that the media broadcasts modern standards of beauty and body, which are difficult or impossible to achieve. Among these beauty standards is the stereotype of an unrealistically thin body. This affects the perception of one's body as distorted and wrong.

The study analyzes socio-cultural stereotypes through experimental groups, which consisted of girls of preschool age. The sample consisted of 100 girls aged 5-6 years. Fifty girls made up the experimental group and 50 - the control group. The average age of children in the experimental group is 5.8 years, and in the control group - 5.9 years. The mean value for the experimental group was 16.54, and for the control group, it was 16.8. Their parents permitted girls to participate in the study. The division into groups was carried out randomly.

In the first stage, all children were examined using silhouettes, widely used in studying body image. Study participants are presented with seven silhouettes and asked to choose three: a body similar to their own, the body they would like to have, and a body they would not like to have under any circumstances.

The result of the study showed that by the age of 5-6, children have a distorted vision of their body image. Interaction with images of an unrealistically thin body shifts the distribution of choices for the "my body" and "ideal body" categories towards thinner images.

Kennedy, Templeton, Gandhi, and Gorzalka (2004) studied the differences in body image satisfaction among ethnic and cultural groups. The main goal of the work is to create a cross-cultural profile of body image attitudes among young and adult men and women and subsequent comparison among people of Chinese descent with those of Indo-Asian descent. This is important for

understanding the influence of ethnic differences on attitudes towards the body. This information can help identify factors contributing to higher or lower satisfaction levels.

People are accustomed to perceiving their body in two aspects: holistically and focusing on certain parts of the body. This article defines body image as a person's attitude and satisfaction with physical characteristics.

The study involved 1471 Canadian students divided into two separate groups. The first - were representatives of the Asian race, and the second - were persons of European origin. All participants completed body image-related self-assessment measurements. As a result of the study, it became clear that the Indo-Asian group's representatives showed lower satisfaction with their bodies than the Europeans. In addition, women in both experimental groups showed lower body satisfaction than men.

However, the study suggests some limitations. One is the shortcomings of using self-assessment indicators as a data collection tool. The limited age range among students also brought some challenges during the study. For more accurate answers about cultural differences in body image, the experiences of older generations of Indo-Asian and Chinese people in North America should be studied.

Despite its limitations, the study is of significant value as it is one of the first to compare two Asian communities—the paper deals, in particular, with Canadians of Chinese descent and Canadians with the Indian subcontinent. In addition, this study aims to reproduce gender differences in body image among non-Caucasian groups.

Alleva et al. (2021) tested how promoting a positive body image can improve people's opinion of their own body image. People with a positive view of body image are known to have close friends or family members who accept their bodies unconditionally and feel positive about their bodies.

This is the first study to examine the effects of promoting a positive body image. Further research may provide more insight into the specific effects of promoting a positive body image among others and the broader concept of reciprocity.

For a detailed study, 154 female students were randomly selected. They were divided into two groups: one was asked to write a letter to a friend complimenting their appearance and body image. In contrast, the other group wrote a letter expressing appreciation for their shared memories. Before and after completing this task, participants were asked to rate their own state of assessment of functionality and body and some additional items. Surprisingly, there were no significant differences between the two groups in assessing the state's functionality and the state body. However, both groups showed moderate to significant improvements in these aspects.

It should be noted that this study has some limitations. In order to maintain confidentiality, it was not allowed to read the letters. Also, only females participated in the experiment, so it is not entirely known whether there is a difference in response depending on the demographic group. In addition, the study only investigated promoting a positive body image but did not indicate whether any participants experienced an improvement or potential additional effects of this dynamic.

Despite limitations, the paper examines the impact of promoting a positive body image among others on an individual's body image. It is the first work in this format, so it should be considered a significant contribution to the study.

Kazakhstani fashion market

For 2020, the share of the textile and clothing industry is 0.2% of 54 million tenge of the total industrial production in Kazakhstan. In the global clothing industry, the smallest share of such enterprises is approximately 10%, considered very small (Aidapkelov, 2020). Competition from the foreign fashion market makes it difficult for Kazakhstan's fashion industry to grow. This problem is

compounded by the high cost of Kazakh fashion products, which makes it difficult for them to compete on price. In addition, the lack of domestic resources, such as fabrics and accessories, does not allow Kazakh manufacturers to enter the high market. One of the main reasons that stop or hinder the development of the fashion market in Kazakhstan is ignorance about the existence of Kazakhstani brands (poor consumer awareness) and a lack of knowledge of business development.

However, the Kazakhstani fashion market is rich in professional designers. They represent Kazakhstan not only domestically but also internationally market. For example, Ainur Turisbek is the founder of the Kazakh brand of the same name. For ten years of work in the fashion business, the designer has presented her clothes in fashion boutiques in Paris and presented her collections at fashion weeks and art events not only in Kazakhstan but also abroad: in Ukraine, Georgia, Azerbaijan, Paris, Monte Carlo, Milan, Davos, Dubai, Maldives, etc. (Forbes, 2023). Many Kazakh and foreign artists wear the Ainur Turisbek brand. Her clothes were used in the campaigns of magazines in Paris and Berlin, and the costume designer of the Game of Thrones series was interested in the brand's jacket, exhibited in one of the European showrooms (Forbes, 2023).

Leonid Zherebtsov is a Kazakh designer representing his brand on the international market. He entered the fashion industry in 2011 after winning the Open Way design competition (Harpers BAZAAR, 2022). In 2014, Leonid Zherebtsov represented Kazakhstan at London Fashion Week. The designer's collection was a mixture of streetwear, sporty and glamorous styles. Letters KZ embroidered on fur coats are also an essential element of the collection (Biss.kz, 2014).

One of those who stood at the origins of the Kazakhstani fashion industry was Aleksey Chzhen. The designer founded Kazakhstan Fashion Week (KFW) and helped young Kazakhstani designers enter the international fashion market. The designer's main goal when creating a collection is to make a woman sexy and attractive, regardless of her clothing and lifestyle. He believes that sexy does not necessarily have to do with sheer fabrics, plunging necklines and short skirts. It can be revealed through a variety of textures and designs of clothing. Chzhen points out that the "sexy" elements of his brand can be expressed through working with texture and shape, not just through revealing details (https://forbes.kz/woman/chego_hochet_jenschina/).

In February 2023, Alexey Chzhen became the first designer in Kazakhstan whose work was presented at the music award. Singer N'Kenge came to the 65th Grammy ceremony in a dress from Alexei Chzhen's brand (The Village KZ, 2023).

The global fashion industry has the seventh largest economy in the world (McKinsey State of Fashion 2017 report, McKinsey & BoF, 2016). If compared to the GDP of individual countries, Euromonitor forecasts the global clothing market will increase by 6.1% in 2022-2023 and, by the end of 2023, will reach \$1.95 billion. In 2021, the market volume reached 18.1%, that is, 1.71 billion dollars in retail value in millions of US dollars. By 2022, the market level has risen to \$1.84 billion (Euromonitor International, a market research provider) (<https://fashionunited.com/companies/euromonitor-international>). According to foreign experts, the work of Kazakhstani and fashion designers has excellent potential even though the fashion industry in Kazakhstan is developing slowly, and 90% of the textile industry products are consumed by households (Epanchintseva, S, 2023).

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“Democracy in Action: Almaty’s Low Voter Turnouts in Focus”

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Abstract

Kazakhstan, strategically positioned at the heart of Eurasia with abundant natural resources, has grappled with various multifaceted challenges under a long-standing authoritarian regime, requiring capable leadership for resolution, especially following a violent event in January 2022. Yet, during the recent presidential election in November 2022 and snapshot elections in March 2023, Almaty—the largest, most densely populated city, significantly impacted during the January protests—experienced alarmingly low voter turnouts, raising concerns and triggering debates nationwide.

This paper, serving as an introductory overview for deeper exploration, initially outlined the country’s profile, emphasizing key challenges that demand capable leadership. It further explored the January event, and looked into the 2022 and 2023 elections while focusing on the low voter turnout in Almaty. Consequently, this study aims to offer invaluable insights to policymakers and scholars, intending to propose comprehensive reforms and improvements to address the complex issue of declining voter participation, not just within the city but also on a broader scale.

Introduction

Voting stands as a fundamental pillar of any democratic society, empowering citizens to actively engage in the decision-making process and voice their preferences regarding political leadership and policy choices. Accordingly, it represents the primary political right determining the legal status of a citizen, as well as the most important form of participation in the management of state affairs (Lardy, 1997; Benhabib, 2004; Bauböck, 2005; Beckman, 2006; Cingranelli, & Filippov, 2010; Fishkin, 2011). In its pursuit of a democratic society, Kazakhstan, a regional leader in Central Asia, has undergone significant social and political transformations, where its voting system has emerged as a crucial force in shaping the country’s political landscape during this transition. Yet, in early 2022, the nation faced a pivotal moment when violent protests erupted, followed by notably low voter turnouts in Almaty during subsequent elections in late 2022 and early 2023, sparking heated debates about citizen engagement in the electoral process. Consequently, despite the fall of the long-standing Nazarbayev regime, lingering systemic issues may persist, impacting citizens’ enthusiasm for voting. Thus, a comprehensive understanding of the national context and identification of key challenges hindering meaningful voter participation in both urban and national realms are essential for an in-depth discussion on this issue.

Literature Review and Methodology

The Republic of Kazakhstan spans 2,794.9 thousand km², ranking as the 9th largest country in the world, and holds immense strategic importance owing to its central position within the Eurasian continent. Despite this vast expanse, Kazakhstan harbors a relatively small population of around 20 million, positioning itself among the less densely inhabited nations around the world. Thanks to approximately 75% of its vast territory suitable for agriculture, Kazakhstan has emerged as the largest grain producer in Central Asia, and a major wheat and flour exporter to the world (Tridge, 2023). Accordingly, animal husbandry also remains an important economic activity with around 75% of all agricultural land used for grazing. While sheep breeding dominates the sector, cattle, pig, horse, and camel production are all important sources of food and income. In addition, Kazakhstan possesses abundant natural resources, including oil, gas, coal, steel, iron, uranium, aluminum, gold, copper,

manganese, lead, zinc, chromite, titanium, sponge, baryte, bauxite (TrustWorks, 2019; World of NAN, 2022), and diverse renewables potential from wind, solar, hydro and biomass (Karatayev et al, 2014). The abundance of natural riches has indeed acted as a magnet for a substantial influx of investments into Kazakhstan's economy, facilitating a monumental economic transformation. Through intensive resource exportation to global powers, Kazakhstan has swiftly emerged as the frontrunner of Central Asia's economies.

Yet, despite these attributes, promising avenues for more progress, and numerous opportunities, Kazakhstan has grappled with complex and multifaceted challenges that impede its advancement, prosperity and societal well-being, breeding disappointment and distrust among its citizens. Consequently, multiple scholars voice concerns regarding the nation's heavy reliance on its natural energy reserves, advocating for diversification while underscoring less attention given to its agricultural and renewable sector. MacGregor (2017) emphasizes Kazakhstan's economy being locked into reliance on fossil fuel energy sources. OECD (2023) notes that despite undergoing significant structural transformation since 1991, the resilience and competitiveness of Kazakhstan's economy remains challenged by limited private-sector development and a high degree of economic concentration in the country's extractive sectors. According to ITA (2022), although the agricultural sector serves as a major employer in Kazakhstan, it receives less government attention for investment and support compared to other sectors. Although policy on renewables and governance has been institutionalized since 2006, progress has been slow, as highlighted by Mouraviev (2021), attributed to key factors identified by Karatayev et al. (2016).

In the three decades post-independence, Kazakhstan has faced significant challenges rooted in intricate systemic barriers within its enduring authoritarian regime. These obstacles have hindered the evolution of democratic institutions, ultimately leading to the formation of weak governance structures at its core. Accordingly, this deficiency has impeded the establishment of transparent and accountable systems, paving the way for widespread corruption, a pervasive issue that obstructs fair economic growth, hinders investment, and erodes public trust. Additionally, arbitrary law enforcement exacerbates societal tensions, fueling a lack of confidence in the judicial system and impeding the establishment of a just and equitable society. Moreover, high levels of unemployment, soaring prices, and a troubling brain drain phenomenon amplify socio-economic disparities, limiting opportunities and leaving a significant portion of the population marginalized. As the country's infrastructure, while once heralded for its advancements, now faces obsolescence and inefficiencies, and these outdated infrastructure impede economic productivity and growth, restricting the country's competitiveness on a global scale. Hence, this low productivity further compounds income inequality, perpetuating socio-economic disparities and hindering overall societal progress. Besides, Kazakhstan also grapples with pressing social issues, including human rights concerns and domestic violence, which poses a significant threat to the well-being and safety of its citizens, signaling the need for greater protection and respect for fundamental rights and freedoms. Environmental concerns loom large as well, with water scarcity and pollution posing severe threats to public health and the sustainability of resources.

After understanding these key challenges pivotal in addressing the roots of low participation and devising strategies to enhance citizen involvement in the electoral process, it is also of vital importance to look into January protests in 2022, which mirrored widespread dissatisfaction among the public regarding socioeconomic conditions, governance, and limited political freedoms. A concise exploration on the main reasons behind these protests offer valuable insights into public sentiment, aiding in crafting effective policies that address citizen concerns and foster greater political engagement and inclusivity in Kazakhstan.

Results

A peaceful demonstration on January 2, 2022, in Western Kazakhstan protesting a sudden rise in gas prices quickly turned violent when organized criminal groups took over. Despite initial compromises from the authorities, the situation worsened from January 4, particularly in Almaty. Protests attacked public institutions, emergency services, and even seized state buildings while looting both public and private property. In Taldykorgan, the protesters toppled the statue of former President Nursultan Nazarbaev, shouting “Old man leave!” as they grew frustrated with Nazarbayev’s rule, demanding for a fairer society where wealth and power aren’t monopolized by the ruling class. As a result, authorities had to use force to regain control, resulting in hundreds of arbitrary arrests and brutal treatment in detention. After the unrest, subsequent dismissals and arrests of high-ranking officials close to Nazarbayev signaled a substantial shift in power within the political elite from Nazarbayev to the current president Tokayev, indicating significant changes in the country’s political landscape.

The protests in Kazakhstan showcase a paradox where an ostensibly minor trigger—a sudden rise in gas prices in a gas-rich nation—became the catalyst for widespread discontent. This event, however, swiftly unveiled deeper-rooted grievances among the public, stemming from long-term dissatisfaction with unaddressed governmental challenges. Despite the retirement of Nursultan Nazarbayev, the enduring influence of his regime has contributed to citizens’ disillusionment. Moreover, the impact of the COVID-19 quarantine, spanning over three years, exacerbated economic and social hardships. These protests reflect a convergence of grievances around economic, political, and social issues, emphasizing the complex interplay of factors shaping public discontent in Kazakhstan.

General Discussion

On November 22, 2022, the Central Election Commission (CEC) announced Kassym-Jomart Tokayev as the President of the Republic of Kazakhstan, with a voter turnout of 81.31%. The highest voter turnout was in the Zhetysu Region, 81.42%, while the lowest was in the city of Almaty, 28.72%. Almaty, a former capital and major business and financial center, showed low turnout at the 2019 presidential election as well (Assel, 2023). After taking office, on January 19, Tokayev dissolved the lower house of parliament, the Mazhilis, elected in 2021 and called an early election for March 19, 2023. He also promised reforms, including limiting his own power while strengthening parliament’s. On March 27, the CEC confirmed that the Amanat party won about 54% of the vote in a snap parliamentary election, giving President Tokayev a clear mandate to reform the oil-rich nation in line with his social justice objectives. Almaz (2023) observed that Almaty experienced notably low voter turnout in the parliamentary and local elections, where only one in four eligible voters participated, resulting in quiet voting locations with bored election officials and observers mostly on their phones.

After these elections, a widespread belief among voters is that the elections lack fairness and freedom, just further entrenching the authoritarian regime of President Toqaev. Thus, a notable portion of voters opted not to participate. In her article, Victoria Tyuleneva (2023) wrote that Kazakhstan’s snap parliamentary elections were marked by unfairness and irregularities, maintaining the ruling Amanat party’s majority and reinforcing President Toqaev’s authoritarian rule. According to her, despite the flawed electoral environment, the new reforms implemented by Tokayev after widespread January 2022 protests aimed to enhance democratization by allowing self-nominated independent and opposition candidates to participate in the elections fostered engagement of independent candidates with the public and encouraged more independent-minded contenders, thereby intensifying competition. However, on Astana Times, Aida Haidar (2023) reported that the State Counselor Erlan Karin emphasized the significance of the elections, citing them as a pivotal moment in President Kassym-Jomart Tokayev’s ongoing political reforms that set a new direction for modernization in the

region. Karin also noted the widespread societal interest in these elections, highlighting the diverse array of candidates from backgrounds including economics, law, education, engineering, and agriculture. Additionally, the counselor believes that all seven political parties nominated their candidates, showcasing extensive participation in the democratic process.

The low voter turnouts observed in Almaty city can stem from multiple factors related to the efficacy of national governance, signaling a broader distrust in political processes and doubts about the impact of individual votes. When commitments made by state leaders and elected officials take time to translate into tangible reforms, this gap between public expectations and the pace of governance may still breed skepticism among voters. To address this, proactive engagement and transparent communication from the government play pivotal roles. By actively involving and informing the public about the progress, challenges, and timelines involved in implementing reforms, the government can better manage expectations and bridge the understanding between its actions and public anticipation. Simultaneously, the timely and efficient fulfillment of commitments emerges as a crucial element in rebuilding and reinforcing public trust in governance. This combined effort of transparent communication and decisive action is essential in fostering trust and engagement among citizens, ultimately contributing to a more robust and participatory democratic process of Kazakhstan.

Conclusion

In conclusion, Kazakhstan stands at a crossroads, facing a multitude of challenges that endanger its stability and advancement, highlighting comprehensive reforms and systemic changes by competent leadership, and requiring immediate collaborative efforts from the government, civil society, and its citizens. The January protests, as a high risk to national security, serve as a wakeup call to prompt immediate governmental action, and the subsequent low voter turnouts echo the disappointment of individuals with past experiences, emphasizing the need for the government to actively engage with and rebuild the trust of its people. A government's sustainability relies heavily on public support. Therefore, learning from the past, the present leadership should, and must implement impactful reforms to steer Kazakhstan toward progress. Meanwhile, citizens should remain hopeful, and oversee the government's actions, while permitting time for change, and actively contributing to pave the path for Kazakhstan's enduring growth, stability, and prosperity.

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“The effect of social assistance programs on subjective well-being. The case of Kyrgyzstan”

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Abstract

This research paper analyzes the effect of social assistance programs on subjective well-being observing the case of Kyrgyzstan. The research question is as follows: how different variables like satisfaction with citizens' health, dwelling, security, personal income and feelings after receiving social benefit affect the life satisfaction level. With this regard, we are applying ordinary least-squares analysis (OLS). In the Introduction part, we discuss why this issue is important all over the world and we conclude that social assistance becomes the major supporting institution in low and middle-income countries. Literature review part continues the discussion on how assistance programs work in Kyrgyzstan in the transition period. It indicates main obstacles that Kyrgyzstan faced on the way of increasing subjective well-being. Research methodology part performs OLS analysis with taken variables as indicators of overall life satisfaction. The data for the analysis is taken from the Life in Kyrgyzstan (LIK) study, 2016, which covers the information about the economic and social welfare of the citizens; the number of observations is more than 8,000 individuals. The overall model is significant and there is a positive correlation between variables. However, 'feelings after receiving social benefit' variable has a negative correlation with life satisfaction level.

I. Introduction

Social assistance in low and middle income countries expands and it ascends significant questions for inclusive growth. Social assistance has become the major social protection institution in low and middle-income countries. It differs across regions and countries. However, major four types can be segregated: pure income transfers – regular transfers in cash to vulnerable population groups; employment guarantees – regular transfers given on condition that households provide labor; conditional income transfers – transfers for schooling, nutrition and health-care accessibility; integrated anti-poverty programs – multidimensional interventions (A. Barrientos et al., 2020). Economic development promoted the development of welfare in OECD countries. The real GDP in OECD countries increased by 5 percent annually in 1960-1970s (Adema W., 2006). Indirect taxation of goods and services is a relatively more significant form of revenue in the EU than in the US. In Australia and New Zealand, social assistance is subsidized out of general tax revenue. In European countries like Ireland, the UK, Denmark, Iceland the part of insurance-based financing of social assistance is relatively small (Adema W., 2006). Among other OECD countries, the population aged 80 years will increase more rapidly. Demographic problems will be affected by other factors that increase costs. Changing family patterns and lifestyle in China will reduce traditions of families. Consequently, the population will change and increase health care spending as a part of national income. In China pension spending is lower and it has little effect on reducing income inequality. The reason is that it works for the formal labor market. Despite the implementation of mandatory funded individual retirement accounts in 11 provinces, further reform changes should be made in order to improve the social spending programs (Adema W., 2006). In Canada, the UK and the Czech Republic the role of social assistance support is significantly larger. The social assistance policy is based on three pillars: financial assistance to fund households in order to obtain an appropriate standard of living; social help for fighting with disability, homelessness and addiction; employment supports for employees with the aim to get back into the labor market. Delivering of social assistance in most OECD countries works through local rather than central authorities. However, delivery is

decentralized in many OECD countries; the central government measures these payments. This works in Belgium, the Czech Republic, Denmark, France, the Netherlands, Korea, Sweden, the UK and Germany. In Canada, social assistance payment rates differ within 10 provinces and 3 territories. In Norway, social workers determine finally the payment rates. Switzerland's benefit payments vary widely: 26 cantons (districts) have legislative responsibility, 3000 municipalities care about it (Adema W., 2006).

Poverty and undernutrition have lasted in Bangladesh over the years. About 130 million people starve. Due to the poverty, generations cannot afford sending their children to school. Consequently, these children cannot secure their future. The first-ever food for Education (FFE) program was launched in 1993 on a pilot basis (Akhter U. Ahmed and et al., 2002). Theoretical background shows the influence of conditional cash transfer programs on income. However, the results vary from country to country showing positive effects on years of schooling, reductions in child labor and better results in some key effects. In Nicaragua's program on the adult labor supply results achieved by the means of a random effects model. They showed a small but significant negative effect on total household hours of work (Alzua M. L. et al, 2010).

II. Literature review

Kyrgyzstan is a landlocked and lower-income country in Central Asia with 6,8 million people, most of them living in the rural areas (World Bank, 2022). Kyrgyzstan took independence in 1991 and is considered to be one of the poorest countries in Central Asia (World Bank, 2022). In 2005, 2010 and 2020 Kyrgyzstan experienced several political shocks. In 2021 during the last presidential elections, the political situation more or less stabilized (World Bank, 2022). The Gross National Income (GNI) per capita is \$1410 (macrotrends.net, 2023). Social assistance programs in Kyrgyzstan consist of inherited from Soviet period transfers and two targeted cash-based transfers, which were introduced in 1998. The unified monthly benefit and monthly social benefit programs totally amounted to 0.5 percent of GDP in 2009. They were controlled by the State Agency for social welfare (SASW). When the USSR collapsed, more than a third part of the population lived below the poverty line in Kyrgyzstan. The transition of economy accompanied by ethnic and national conflicts. This situation worsened the well-being of the population, depriving them of the opportunities for dignified education, employment and healthcare (Upadahya S., et al., 2006).

After independence, the poverty level continued to increase. By the mid-1990s, due to the decrease of the production sector and budget constraint, more than half of the population was below the poverty line. Social assistance was the core type of government support. During the transition period, social assistance was appointed by categories, not targeted. In 1998, the guaranteed minimum income (GMI) was – 100KGS. In 2001 April – 120 KGS, in 2002 April – 140 KGS, in 2006 January – 175 KGS. (Upadhyay S., et al., 2006). The GMI is the index defined by the budget opportunities and economic situation, fixed by the cabinet of the ministers of Kyrgyz Republic (law #163 on “government assistance in Kyrgyz Republic ” July 28, 2017).

With the aim of implementing effective tools for fighting poverty, the government introduced ‘the social passport’ – the new format of information gathering. This is a questionnaire with information about family members, income level and accommodations. The passport is used for determining what kind of social assistance households receive (Upadahya S., et al., 2006). Working-age citizens in Kyrgyzstan face three main risks: emigration, informality and unemployment. There is a fourth risk for female workers: less than 50 percent of female citizens over 15 – were active in 2015. Informality aspect is increasing up to 71.8 percent of total employment in 2014 (OECD, 2018). There are several types of social assistance in Kyrgyzstan: one-time payment at the birth of the child; monthly payment for poor families raising children under 16 years old; social monthly payment for citizens without the

right for pensions; monthly payments for children whose parents are not identified (law #163 on “government assistance in Kyrgyz Republic” July 28, 2017). Introducing GMI made it possible to cut off pension from minimum salary, which has not changed during seven years. The family income is calculated based on income references provided by citizens. The social specialists work in each village government. Therefore, citizens can address their queries and submit documents there. Then documents will be forwarded to the regional social department. This tactic works because in some cases poor citizens cannot cover the travel expenses (Upadahya S., et al., 2006). These programs had quite good coverage: 346, 833 child beneficiaries and 63,818 persons in April 2010. UNICEF had been working with the state agency for social welfare from 2008, assisting independent analysis of social transfers (UNICEF, 2010). MSB coverage was increasing from 2005 up to 2015, from 53 900 to 80 500 people, respectively (OECD, 2018).

III. Research methodology

The paper analyzes the data of 2016 of the Life in Kyrgyzstan study (LIK study). The LIK study has been run within the research project called “Economic Transformation, Household Behavior and Well-Being in Central Asia: the case of Kyrgyzstan”. It was financed by the Volkswagen Foundation. The project’s main purpose is to gather social survey data in Kyrgyzstan; to search household behavior of people; to promote research opportunities within the Central Asian region. The LIK study covers information about social and economic topics and compiles the data in the cities of Osh and Bishkek and in seven Kyrgyz oblasts. They are Batken, Djala-Abad, Chui, Naryn, Talas, Osh and Issyk-Kul. The sample data covers 3,000 households and more than 8,000 individuals. The survey instruments of the study are household questionnaire, an individual questionnaire and community questionnaire. They are first designed in English and are translated into Russian and Kyrgyz. The most significant point is that it reflects living standard measurement study instructions. For instance, family households may consist of several families. They may also constitute those family members who are absent. The main question of this paper is how the reception of social assistance benefits influences subjective well-being. MSB coverage was increasing from 2005 up to 2015, from 53 900 to 80 500 people, respectively (OECD, 2018).

IV. Results

In this section, we provide the results of ordinary-least-squares (OLS) regression. OLS regression is denoted as:

$$Y_{ikt} = \alpha + \delta z + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \epsilon$$

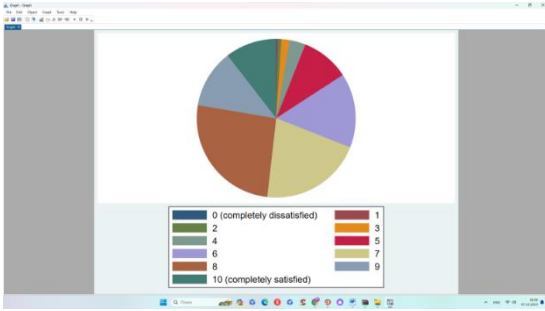
where, Y_{ikt} – subjective well-being or life satisfaction level – dependent variable – which has value between 0 and 10; 0 – absolutely dissatisfied, 10 – absolutely satisfied;

$\alpha, \beta_1, \beta_2, \beta_3, \beta_4$ and β_5 – corresponding coefficients;

z – a dummy variable, which is equal to 1 if the household is recipient of social assistance;

x_1, x_2, x_3, x_4, x_5 – independent variables – health, feelings after receiving social benefits, personal income, dwelling and security, respectively; ϵ – standard error.

Figure 1. Life satisfaction level, 2016



Source: LIK study, 2016, author's calculations

Table 1. Life satisfaction level's mean and standard deviation, 2016

```
. sum LS
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Variable	Obs	Mean	Std. Dev.	Min
Max				
LS	8,031	7.2387	1.747705	0
10				

Source: LIK study, 2016, author's calculations

According to the calculations, the level of life satisfaction in 2016 consists of 7.23 points. The LIK study's one of the main interview questions is 'how satisfied are you with your life, all things considered?' – reports on subjective well-being. This indicator can be used as a worldwide measure of wellbeing (Krueger & Schkade, 2008).

The next step, we are taking ordinary least square regression of the variables shown in Table 2. The variables consist of the information taken from the interview results and answers from our respondents. LS – life satisfaction level – 'how satisfied are you with your life all things considered?'; health – 'how satisfied are you with your health?'; PI – personal income – 'how satisfied are you with your personal income?'; dwelling – 'how satisfied are you with your dwelling?'; security – 'how satisfied are you with your dwelling?'; FARSB – 'how do you think you will feel after receiving social benefits?'; also we have a constant, which is intercept in the regression output.

Table 2. OLS calculations, LIK study, 2016

. reg LS Health PI dwelling security FARSB

Source	SS	df	MS	Number of obs	=	8,031
Model	8606.44646	5	1721.28929	F(5, 8025)	=	867.62
Residual	15920.9656	8,025	1.98392094	Prob > F	=	0.0000
				R-squared	=	0.3509
				Adj R-squared	=	0.3505
Total	24527.412	8,030	3.05447223	Root MSE	=	1.4085

LS	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
Health	.4133388	.0087648	47.16	0.000	.3961576 .43052
PI	.0018437	.0005696	3.24	0.001	.0007272 .0029602
dwelling	.0318205	.0028081	11.33	0.000	.0263158 .0373251
security	.132906	.0083563	15.90	0.000	.1165254 .1492866
FARSB	-.2299582	.0247188	-9.30	0.000	-.2784135 -.1815029
_cons	3.559921	.1030589	34.54	0.000	3.357899 3.761944

Source: LIK study, 2016, author's calculations

Due to the above calculations, taking into account that P-value > F is below 0.05, we can conclude that the overall model is highly significant. However, R-squared is 0.4, which means that variables fit to the regression model only for 35%. Coefficients' P>t indicate that all variables are significant. Moreover, all coefficients have positive relationship with the independent variable, excluding FARSB; it shows negative relationship with life satisfaction level. T-absolute value for every coefficient is above 2, we conclude that all these variables are significant. For instance, if health will increase by one unit, the life satisfaction level will increase by 0.413 points; personal income – 0.001; dwelling – 0.031; security – 0.132; while increase in FARSB will decrease life satisfaction level by 0.229.

V. General Discussion

According to the data analysis from the Life in Kyrgyzstan study (2016), this work finds out the effects of social assistance on subjective well-being considering the case of Kyrgyzstan. This country has inherited the soviet controlled economy and during the transition period faced social and economic obstacles, like poverty, migration and unemployment. Moreover, during the independence period, it suffered from political instability, which negatively affected the overall well-being of the citizens. Calculations show that there is a negative effect of social assistance programs on subjective well-being. This is identified by the negative correlation between variables (FARSB and LS). The country's politicians should take into consideration that cash transfers cannot solve all economic problems within the country. Consequently, they may develop social programs that will promote education and self-development fields both for adults and children; take measures to stabilize the political situation of the country, in order citizens may feel themselves in safety and decrease the migration level; develop rural sector of the country with the aim that those citizens could have an access to appropriate education, security, accommodation and health care.

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“The content analysis of socio-political discourse in sports journalistic articles in Kazakhstan”

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Abstract

The topic of this MA research study examines the interplay between Kazakhstani socio-political discourse and sports journalism in KZ. Based on previous researches in the field of sports journalism, some researchers argue that sports journalism was always deeply rooted into the context of socio-politics, influencing directly public discourse by shaping agenda, opinions, and even nationalistic ideologies. In the context of the limited freedom of speech, state control, absence of the established and widely accepted and endorsed journalistic principles, the sport journalism of Kazakhstan is a unique scene for investigating how sports and politics are interconnected.

In this research study, it is hypothesized that sports reporters and writers face the need to response to socio-political agenda and, as a result, they cover directly or indirectly different topics, which are not related to the sports in its foundation. Using preliminary content analysis of sport journalistic pieces in Kazakhstan as a method, this study will answer the following research questions: a) How are sport journalism and politics interrelated in the present time in Kazakhstan? b) How sports journalists cover the sports news, which are interrelated with socio-political discourse?

The findings, which came out from the content analysis of 131 articles from several news portals, show that state-controlled sport media do not tend to write a lot about socio-politics in their articles. On other hand, more independent authors try to cover agenda in the sports-related narrative without choosing any sides or opinions.

I . Introduction

This research examines sports journalism in Kazakhstan and its interrelation with socio-political discourse. The importance of this topic is driven by the general development and problematic tendencies of modern journalism in Kazakhstan, related to freedom of speech, business media management, and a plurality of news sources, and mentioned in the Media Sustainability Index (IREX, 2019). According to MSI, Kazakhstan has a score of 1,54, which can be defined as an “unsustainable” media system. One of the major problems was the instability in socio-political discourse in the country and media barriers, created by the government. Sports journalism plays an important role in the foundation of the whole journalistic sphere of the country, especially with its broad audience from the public. Therefore, to understand the modern tendencies in the overall interrelation between socio-politics and journalism in Kazakhstan, sports aspect of this interplay should be studied in terms of impact of socio-politics and public discourse, in general, and governmental influence, in particular, on the sports coverage, and vice versa.

Sports itself plays a huge role in the socialization and culturalization of people. According to Singh (2018), the concept of sports, including healthy competitiveness, has positive influences on people’s life, conceptualized in spirit development, feeling of togetherness, and belonging to the community. Sports journalists, as the media which brings people sports coverage, can handle the overall perception of sports and, in general, people’s motivation and mental condition.

In addition, there is not so much research done in this field of Kazakhstani journalism. The only published research was done by Ibrayeva and Baigozhina (2020), which focused more on the theoretical approach of sports journalism and framed it as a genre field, not as a separate industry. This research paper differs from the one done by Ibrayeva and Baigozhina in the more practical approach and focuses on sports journalism as a unique industry field, with its features and tendencies.

Moreover, this research will differ from the international ones in terms of focusing on the Kazakhstani media market and the influence of the local socio-political environment on the tendencies of the journalistic field.

This research proposes the following research questions

RQ1: How are sport journalism and politics interrelated in the present time in Kazakhstan?

RQ2: How sports journalists cover the sports news, which are interrelated with socio-political discourse?

II. Literature Review

In the agenda of all sports fans and athletes, the phrases "Sports out of politics" and "Stick to sports" have always appeared as postulates of healthy and inspiring competition. Sports itself seemed to be a source of escapism for those fatigued by the tensions surrounding them in everyday life, thanks to the universality of the sports concept. However, within the context of recent decades, numerous scholars have expressed concerns about the realism of the "sports out of politics" narrative. In his book "Sports Politics: An Introduction" (2017), Jonathan Grix pointed out that sports and politics have been interconnected fields of human organization since their origins. According to Grix, even Ancient Greek and Roman athletes during the first Olympic Games were bound by political considerations. He argues that sports can be used to promote nationalism, international relations, diplomacy, and political agendas. A similar perspective is presented by Giulianotti (2015), who contends that sports are an arena for political challenges. He highlights the relationship between sports, nationalism, and identity, asserting that sports can be used to promote or challenge national identity and political agendas.

To illustrate, Tokyo Olympics 2021 featured representatives from the Russian Federation, who were banned from directly representing their country due to a significant doping scandal. Designated as Russian Olympic Committee athletes, they were prohibited from displaying national symbols and hearing the national anthem on the podium. In other words, they were unable to convey their national identity or make statements on behalf of the state. Such measures carry not only punitive implications but also political ones. Koch (2013) investigates the utilization of sports in soft authoritarian regimes for the promotion of national identity and political stability. She argues that sports are an effective means to achieve these goals as they are activities with which people can readily identify and participate. Koch supports her assertions with the example of Nursultan Nazarbayev, the former leader of the soft authoritarian regime in Kazakhstan, who employed sports to promote nation-building around his regime. The key tools used by the former leader of Kazakhstan included substantial cash rewards for Olympic participants and sponsorship of various sports teams, such as the Astana Pro-cycling Team, which utilized symbols and colors reflective of the nation to advance Kazakh ideologies and political stability. A similar rationale may be discerned behind the prohibition of national symbols for Russian Olympic Committee athletes, who underwent media training before the Games to disregard any socio-political news. Maguire and Falcous (2010) contribute to this perspective by asserting that sports have been employed to legitimize political regimes and ideologies, fostering a sense of national pride and unity, often at the expense of minority groups. They also emphasize the role of sports in perpetuating gender and racial inequalities, as well as promoting consumerism and capitalism.

Furthermore, the complicated connections between socio-political discourse and sports exert a significant impact on the complementary field of social sciences, particularly journalism, and more specifically, sports journalism. This realm has long served as a platform for reporting and analyzing socio-political issues alongside sporting events. The convergence of sports and society provides

journalists with a distinctive opportunity to engage audiences in a myriad of topics, spanning from politics to culture.

Despite its popularity and universality, sports journalism has traditionally been relegated to the status of a "toy department" within the editorial offices of major media outlets (Rowe, 2007). However, over time, this perception has evolved, with sports journalists increasingly incorporating important and substantive news into their coverage. Taking a broader perspective, Wenner (2021) delves into the intersection of media, sports, and society, underscoring the pivotal role of sports journalism in shaping public discourse. Through his historical analysis of sports journalism, Wenner contends that it has consistently served as a space for social commentary, with journalists frequently leveraging sports stories to illuminate broader cultural and political issues—spanning from early print media to contemporary digital platforms.

On the other hand, Koch (2013), drawing from the example of Kazakhstan, states that sports have been employed as a tool of soft authoritarianism, akin to media. Koch's analysis suggests that sports journalism can be a potent instrument for political propaganda, emphasizing the need for journalists to be cognizant of the potential for manipulation when covering sports in authoritarian contexts.

The potential challenges arising from the interplay between socio-political discourse and sports journalism revolve around defining what qualifies as socio-political content in sports news. The Second Annual Politics in Sports Media Report, authored by the Center for Sports Communication & Media at the University of Texas in Austin (2023), highlights that, in addition to overt political associations in sports news such as elections, direct athlete involvement, or legislation, other interconnected topics like race, gender, and sexual harassment issues can also be deemed socio-political in the context of sports news coverage. Consequently, further research in the realm of sports journalism and socio-politics has delved into diverse issues, including the role of race and ethnicity in sports media coverage, the representation of women in sports journalism, and the influence of sports media on political campaigns.

In summary, sports journalism possesses the potential to be a potent instrument for promoting social justice and addressing socio-political issues. However, it also underscores the susceptibility of sports media to manipulation by political actors for propaganda purposes. Consequently, journalists and media organizations must be cognizant of these risks and endeavor to uphold their independence and objectivity in their coverage of sports and society, encompassing various types of inequalities and political polarizations.

III. Research methodology

For this study, the primary methodology involves content analysis, specifically focusing on sports news from the four main sports portals in Kazakhstan.

Qazsporttv.kz is the website of the principal state sports channel "QazSport," which not only conducts online broadcasts and publishes sports news but also produces exclusive materials.

Sports.kz is a sports news portal founded in 2006 by Sergey Zaburdyev and operates as a completely independent platform.

Prosports.kz is an independent online sports portal that commenced operations in 2008, with a focus on covering various sporting events directly from the scene.

Vesti.kz is one of the most popular news portals in Kazakhstan, according to SimilarWeb and LiveInternet. It belongs to the state media holding "Alash Media Group," owned by the well-known media manager Batyr Kazybayev.

The data collection procedure for the study involved sampling sports news with socio-political overtones published between January 1, 2022, and November 20, 2023. This timeframe was chosen

due to the occurrence of several major socio-political events that impacted Kazakhstan, namely the "Qantar" events, the Russian invasion of Ukraine, and the Israel-Palestinian conflict.

For additional analysis and convenience, all news was extracted from the 10 most common sports in Kazakhstan based on general views from the four main sports websites. These sports include football, boxing, MMA/wrestling, cycling, tennis, chess, volleyball, basketball, hockey, and ice skating. News articles were organized in tables by sport, along with an explanatory link to socio-political contexts. Under news with socio-political context, articles were selected that not only directly related to political conflicts or direct relationships with the field but also covered issues of race, gender equality, and any news related to solemn meetings with the Presidents of Kazakhstan.

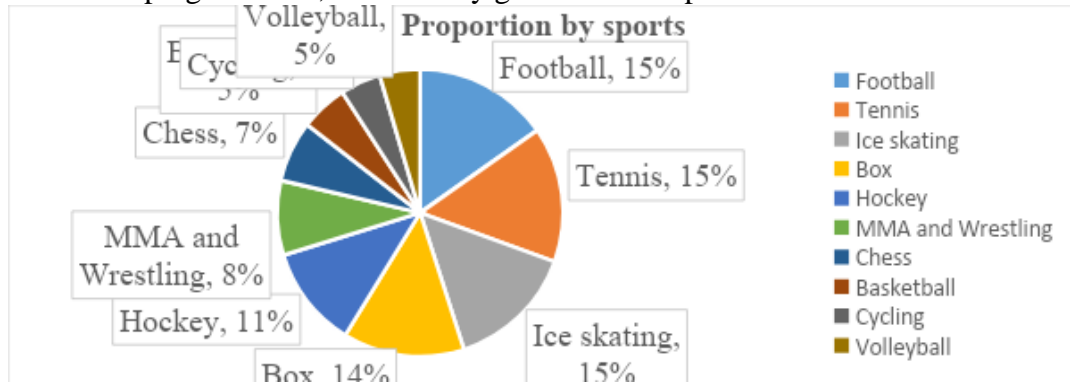
The maximum number of news articles per sport, where data collection ceased, was set at 20. In cases where the essence of a news article was repeated on several portals, that publication was recorded only once. Additionally, framing phrases related to the aforementioned political conflicts were documented in a separate column to analyze how journalists approached covering certain events.

The analysis focused on the dates to determine which topics were most frequently used in socio-political sports news, how the distribution was organized by sport, and the differences in framing coverage on different portals.

IV. Results

After analyzing and researching the required articles, it was found that 131 news articles provided coverage of various socio-political subtexts from the four main sports portals in the country. The largest number of articles pertained to football, tennis, and figure skating, which is not surprising for several reasons.

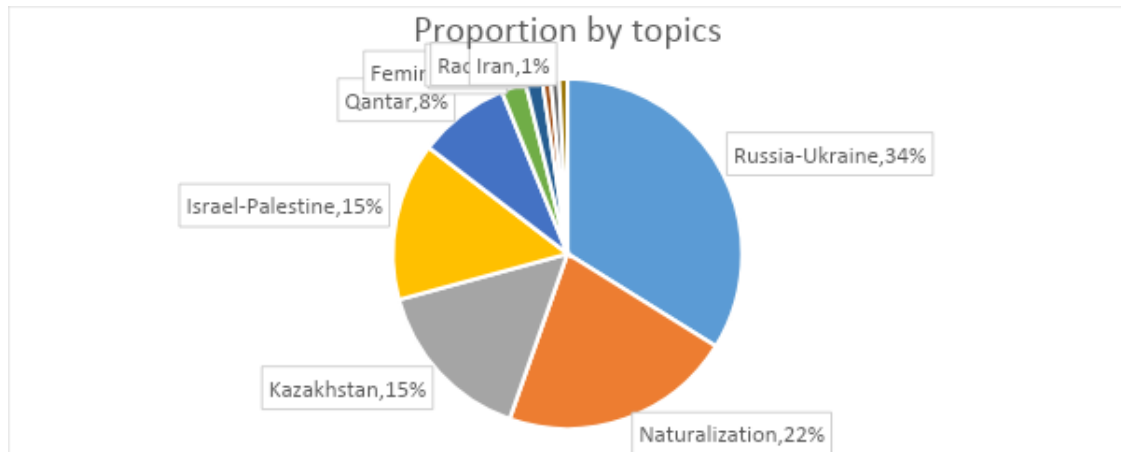
Firstly, football is the most popular sport not only in the country but also globally, resulting in a higher frequency of news on this subject. Secondly, tennis and figure skating are two sports where Russian or former Russian athletes excel. Their actions, especially since the beginning of the invasion of Ukraine and doping scandals, consistently generate hot topics for the media.



After categorizing the above-mentioned articles based on the socio-political topics they covered, it was observed that 44 out of 131 articles were related to the Russian invasion of Ukraine in February 2022. This is understandable, given that this military conflict has had numerous consequences in sports, including the suspension of Russian athletes. However, the crucial aspect lies in how journalists approach the coverage of these topics.

Upon analyzing these articles, it can be inferred that journalists tend to employ neutral expressions when describing the events, often using terms such as "situation" or "conflict." The overtly subjective aspect of the conflict is predominantly conveyed through direct quotations from sports personalities or on the prosports.kz website, where phrases like "special military operation" or "military action" are used. This analysis suggests the hypothesis that both journalists and their

audiences harbor a desire to engage with socio-political news. Still, they strive to maintain a neutral and objective stance whenever possible, occasionally omitting explicit mention of the conflict even when it is implied in the article.



Another significant finding from the content analysis is the extensive coverage of the naturalization topic. Naturalization, as revealed, plays a crucial role in shaping the perception of Kazakhstani sports. This practice is widespread globally, primarily because, as the Literature Review indicates, international competitions serve as a means for many countries to showcase their national ideals and identity. To make this representation as impressive as possible, victories become essential. To achieve victories, the inclination to attract talented athletes from other countries under one's flag is substantial. Naturalization has consistently been a controversial topic, both among athletes and in the media.

Examining the coverage of this topic in the Turkish media, Istif Inci, Tinaz, etc. (2023) concluded that the overall media attitude toward naturalized athletes tends to be either neutral or negative. In Kazakhstani news articles, discussions about naturalization most frequently arise in tennis. This is due to Kazakhstan's longstanding practice of transitioning Russian and non-Russian tennis players to the Kazakh national team. An illustrative example is Elena Rybakina, whose naturalization received huge coverage in the sports media space after her Wimbledon victory. Generally, in the Kazakh media, this topic is covered in a relatively neutral manner, occasionally placing exclusive emphasis on naturalization with headlines like "Renounced Russian citizenship sportswoman...".



Upon analyzing media outlets, it can be deduced that state media demonstrate significant reluctance to publish sports news with socio-political implications. Among the 131 sports news publications within the chosen timeframe and the 10 sports selected in the methodology, only 3 articles were identified on qazsporttv.kz. One article presented a summary of the Asian Games and included

government comments on the outcomes. Another article focused on the meeting between the President of Kazakhstan and Elena Rybakina. The third article addressed the "Qantar" events and the subsequent postponement of basketball matches.

In contrast, independent sports portals predominantly featured news related to international socio-politics. Among all sports, cycling and chess sections contained more Kazakhstani news than foreign ones. Simultaneously, nearly all news about local events had some connection to the President of Kazakhstan, Kassym-Zhomart Tokayev. This overarching trend suggests that sports media are more inclined to cover international news with socio-political dimensions than local news. This inclination may arise from perceived risks associated with constraints on freedom of speech and potential barriers from state-controlled media.

V. General Discussion

Drawing from the study of available literature and content analysis, it is evident that exploring the interrelation between socio-political discourse in Kazakhstan and sports journalism serves as a crucial starting point for understanding prevalent trends in the country's media industry. Despite sports journalists striving for neutrality regarding socio-political topics, there is a notable need to cover these subjects from both public and journalistic perspectives. The state also shares this need, utilizing both athletes and media to advance its national agenda. In the examination of news articles from major sports portals, beyond identifying main patterns in coverage of various political conflicts, new topics were identified for further discussion, including naturalization and the impact of state ownership on sports news coverage.

Based on the research conducted, a theoretical conclusion can be drawn that sports journalists in Kazakhstan are willing to cover socio-political news related to sports, acknowledging readers' demand for such content. However, both sports journalists and journalists in general face direct or indirect media barriers, such as self-censorship, preventing free and comprehensive coverage of sensitive topics. From a practical point of view, it is advisable for sports media to place greater emphasis on local sports news related to socio-political discourse, not only within the most popular sports but across all sections.

Several limitations in this study provide should be considered for further research in this area. Firstly, articles in the Kazakh language, which could hypothetically demonstrate different news coverage, were not researched. Additionally, for a more effective exploration of this issue, a qualitative approach involving interviews with sports journalists in Kazakhstan is recommended. Questions can be formulated based on the findings of this study. Another crucial ethical consideration is the author's personal views on sensitive socio-political topics, which might influence the overall analysis of articles. To improve the study's effectiveness, the involvement of multiple experts and possibly focus groups is suggested for a more objective perspective.

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“A Legal Analysis of Transboundary Agreements on the Irtysh River and Mekong River for Sustainable Development and Conflict Resolution”

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Abstract

This research aims to conduct a legal text analysis of agreements governing the Irtysh river between China and Kazakhstan and the Southeast Asian states bordering the Mekong river. This study focuses on development and water use cases outlined in the bilateral agreements signed between China and Kazakhstan and multilateral cases under the Mekong-Lancang compact. To contextualize the legal agreements which undergird this study, China’s governance of water resources in the upstream provinces of Xinjiang and Yunnan will also be researched in-depth. The study also considers international development initiatives like the Belt and Road Initiative. The objective is to establish an approach for evaluating the effectiveness of both bilateral and multilateral water management agreements in addressing transboundary water disputes. This research seeks to outline the methods employed by all parties in resolving water disputes and their adherence to international water management norms, as outlined in international law agreements. By examining the intricacies of these agreements and the implementation of development projects, the study aims to provide insights into the complex landscape of transboundary water governance and highlight the successes or challenges encountered in resolving transboundary water disputes. This research contributes to an understanding of the dynamics surrounding cross border water management and the legal frameworks influencing cooperative efforts in the context of the Irtysh and Mekong rivers and addresses a gap in existing transboundary water literature by looking into China’s historical understanding of water governance in its provinces which border both rivers.

I . Introduction

Despite years of institutional cooperation, China and its neighbors have had major difficulties in resolving disputes over transboundary rivers, basins that cross international borders. In the case of the Irtysh River, which crosses from China through Kazakhstan and Russia, and the states of the Mekong River, namely Myanmar, Vietnam, Laos, Thailand, and Cambodia; these disputes have led to worsening disagreements over water usage and quality. If left unaddressed, this ecological disaster will lead to shortages of up to twenty-five to thirty percent of Kazakhstan’s total water resources by 2050 (Ozenbayeva, 2022). To govern their shared water resources, China and its lower riparian neighbors are party to a field of differing legal agreements, that, despite offering frameworks to promote cooperation, lack a unified enforcement and monitoring system to govern transboundary water (Ozenbayeva, 2022). On the Kazakh and Russian sides, the Irtysh River is governed by a series of bilateral agreements, while the Mekong River is governed under the Mekong-Lancang Compact, which seeks to promote multilateral governance between China and the states along the Mekong River. These agreements lack dispute-resolution mechanisms, which has prevented cooperation from being actualized into legislation that equitably manages transboundary water (Ho, 2017).

To analyze the areas where cooperation is successful and promote an understanding of the areas where the legal agreements have failed to lead to actionable results in promoting sustainable governance of water resources, this research aims to provide an overview of the legal agreements which underpin the lower riparian states’ water relationship with China. Further, this research seeks to address the existing gap in legal research of transboundary water research by providing crucial context of the historical factors that influence China’s transboundary water governance, namely the

governance of development projects in the cross-border states of China's Yunnan and Xinjiang provinces, provincial-level development initiatives as well as the impacts the dam and water diversionary projects from China's Belt and Road Initiative (BRI) have on the quality and course of water resources that flow through the lower riparian states. This study of dam projects looks at one case study of a water diversionary project on each river in China. In particular, these projects are the Irtysh–Karamay–Ürümqi Canal in Xinjiang province and the Xiaowan dam in Yunnan province. On the Kazakh and Southeast Asian sides, respectively, China has funded the Turgusen dam on the Irtysh River and the Pak Lay project in Laos. This multi-dimensional study of both the domestic governance and legal implications of transboundary water governance seeks to promote an understanding of how China presents itself as both a 'good neighbor,' which respects "sovereignty" and "territorial integrity" (Coco, 2020), while utilizing transboundary water resources to further its domestic development interests.

II. Literature Review

The primary documents studied in this research are the legal agreements signed between China and Kazakhstan and China and the Southeast Asian states of the Mekong River. In the case of Kazakhstan, these agreements go back to 2001 and include five documents outlining water-sharing agreements, water quality compacts and special working groups to manage and govern the countries' water-sharing agreements. The documents are listed in full on the Kazakh government's Akorda website. The specific documents of interest to my research are as follows:

- The Agreement between the Government of the Republic of Kazakhstan and the Government of the Peoples Republic of China on cooperation in the field of use and protection of transboundary rivers (September 12, 2001, Astana);
- The Agreement between the Ministry of Agriculture of the Republic of Kazakhstan and the Ministry of Water Resources of the Peoples Republic of China on the development of research cooperation on transboundary rivers (December 20, 2006, Beijing);
- The Agreement between the Ministry of Environmental Protection of the Republic of Kazakhstan and the Ministry of Water Resources of the Peoples Republic of China on the mutual exchange of hydrological and hydro-chemical information (data) of border gauging on the major transboundary rivers (December 20, 2006, Beijing);
- The Agreement between the Government of the Republic of Kazakhstan and the Government of the Peoples Republic of China on the protection of the water quality of transboundary rivers (February 22, 2011, Beijing);
- The Agreement between the Government of the Republic of Kazakhstan and the Government of the Peoples Republic of China on cooperation in the field of environmental protection (June 13, 2011, Astana)
- The Irtysh River - gauging Buran (the Republic of Kazakhstan) - Nanwan of China (the Peoples Republic of China)

Likewise, to the study of the Sino-Kazakh legal framework governing their transboundary water relationship, China maintains an official site on the Mekong Lancang Compact agreements. Six of these multilateral documents are of interest to my research:

- Joint Press Communiqué of the Fifth Mekong-Lancang Cooperation Foreign Ministers' Meeting (2020)
- Joint Press Communiqué of the Second Lancang-Mekong Cooperation (LMC) Foreign Ministers' Meeting (2018)
- Li Keqiang's address at the 1st Lancang-Mekong Cooperation Leaders' Meeting (2016)

- Joint Statement on Production Capacity Cooperation Among Lancang-Mekong Countries (2016)
- Sanya Declaration of the First Lancang-Mekong Cooperation (LMC) Leaders' Meeting (2016)
- Joint Press Communiqué of the First Lancang-Mekong Cooperation Foreign Ministers' Meeting (2016)

To contextualize these two water regimes into China's greater development interests, the foundational documents on China's upper riparian provinces, Yunnan and Xinjiang province, respectively. The two governing regimes are as follows:

- "State Council's Notice on Supporting Yunnan Province to Accelerate Construction Opinions on important bridgehead opening to the southwest" (国务院关于支持云南省加快建设面向西南开放重要桥头堡的意见, 2011)

- Learn and understand the essence and connotation of General Secretary Xi Jinping's strategy for governing Xinjiang (学习领会习近平总书记治疆方略的要义和内涵, 2017)

Finally, the governance of China's BRI initiative, namely the frameworks that manage the construction of development projects abroad will also be studied. This section primarily focuses on reforms taken on by China in 2016 to improve the international perceptions of BRI, as the initiative was faced with criticisms for not using best international practices in initiating their development projects. Also included, is a recent report from 2023, following the tenth year anniversary of the initiative. This provides a point of comparison to judge how the environmental governance of the initiative has progressed over the past decade:

- "Belt and Road" Green Development Beijing Initiative was released in Beijing' (《“一带一路”绿色发展北京倡议》在京发布, 2023)

- "Guiding Opinions on Promoting the Green 'Belt and Road' Construction" (关于推进绿色“一带一路”建设的指导意见, 2017)

- "Create a dialogue platform, promote policy communication, and further promote the green 'Belt and Road' construction" (打造对话平台，促进政策沟通，深入推进绿色“一带一路”建设, 2016)

- "Build an ecological and environmental protection information support platform to serve the green 'Belt and Road' construction" (搭建生态环保信息支撑平台，服务绿色“一带一路”建设, 2016)

- "The Ministry of Environmental Protection accelerates the promotion of "Belt and Road" environmental protection technology and industrial cooperation" (环境保护部加快推进“一带一路”环保技术与产业合作)

Taken together, this literature will inform a comparative study to determine how China's domestic development policy aligns with the bilateral and multilateral goals set out in the agreements and their relevant documents to understand how these agreements are operationalized in practice. By comparing both bilateral and multilateral governance regimes, this will provide further insight to understand the overall picture of China's transboundary water governance practices.

III. Research methodology (and data collection tool)

To conduct this research, a comprehensive legal text review will be employed to study the bilateral and multilateral agreements of the initiative. To conduct this methodology, Christopher McCrudden's text, "Legal Research and the Social Sciences" will be employed to specifically compare the effectiveness of 'institutional mechanisms' at delivering legal outcomes (McCrudden, 2006). This forms the central, conceptual point of comparison between the multilateral and bilateral agreements.

This text also provides an appropriate methodology to transition the legal research topic of this research into a Social Sciences medium. To review the Chinese-language policy documents in Yunnan and Xinjiang provinces, respectively, content review will be studied in the agreements and compared to the outlines in the legal agreements signed between China and its lower riparian partners. Finally, the use of case studies of water diversionary projects will provide context in how these policies impact the countries' transboundary water landscapes in practice. These case studies demonstrate the impact of the three elements of this thesis: legal agreement analysis, China's domestic governance of upper riparian provinces, and China's governance of BRI water diversionary projects.

IV. Results (Data analysis with critical thinking and discussion)

The bulk of the textual and legal research for this thesis project has not yet been conducted, however from an early review of existing literature and in beginning to read, it seems that there is a significant discrepancy between the legislation that has been created to govern transboundary water resources in both regions and the actions of the diversionary projects created by China. This is not to say, however, that there are not any positive cooperative efforts between China and its neighbors. Thus, given that this study has not yet been conducted, I will include my research questions to demonstrate the line of questioning I will follow to better understand the expected, ambiguous nature of China and its lower riparian neighbors' cooperation:

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- o How do China and its lower riparian neighbors define their cooperation?
- o Do the differing bilateral and multilateral frameworks have differing levels of successful cooperation?
- o How does domestic governance in China inform the development of water resources in its neighbors?

V. General Discussion

This study seeks to address an existing gap in literature to connect the governance of China's domestic water projects, its international BRI projects to the transboundary governance of two major rivers, the Irtys and Mekong Rivers. This research also seeks to present legal research in the context of the Social Sciences discipline. Thus, this research seeks to be a bridge between the theoretical documents that govern transboundary water, China's domestic and foreign development and the practical impacts that this development has on the two water basins. While this research seeks to address these major gaps, it is unfortunately limited by the author's inability to speak Russian, Kazakh or any Southeast Asian languages. Thus, potentially important local reporting and documentation of development projects may escape the confines of this research. However, this does not drastically impact the understanding of the governance projects and legal documents that are the main focus of this research and written in Chinese.

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