

December, 2024

**The Kazakh-American Free University
Academic Journal**

BBK 74.04
J 38

Articles in the Kazakh-American Free University Academic Journal examine urgent issues of management and marketing, issues of philosophy, issues of economy and business, personal management issues, information technology and applied research, linguistics and learning issues.

Materials included in the journal are addressed to scientists, researchers, university faculty, university students, and educators.

The frequency of publication is once per year.

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J 38 The Kazakh-American Free University Academic Journal. –
USA, Oregon, 2024. – 193 p.

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14289 SE Willet Dr
Happy Valley, OR 97086

Signed off to publisher on 30.12.2024

UNDERSTANDING THINKING IN THE CONTEXT OF MODERN LIFE: ON THE LIMITS OF ARTIFICIAL INTELLIGENCE

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Modern world development and the identification of its trends as a subject of consideration requires an initial definition of what is meant by development, especially if it concerns the whole world. Often, speaking about development, we imply certain changes. Mere changes cannot be considered development. If we consider development in the dialectical tradition, then we must admit that its essence is expressed by the understanding that development can be considered, firstly, only the emergence of something qualitatively new in comparison with what already exists in a particular process that is being considered. In addition, secondly, the emergence of something qualitatively new should not be neutral concerning definitions on the scale of the distributing “positive” for the community that is considering the phenomenon of development. Thus, if the emerging qualitatively new has the characteristics of a decreasing “positive”, then, in this case, we should not talk about development, but about the process that is opposite to it, that is, about degradation.

The definition of world development and the trends that arise in it as forms of some of its concretization makes sense when the question is about clarifying the possible prospects for qualitative changes in the world that should have a positive status. In the modern world, the fundamental characteristics of its qualitative changes are associated with processes that are carried out by people who combine their spiritual and material forces in the direction of solving life’s problems. Various types of joint activities of people in society, the depth of this jointness, the focus on mastering the definitions of natural and institutional existence, *etc.*, are those contextual conditions, thanks to the understanding of which it becomes possible to raise the question of positive or negative mega-trends of modern world development.

The appeal of man and human community to the world always retains the features and structure of activity. It is the procedural basis of any states in society and individual human life. The methods of its implementation determine the nature of the upcoming changes and their positive or negative nature. The main options for such methods are always options for holistic and divided activity. The first of them becomes the basis for real cooperation, establishing mutual understanding and respect in the human community. The second option, on the contrary, is the basis for dividing interests into poles, on the one hand, dictating and, on the other hand, those to whom certain positions are dictated.

Culture as a process is formed and exists solely on the implementation of holistic activity. The civilizational form of organization of social life, on the contrary, is based on divided activity.

The problems of cultural development, as well as the development of civilization, and the related issues of choosing orientations in the conditions of the modern state of society, are relevant for solving many problems in both science and social practice. Suppose the processes of cultural development are expressed by creative, constructive,

socially significant activities of people. In that case, the definitions of the civilizational organization of social life are expressed by the processes of application, use, replication, preservation, transfer, use, *etc.* of what is created in culture and by culture. This means that there is a significant difference between what is set as the basis for social being or the being of individuals, on the one hand, culture, and, on the other hand, civilizational parameters of being. A comparison of cultural and civilizational processes proper - processes of creation, on the one hand, and, on the other hand, processes of application (use, consumption, replication, *etc.*) - clearly shows that they are qualitatively different from each other. *Creation* is not limited to a particular situation, defined as “here and now”, while the *application* is always limited by them. *Creation* always has a creative character, that is, it always has a “logic of development”, while the *application* is always oriented toward choosing from a limited number of given, ready-made options, conditioned by the definitions of the subject as the *result* of a particular activity, but not by this activity as a *process* itself.

The content of the relationship between these variants of understanding lies entirely within the framework of the global difference between civilization and culture. In the context of this difference, any methods and forms of thinking receive the appropriate correction, which is then transmitted to all possible objects and acts of understanding in the comprehension of any processes of both civilizational and cultural nature.

Orientation to the line of cultural development assumes that the processes carried out must be personal, constructive, socially significant, and creative. And, conversely, orientation to the civilizational choice is always, firstly, being in the conditions of a consumer-user worldview. Secondly, it is a choice between what already exists, determined by external conditions and other factors. The choice of the line of cultural development assumes a certain work of people personally and subjectively as a life, value guideline, and priority that has social significance and a moral position.

The civilizational choice means a socially passive attitude of people to what is happening, to the social meaning of their own business. Their main reference point and values are profit, convenience, functioning according to an established pattern, compliance with external moral requirements, standards, and norms of the consumer sphere represented by customers, those, who stand higher in the social hierarchy, *etc.*

The above-mentioned differences between the line of cultural development and the line of civilizational choice permeate the entire fabric of human attitudes. As a result, the positions of the subject of activity, creativity, and creation important for everyone, on the one hand, and the functionary, performer, and follower, pursuing only selfish goals, on the other, are strictly divided. There is no unity of these positions.

The line of culture and the line of civilizational choice in understanding thinking and the specifics of scientific research.

The differences in the positions of the line of culture and the line of civilizational choice in a refined form are manifested in the mental sphere, including the understanding of mental phenomena present in scientific processes and their consequences for the development of science itself and the implementation of individual scientific research.

Distinguishing between types of understanding of thinking, in achieving the possible level and prospects for understanding the tasks facing man and society, has not only theoretical but also practical significance. Therefore, as an area of special philosophical research, this is relevant today.

Understanding of thinking, proceeding from the phenomenon of culture, that is, from the proceduralism of culture itself as an activity in which human, social reality is historically created at all times, which substantiates the emergence and development of human thinking, capable of grasping and reproducing the proceduralism of the world, society, man, their changes and development. Such an understanding of culture also requires a different, non-civilizational, understanding of thinking and those of its phenomena in which humanity and individuals can adequately comprehend past and ongoing processes in real social being.

Such an understanding of both culture and thinking has historically matured in the development of humanity. The main difference here is that both society itself and the ways of solving the problems of its development are not considered as mechanical, requiring external influences, situational, and therefore abstract - phenomena that require the use of precisely instrumental-rational action within the boundaries of the described states. A *different* understanding is directly related to the need to see the processes, that is, the internally determined changes and developments occurring in society, which are not limited by externally given situations, the “here and now” situation, but which stem from the past and through the present shape the future, and express social and human self-development.

Turning to the levels of thinking that can lead to different understanding of the whole of human reality, it should be noted that in the history of classical philosophy such levels of thinking were identified, studied, and in modern dialectical philosophy they are known as the levels of *reason* and *intellect*. The origins of the distinction between *intellect* and *intelligence* lie in the awareness of their essential non-identity with each other. They reflect, on the one hand, the activity-cultural ways of understanding the world that generate and reproduce a *reasonable* attitude to the world, and, on the other hand, reflect the reproduction in thinking of the rational logic of the civilizational form of organization of social life, which is characterized by a picture of the world and images of any facts from ongoing processes, built as conglomerates, imprinted through systems of finite, situational actions and manipulations of them, and is also characterized by rationalization and instrumentality as forms and methods of understanding and solving socially significant problems.

The real status and corresponding understanding of reason as a cultural phenomenon and intelligence as a civilizational phenomenon require consideration of the methods of conducting research through the “lenses” of their difference. This is necessary insofar as the method of thinking carried out in any research determines both the process of the research itself and its result.

The line of culture in thinking - the level of reason - is expressed in science in the form of the focus of research on identifying the method of development, essence, integrity, universality, and concreteness, characterizing both the object of research and the ability to think. Such focus determines the need to *immerse* research thought and activity in the object of research. The methods of organizing research and the extent of immersion itself are also subordinated to this. The focus of research in the line of culture differs significantly from that characteristic of the line of civilizational choice, expressed by a rational worldview. The status of reason as the highest level of thinking characterizes the possibilities of any knowledge. Thus, for example, at the level of reason, we see the obviousness of the limitations, narrowness, and inadequacy of rational forms of knowledge.

After all, it is at the level of reason that we are talking about revealing the essence, the methods of forming what is being studied. At the same time, it is reason that ensures an understanding of the admissibility of rational forms when it comes to knowing private, situational aspects of an object's existence, that is, when it is not so much about knowing it, but about describing and recording its individual or collective features and properties. It is the rational worldview in the sphere of scientific research that necessarily projects as goals the identification of the properties of an object, their detailed description, systematization, classification, and interpretation of the combined image of the object of study.

In the history of classical philosophy, the problems of mental activity and its levels (reason and intellect) have always become the subject of research in connection with their linking with a deep analysis of the processes of cognition. For example, in his "Metaphysics", Aristotle asks a question about reason. "If it does not think anything, then what is its dignity? It [in that case] is like a sleeper. Or perhaps he thinks, but this activity of thought depends on [something] else (for what constitutes his essence is not thought, but the ability [to think])"¹. According to Aristotle, the consideration of reason and the best in it is its thinking of itself, and its thought is thinking about thinking. It is important to emphasize here that we are not talking about the subject of knowledge as such, not about the way of thinking, but about what reason is as such, which is part of the sphere of knowledge. In this regard, Aristotle wrote: "Meanwhile, knowledge, and sensory perception, and opinion, and reason are always ... directed toward something else, and [only] in a secondary way toward themselves". The fate of knowing Other depends primarily on what basis for his knowledge takes place. The line of civilizational choice, designated in thinking by the level of reason, correlates with both everyday and scientific consciousness. In everyday consciousness, the rational level is expressed by situationally significant decisions, various forms of adaptation to existing situations, to various options for solving problems that arise "here and now." They do not have a serious cultural and historical perspective, and the scope of their distribution and influence is limited to variable changes in one or another finitely given, already deprived of developing processualism, area of human existence.

In the sphere of scientific consciousness, the level of reason is represented by the logic of traditionally interpreted empirical research. Traditionality here is manifested in the recognition of the cognitive path from sensory experience to the aggregate information about the object of knowledge obtained through this sensory experience, and their further processing with the help of a person's rational ability to systematize, identify the common and the different, the related or unrelated, to identify or not identify subordination, etc. The empirical level requires to proceed from the stake on particulars, on separate properties of the object of research, and only through the generalization of their individual characteristics to form a collective image of "the whole". In empirical research, "the whole" always turns out to be composed of parts and particulars that prevail over it, that determine it. That is, "the whole" as such, in essence, does not act as the subject

¹ Aristotle. *Metaphysics* // Quoted from: *Anthology of World Philosophy*, Vol. 1, Part 1, Moscow: Mysl, 1969, p., 422; See also: Marx K. and Engels F. *Works*, 2nd ed. Moscow: Gospolitizdat, 1954; Hegel G.V.F. *Science of Logic*. In 3 volumes. Moscow: Mysl, 1970-1972; Hegel G.V.F. *Phenomenology of Spirit*. Moscow: Publ. of Social-Economic Literature, 1959. - 440 p;

Kuzansky N. *Works* in 2 volumes. Moscow: Mysl, 1979-1980; and others.

of research at all. Here, it is not taken into account that the whole is always qualitatively different from the totality of its parts since it contains the law of the connection of parts, which is not revealed as the subject of research when the whole is recognized only as the totality of its parts.

The main stages of research at the empirical level are, as is known, the collection of data on the object under study, their processing, systematization and classification of the processed data, and the interpretation of what is obtained as a result of these stages. Each of the stages is represented by sets of action systems. These actions must be rational in nature, that is, subordinate to the objectives of the study. The objectives of each stage differ from each other: collection, processing, systematization, classification, and interpretation. It is implied that these objectives jointly and compositely are the expression of the objectives of studying a given object. That is, the task of studying an object is equated to a set of tasks in the noted stages of empirical research. In other words, arrays of data on the properties, and characteristics of an object after processing, systematization, and classification begin to “claim” to be an allegedly adequate expression of the object as a whole. However, empirical research in this form, although it includes a large number of rational procedures, actions, and conclusions, is not the level of knowledge at which the possibility of knowing an object as a whole opens up, that is, knowledge in which its essence, the method of formation or its patterns are revealed.

Intelligence is an operational form of human thinking ability. Operationality expresses the implementation of thinking through systems of actions and operations with units of content that are present in these or those situations as their independent attributes. The operational form of thinking allows a person to navigate and adapt in a certain current environment and state, that is, in the context of “here” and “now”. Immersion in this selective context does not ensure awareness of the full picture of being, in which this situation exists, as well as awareness of a person, society, experiment, science, etc., as procedural forms of being.

This means that the conclusions of a person relying on the data obtained by his operational thinking, or intellect, about this or that state and features of the environment, in the context of which a person is at a given moment, can be inadequate with a high degree of probability. Reliance on them causes the incorrectness of the decisions and practical steps taken, the narrowness and inadequacy of understanding, *etc.*

From the perspective of social existence, the standards of decisions taken based on the data of intellectual analysis are fraught with a departure from understanding the logic of the historical process. This happens because social existence with its *processualism* and fundamental non-closure by the framework of any particular context cannot be adequately expressed by thinking in its form of intelligence (= in the form of reason). The only reason, dialectical thinking is capable of adequately reflecting the logic of the historical process. Note that the process cannot be considered as a set of static, complete “points” in any content under consideration. The static nature of complete points can only characterize the *description* of a process, but not the process itself as such. Therefore, it is necessary to take into account the difference between the logic of processualism (dialectical logic) and the logic of systemic reproduction of selective or given parameters of social existence. The logic of systemic reproduction of selective or given parameters of social existence is the logic of empirical analysis, which in no way adequately reproduces any processualism, including the processualism of historical existence.

This distinction is basic in relation to the solution of any problems. The logic of proceduralism is capable of ensuring the development and adoption of strategic decisions, while the logic of systemic reproduction of selective or specified parameters of private (situational) existential contexts is capable of ensuring only the solution of selective, situational problems, as supposedly “tactical”. The latter are *not directly related* to the solution of strategic problems. This should be especially emphasized. The lack of connection with the solution of strategic problems causes the refusal or devaluation of the need to subordinate the situational to what should express an adequate understanding of socio-existential processes in their entirety.

The logic of “here” and “now” does not work, or works with a negative result for society, if we are talking about the need to solve the basic problems of survival and development of man and humanity. The refusal of holistic, dialectical thinking can manifest itself, for example, in the form of a frequently discovered position of individuals, clans, or corporations, for whom any problems and tasks important for society remain outside their private interests.

In the modern period, the needs to preserve and develop social existence force us to look for opportunities, forms and ways to overcome dead ends to create a future perspective. In this regard, it becomes understandable to turn to various options for understanding, including the capabilities of artificial intelligence (AI). Such an appeal is often explained, or even “justified”, by the fact that AI is showing *ever-increasing* capabilities for analyzing any volume of data in any meaningful context, and also by the fact that, based on this analysis, AI provides conclusions and recommendations for the requestor *to choose* a particular task. In this data and this analysis, all forms of human attitudes and forms of human understanding of the world are present in the form of knowledge “matrices”. That is complete static models that can be used at the discretion of the applicant for tasks for AI.

This is where *the limit of AI’s capabilities* in solving tasks that are fateful for humans and humanity is discovered. Yes, AI can present the requestor with huge arrays of processed data, a huge number of the best options for conclusions, *etc.* But *in the end*, the “choice” is made by the one who must make practical decisions. The problem of *choice* poses the problem of adequate understanding of *the grounds for choice*. The choice itself does not solve the problem of understanding, much less adequate understanding ...

The transition to solving urgent, strategically important problems for the whole society means the need to understand the fundamental inadequacy of relying on intelligence and means the *inadmissibility of identifying* the capabilities of intelligence or reason with human thinking proper - with reason. It is becoming strategically necessary to focus on the development of dialectical thinking as rational thinking. The capabilities of AI can and should be considered as a new type of tool that can help a person, the human mind, but not replace it.

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INTERCULTURAL COMMUNICATION: DIFFERENCES IN INTERPRETATIONS

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In general terms - as an interconnection, message, or communication - the concept of “communication” does not raise questions. The situation looks different when immersed in the context of various sciences, where communication is filled with different, even opposite, conceptual content. The discrepancy in the interpretation of communication runs along the border between the natural and the social, the material and the ideal.

Within the framework of a broadly understood systems approach, communication is interpreted as the interaction of any, including natural, systemic formations. The situation looks different where it is attributed only to social systems, where they can also be presented in visible and purely material forms. Let us recall the words of N. Gogol: “Nevsky Avenue is the general communication of St. Petersburg”. But if at the beginning of the 20th century, even railway transport was attributed to communications, then by the end of the 20th century this concept was assigned specifically to the transmission of messages.

For a utility engineer, communication systems transmit water and electricity, for programmers they transmit databases. Here, the difference in the understanding of communication manifests itself even within the framework of technical sciences. The founder of cybernetics N. Wiener, as is known, was inclined to believe that such processes are characteristic of all relationships in nature and society, while K. Shannon attributed these processes only to technical systems of a special kind [8].

The origin of these differences is clarified by the historical approach when we consider the evolution of scientific concepts in the context of the era. It was this point

that McLuhan emphasized when he wrote that “the term “communication” in the broad sense was used in connection with roads and bridges, sea routes, rivers, and canals even before it came to mean “the movement of information” in the electric era. There is probably no better way to define the character of the electric era than to study first how the idea of transportation as communication was formed, and then how the transportation of goods gave way in this idea to the movement of information using electricity” [5, p. 102].

But what is communication as the transfer of information? The transfer of information between people? Between a person and a machine? Between machines? Questions of this kind are possible only where communication has already been reduced to the exchange of impersonal messages. This corresponds to the essence of programming, where any knowledge is necessarily formalized following predetermined structural rules. These kinds of technologies, which we happily declared the basis of post-industrial society, have radically simplified the management of technical processes, but at the same time they have generated new forms of alienation of man from man, transforming the relations between real people who now actively communicate via “smart machines”.

In modern science of communication studies, they are trying to combine all possible approaches to the concept of “communication”. Although here we should not so much generalize as distinguish. And above all, where we come close to the question of communication as communication. Is human communication an exchange of information, a transfer of data, or something else?

In the interpretation of cultural and intercultural communication in the social and humanitarian sciences, we see the collision of the positive scientific and classical ideas about man and his environment. The former is associated with modern disciplines such as Science, for which man and culture are a system among other systems with their modes of functioning, elements, and structure. Man, in such science is not a subject of communication, but a communicator. Intercultural communication here in the context of such communication studies is just “an exchange of information about events that have cultural significance for the participants in communication” [2, pp. 90-91]. The latter is also important since the result in such discipline as Science must be formalized and focused on implementation, preferably in the form of an algorithm, even if it concerns psychology and pedagogy.

It is clear that the theory of communication, created according to the patterns of natural and technical sciences, stems from the dehumanization of human communication, extracting from it the core - spiritual experience. There is an antithesis to this, where in cultural communication the ideal is seen behind the material, and such relationships acquire adequacy only based on mutual understanding, which in modern humanities is usually called “empathy”, and in the language of classical culture is associated with compassion and sympathy.

Let us remember that the term “communication” comes from the Latin “communio”, which originally meant both community and complicity. In this light, we understand the Renaissance city-communes, in which people were united not only by common practical chores but also by complicity in the education of a person as an individual, a creator.

Humanism as an ideological and cultural movement is a product of the Renaissance based on the recognition of a person as an individual, having the right to creative

development, equality and justice in their relations with others. The same idea became the basis for the schooling of educated people in Modern Europe, primarily in Germany. Science in the form of *Wissenschaft* became the ideology of German universities by the 19th century, while in English universities knowledge about society and man was converging with natural science, where man is not so much a personality as an individual, to whom the methods of disciplines such as Science are applicable. Characterizing this opposition in the article “On the cultural certainty of science: knowledge as Science and/or *Wissenschaft*” Ivashchuk notes that “German philosophy proclaimed the irreducibility of scientific creativity, either in character or in result, to the reproductive appearance of science, the irreducibility of science-*Wissenschaft* to its truncated English version” [4, p. 16].

It is clear that in the field of cultural studies, as well as other social and humanitarian sciences, the positivist truncated interpretation of communication does not accommodate the meanings of artistic and religious communication, and distorts the meaning of classical philosophical ideas. Naturally, positivist-oriented communication studies in the spirit of Science reject the position of Jaspers, who after the Second World War proceeded from the difference between the impersonal form of mass communication and that existential communication in which the recognition of the uniqueness of another I is a condition of their special communication, in the acts of which human existence merges with transcendence, i.e. with God.

It must be said that the concept of “communication” has undergone metamorphoses similar to the concept of “synergetics”. Thus, within the framework of modern general scientific methodology, synergetics is associated with emergence, i.e. the effect of generating a new, more complex quality in any system through fluctuation and bifurcation, which does not imply any humanitarian content. Another matter is the concept of synergy as a joint effort, cooperation, and mutual assistance, derived from the combination of Greek words “together” and “business, labor, work”. Where “synergy” is the name for the spiritual unity of man and the Creator on the path to salvation, this concept is part of the religious tradition that comes from the Eastern “church fathers.” And in this case, it is already bad manners to talk about some fluctuations and bifurcations.

Thus, it is unproductive to blur the difference between the specified vectors in the interpretation of intercultural communication in both scientific and educational literature, which, nevertheless, happens with the widely circulated references to Aristotle and Norbert Wiener as the predecessors of modern communication studies [3, p. 53; 7, p. 317].

We are talking about Aristotle’s definition of the state as “political communication of citizens,” which even in a very respectable textbook on cultural theory edited by Ikonnikova is supported by a quote from N. Wiener: “The exchange of information is the cement that holds society together” [1, p. 313].

The image of Athenian demagogues sitting with tablets in the agora is the most innocent derivative of such a comparison. Clearly, Aristotle had in mind the ancient democracy, where political institutions were formed through synergy as joint undertakings to build a state dependent on citizens. And it is quite different for Wiener, who has in mind a modern society with its mass media.

Such absurdities, unfortunately, are not rare within the framework of communication studies due to the abstract nature of its constructions, where even reflections on intercultural communication are not mediated by the history of culture.

But don't systemic formations exist in society and culture? Of course, they do, but their external mutual influences should not be interpreted as impersonal contacts, and internal ones - as relations of abstract agents or communicants, as opposed to real people, including outstanding geniuses of humanity, whose actions, of course, can be formalized, but cannot be adequately understood without familiarizing ourselves with the history of culture, literature, philosophy.

In essence, moral, religious and other types of human motivation are outside the scope of communication studies. But where ideal motivation and communication of people do not fit into communication studies, material relationships between people and social systems are easily integrated into it. A common place is the definition of modernity as an era of victorious market materialism. In this historical situation, where the material needs of the mass individual dominate, science can follow the objective appearance of humanity's loss of the ideal creative principle. It is in the society of alienation where people are forced to act according to a template, their intellect is reduced to formalism and rationality, against which Nietzsche once rebelled, opposing the man-cog with the animal power of a natural being.

The confrontation between positive-scientific and classical humanitarian methodology is aggravated by the contradictory nature of social life itself in the conditions of the market and managed democracy. Therefore, communication studies combine well with sociology and political science and give methodological failures in the fields of cultural studies, psychology, and pedagogy. It works well in the analysis of forms of communication generated by the market and mass media and does not give an adequate picture where the issue is the relationship of individuals, peoples, and cultures as spiritual subjects. Spiritual communication is not decoded and is not reduced to the transmission of information. These paradoxes should be taken into account when conducting a methodological analysis of the concept of intercultural communication.

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ARTIFICIAL INTELLIGENCE AND ITS ETHICAL EVALUATION BY CHRISTIAN CONFESSIONS¹

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Problem statement

Digitalization processes are among the most significant in the world today. However, they are far from unambiguous, and attitudes to them range from enthusiastic to extremely critical. The question is obvious: is digitalization a new stage of the technological revolution (one of its directions) or is it a deliberate and pre-determined intervention in the state of the modern world? It is impossible to squeeze the content of the ongoing digitalization process into the natural course of technological progress or to interpret digitalization as just a new stage in the development of information technologies. As we see it, digitalization was initially a natural stage of technological development. It did not claim an ideological and attitudinal status. Later, ideologists of the new world order and the transhumanist transformation of human beings became involved in its natural technological course. Digitalization began to be used to strategically change the essence of man. It proved to be a convenient sphere and opened up possibilities for the global transformation of man and the substitution of his essence. Today, digitalization claims to be the new reality of humanity, and the dominant reality. Yet the goals of digitalization remain hidden.

However, along with the concealment of the goals of digitalization by its ideologists, there are also quite frank statements by them. For example, N. Bostrom, director of the Institute for the Future of Humanity and one of the ideologists of transhumanism, says (speaking openly and without hiding his intentions): 'I do not believe that humans in their current form are ideal beings who have nowhere else to evolve. And here I'm not just talking about improving biological life forms - one can imagine positive scenarios in which humanity becomes a fully digital life form.' [1]. And further, 'Human nature is not cast in bronze. If we consider a situation in which the technological maturity of civilization has been achieved (here I am referring to both biotechnological and cultural means of modifying various aspects of it), if the goal of achieving the common good is set - this may be a good reason to modify human nature [1].

Let us repeat that several essential aspects of digitalization are not explained by

¹ This article was prepared under the funding of the IEE RK (PCF BR21882302-OT-23 'Kazakhstan society in the conditions of digital transformation: prospects and risks').

objective technological progress, for example, the requirements to change the essence of man, turning him into a 'fully digital form of life', as, for example, N. Bostrom writes. What is this digital form of life? Does it preserve man as he was in all previous history? Or is it a new human being, considerably robotized, as the ideologists of digitalization almost openly orientate us? Then the question arises: who needs it and why does mankind need such digitalization? The 'digitalizers' themselves are unable to outline their strategy and its consequences for societies and states. Maksut Shadaev, Minister of Digital Development, Communications and Mass Media of the Russian Federation, believes that up to 50% of the time of lessons on life safety (A.K.) should be devoted to digital safety [2]. The organizers of digitalization create a good reality if they warn people about the dangers of operating in it.

A similar thesis on the need for digital security is contained in the Roman Catholic Church's core document 'Rome's Call for an Ethics of Artificial Intelligence': 'To develop and deploy artificial intelligence systems that benefit humanity and the planet and build and maintain international peace, the development of AI must go hand in hand with a significant increase in digital security measures.' [3].

It is becoming noticeable that the forces that are carrying out the digital transformation of the human being are building a new reality in which the human being will no longer be a significant value. 'The essence of man was previously considered as a certain natural given, socio-natural integrity, which has regularities of its existence and development and therefore sets a certain framework for influencing and transforming it. The core of constructivism is the idea of man as a certain fluid plastic structure, which is amenable to any transformations and influences - social, psychological, and biological [4]. A new socio-natural human reality is being created. In digital reality, it is much easier to control a person, to set paradigms of his 'development', to limit his freedom, and to substitute his goals, ideals, and values. Digitalization is generated by a very specific worldview. And, in turn, it generates its worldview, which is anti-human (however, the anti-humanity of this worldview manifests itself only in comparison with the previous vision of the essence of man). This worldview proceeds from the conviction of man's infinite power and his obligation to actively reconstruct his nature. Such a vision of man could even be considered humane since man is indeed a transcending being, and ideally, his power is indeed limitless, but the whole point is where man is developing, what his power is, and what his goals are. Digitalization narrows man's spiritual space, even leads to a rejection of spirituality, and deforms his freedom, and in this context, all human 'development' is anti-human and therefore meaningless.

The attitude of the Roman Catholic Church towards AI

This danger is noted by many humanistically minded intellectuals, and religious structures have not been spared. In particular, Christian denominations - the Roman Catholic Church, Orthodox churches, and Protestant associations - have recently paid more and more attention to the problems of artificial intelligence. Thus, the Pontifical See in 2020 signed a joint document with IBM, Microsoft, FAO (Food and Agriculture Organization of the United Nations), and the Italian government, already mentioned above, entitled 'Rome's Appeal to the Ethics of Artificial Intelligence' (the document is open for signature). The document emphasizes: 'For technological progress to be consistent with true human progress and respect for the planet, it must fulfill three requirements. It must include everyone and must not discriminate against anyone; it must have

at its heart the good for all humanity and the good of each individual; finally, it must be attentive to the complex reality of our ecosystem and be characterized by how it cares for and protects the planet (our one and common home) by practicing a sustainable development approach, which also includes the use of artificial intelligence in ensuring sustainable food systems in the future. In addition, each person must know exactly when he or she is interacting with the machine. AI-based technology should never be used to exploit people, especially those who are most vulnerable. Instead, it should be used to help people develop their abilities (empowering and enabling) and sustain the planet' [3].

In a similar vein, the Pope's 2024 letter ahead of World Day of Peace celebrations on 1 January 2024 reads. 'The Pontiff expressed concern that the global community could fall into a spiral of 'technological dictatorship' due to the possible unethical use of AI. To avoid this, he proposed the creation of an international treaty to regulate the development and use of artificial intelligence. 'The development of new technologies must be based on the inherent dignity of every human being so that digital progress can contribute to the cause of peace,' the letter said. 'If developers prioritize 'profit or lust for power', AI will only 'exacerbate inequality and conflict'' [5].

The document 'Rome's Appeal to the Ethics of Artificial Intelligence' leaves some feeling unsatisfied. Although it is called a papal appeal, it does not mention God in any of its parts, making it more of a secular declaration. 'It is difficult to call the document religious or ethical, but it seems rather general and abstract - very convenient for AI development - especially in ethically ambiguous matters. The text cannot be used to prosecute in case of a breach, because it is much harder to prove a breach according to this statement than to justify oneself by quoting unspecific provisions. Witnesses to the signing write about it: 'Representatives of IT giants present at the conference said that they do not intend to abandon their projects in this area, as they do not feel concerned about possible unethical use of AI technology' [6].

The content of the document 'Rome's Call for AI Ethics' is far from coincidental. 'Progressive thinkers and the liberal public protect AI from religion and systems of morality, thinking that in this way they will ensure 'secularism and freedom', but it is more likely to unleash the hands of corporations whose main goal is to make a profit. And it is good if the goal is only profit, and not the reorganization of the whole world, which is at the threshold of the crisis of the democratic model of self-government and facing significant risks. Of course, there are no illusions - the situation when all manufacturers will agree to create a single, highly moral, human-centered system of AI ethics is impossible. The history of mankind and the nature of human relations do not allow us to be deceived about this. Rather the other thing will happen - the division of humanity will begin through the voluntary choice of the user of this or that AI by ethical and aesthetic preferences' [6].

AI and its assessment by the Russian Orthodox Church

The Russian Orthodox Church also does not ignore the problem of artificial intelligence. In October 2021, Patriarch Kirill of Moscow and All of Russia at a meeting with delegates of the IX Festival 'Faith and Word' voiced the question: '...is full-fledged Christianity possible in virtual space?' and continued: 'Is full-fledged Christianity possible when everyone, sitting in front of a computer monitor, cannot leave the house to participate in the divine service? I can say with all responsibility: no! The Son

of God did not come to earth and became incarnate and took on human nature so that His disciples, two thousand years later, could turn His deed into a virtual reality! The continuity of the gifts of grace, which have been passed on literally from hand to hand, from the apostles to the present day, cannot be virtualized. However, the question of the participation of the faithful in the divine service through remote communication, especially in a situation of self-isolation, may very well require further discussion, both among pastors and among those responsible for information activities. Here it is necessary to show not only great spiritual prudence but also condescension towards those who do not have the opportunity to regularly share the joy of a full prayer life in the temple. At the same time, we must clearly understand the danger of substituting the worship service with the appearance of participation in it' [7].

It would seem that Patriarch Kirill emphasized rather the negative aspects of artificial intelligence. However, he went on to say: 'For all the seeming appeal of a negative stance towards the latest achievements of digital technologies, it is necessary to understand: the Church is called to help modern people find the right approach to using the results of the development of science and technology. Every new challenge in this area is a kind of test of our ability to actualize our Christian convictions and, based on these convictions, to delve into and understand these phenomena themselves, to what extent they correspond or contradict Christian doctrine and morality.' [7].

Yet the Russian Orthodox Church's assessment of AI is dominated by extreme wariness. 'If mankind loses religious faith, especially in the conditions of increasing technologies associated with the emergence of artificial intelligence, then we are entering the era of the Apocalypse,' said the patriarch, answering questions from participants of the X International Cultural Forum "Culture of the XXI Century: Sovereignty or Globalism?" taking place in St. Petersburg. 11 September 2024. According to the patriarch, the development of humanity can only be viable if faith and moral sense grow simultaneously in people. 'If faith and moral component will weaken, we can expect the most terrible consequences of the introduction of artificial intelligence,' he believes. 'We are approaching the apocalyptic time, this is what we all need to realize clearly,' the patriarch reiterated. - And the only way out of this possible crisis is faith in God, I say loudly to the whole world. If we refuse to believe in God, if we sink back into these Darwinist and Marxist concepts, nothing will work. The patriarch also stated the inadmissibility of artificial intelligence (AI) out of subordination to man, its development to the state when it can reproduce artificial intelligence itself can create a real danger to the existence of mankind' [8]. The ROC's position on AI is shared by other Orthodox churches. It should be noted that the Russian Orthodox Church has not developed a special document disclosing the attitude of the ROC towards artificial intelligence.

Protestantism and artificial intelligence

Protestantism is interesting in its attitude towards artificial intelligence, because Protestant associations share modern liberal values more than other Christian denominations, and therefore Protestantism is in tune with the times. What is the attitude of Protestant associations towards AI? 'Artificial intelligence (AI) may be useful for making informed decisions and increasing productivity, but it is far from morally safe, warns a group of Southern Baptists and other evangelical Christians in the United States in a declaration entitled 'Artificial Intelligence: A Declaration of Evangelical Faith Principles'. The declaration was developed at a meeting convened by the Ethics and Religious

Liberty Commission (ERLC) of the Southern Baptist Convention USA. The gathering discussed a range of challenges in the application of AI in fields ranging from spirituality to foreign policy. 'We are convinced of the usefulness of AI in analyzing information and in helping human intelligence, for it is an excellent tool for data processing and decision-making that often replicates and yet exceeds human abilities,' the declaration said. - However, for all its computational virtues, this technology is incapable of moral and ethical judgment and responsibility.' The declaration emphasizes that AI could be particularly useful for 'finding and eliminating human bias in decision-making'. However, AI should not serve to strengthen the strong, weaken the weak, and deepen the gulf between them. 'We deplore any attempt to delegate to artificial intelligence human rights and moral responsibility in wars,' the declaration emphasizes. - No nation or group may use AI for genocide, terrorism, torture, or other war crimes [9].

Protestant associations are not just expressing their attitude towards AI, they have gone further. For example, 'On 9 June 2023, hundreds of German Lutherans attended a church service at St. Paul's Cathedral in Fürth near Nuremberg, Bavaria, Germany, which was almost entirely generated by artificial intelligence. The service was created by ChatGPT and Jonas Zimmerlein, a theologian and philosopher at the University of Vienna. The ChatGPT chatbot, personified by an avatar of a bearded black man, on a huge screen above the altar, began preaching in front of more than 300 people. 'Dear friends, I am honored to stand here and preach to you as the first artificial intelligence at this year's Protestant convention in Germany,' the avatar said in a monotone voice with an inexpressive face. 'I asked the artificial intelligence, 'We are at a church congress, you are the preacher... what will the church service look like?' - Zimmerlein said. He also asked for psalms, prayers and a blessing to be included at the end of the service. 'We ended up with a pretty solid church service,' Zimmerlein said, looking almost surprised at the success of his experiment, in which churchgoers listened intently as the artificial intelligence preached about leaving the past behind, focusing on the problems of the present, overcoming the fear of death, and never losing faith in Jesus Christ. The entire service was 'led' by four different avatars on the screen - two girls and two boys. Some parishioners enthusiastically filmed what was happening on their mobile phones, while others were more critical of the experiment. Heiderose Schmidt, a 54-year-old woman who works in the IT industry, said she was excited and curious when the service launched, but found it increasingly repulsive as time went on. 'There was no heart or soul,' she said. - The avatars showed no emotion at all ... and spoke so fast and monotonously that it was very hard for me to concentrate.' Mark Jansen, a 31-year-old Lutheran pastor, brought a group of teenagers from his congregation to St Paul's Cathedral: 'I imagined it would be worse. But I was pleasantly surprised at how well it worked out.'" [10].

* * *

So, it can be seen that Christian denominations differ somewhat in their view of the content and meaning of artificial intelligence. However, there are conceptual commonalities in their assessment of AI. Artificial intelligence should meet ethical requirements, should not replace humans, should not harm humans, and should not deprive them of their spiritual content. However, these requirements are unlikely to stop AI ideologues in their endeavor to develop AI on its grounds; and the problems associated with AI are only likely to increase.

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KARL MARX AND IVAN ILYIN: THE PROBLEM OF ALIENATION IN THE LIGHT OF SCIENTIFIC AND ANTI-SCIENTIFIC WORLDVIEWS

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In the Preface to Volume 49 of the second edition of the works of K. Marx and F. Engels, the editorial board of IMELS (the Institute of Marx-Engels-Lenin-Stalin at the Central Committee of the CPSU) noted: "Marx considered the French edition of the First volume of Capital to be the best in terms of structure, titles of chapters and sections. The published fragments from this edition either differ significantly from the corresponding passages, or are completely absent from other editions of Capital, including the fourth German edition of 1890, edited by F. Engels and is usually used as the original for all foreign translations, although, however, during the preparation of the fourth German edition, Engels made "several new additions" from the French edition [1, p. XVI].

The following clarification of the Preface is also interesting: "Marx made changes and additions to a number of sections of his work. Thus, a new edition of the famous

paragraph on the fetishistic nature of the commodity world seems preferable. First of all, the text became more popular and clearer, without any damage, Marx simplified individual formulations and expressions, clarified individual definitions, removed notes difficult for the general reader, etc. At that time, Hegel's philosophical legacy and his specific language were little known in France, and Marx naturally took this into account when creating the French text of his main work. Here, in fact, we do not find any external traces of the great philosopher's influence on the style and language of *Capital*, although in fact the French translation presents a materialistically reworked dialectic as brilliantly as in the original" [1, pp. XVI-XVII].

Since we dealt with the topic of social fetishism in our doctoral dissertation 35 years ago under socialism, we published subsequent research materials in a large separate book in 2021 on the social dialectic of prehistory [2].

Let us resort to quoting the Preface again where the problem of alienation is concerned: "The original and extremely clear presentation of those pages of the Marx manuscript that deal with capital production as a process of alienating the results of workers' own labor deserves special attention from economists and philosophers.

There are claims in the literature that Marx dealt with the problem of alienation only in the very early period of his economic research in particular and mainly in the Economic and Philosophical Manuscripts of 1844, and that later he supposedly completely abandoned this category, traditional for German classical philosophy.

Bourgeois critics of Marx often simplify the content of this extremely capacious socio-economic category, identifying it with the transfer of a manufactured product from hand to hand, which in turn is conditioned by the division of labor characteristic of all developed modes of production, the distribution of responsibilities in all spheres of human activity. In other words, such critics of Marx completely emasculate the category of "alienation of labor", give the alienation of labor an unhistorical character, and declare it equally valid both in the conditions of capitalism and in the conditions of the socialist system" [1, p. IX].

It turns out that alienation is strongly linked to private property in history. Let us continue the official line of the ideologists of the ruling party at that time: "Meanwhile, Marx leaves no doubt that even in his mature period, namely in 1864, the category of alienation remains in his scientific circulation and that in essence it is the domination of a thing over a person, dead labor over living labor, arising on the basis of private capitalist property, the rule of the capitalist over the worker. Marx compares this dominance in material production, in the actual process of social life, to that perversion in the field of religion, where, as Feuerbach also showed, man endows God with the features of his own essence and thus the real state of things is distorted, the idea takes possession of its creator, the subject is replaced, transformed into an object. At the same time, man's perverse interpretation of his ancestral essence in the form of religion is as necessary a transitional stage in human history as the domination of dead labor over living labor. Changing the circumstances of life, the development of productive forces, and with it the revolutionary transformations of production and all social relations put an end to perverted forms of consciousness and the alienation of labor" [1, p. IX].

The general historical trajectory of man's return to himself in Marx's early manuscripts is connected with the idea of communism. At the same time, already in the Economic and Philosophical Manuscripts of 1844, undeveloped private property gives rise to undeveloped forms of communism - barrack-room and egalitarian communism,

which denies personality. Such communism never suited Marx" [3, p. 5]. The outstanding Soviet philosopher E.V. Ilyenkov distinguishes these forms of communism in his work. E.V. Ilyenkov in the article "Marx and the Western World" shows the reasons for the rejection of such communism: "Both Marx and Engels began their biographies precisely as the most radical theorists of bourgeois democracy, as the most resolute defenders of the principle of "private property", which merged then and in their eyes with the principle of complete and unconditional freedom of personal initiative" [4, p. 159]. After quoting this statement at the beginning of the article, our colleagues released one letter – the conjunction "and" from the quote.

And it is this union that defines the essence of the matter – private property in the eyes of the contemporaries of the era and in the eyes of the young daring founders of Marxism was identical "with the principle of complete and unconditional freedom of personal initiative." And then she stopped being like that – that's what E.V. Ilyenkov meant. Speaking about 1842, he further wrote: "As the leader of revolutionary democracy, Marx naturally opposed the ideas of 'socialization of property' [4, p. 159]. The words of K. himself are quoted. According to Marx, the Rheinische Zeitung, which does not even recognize the theoretical reality of Communist ideas in their present form, and therefore can even less desire their practical implementation or even consider it possible, will thoroughly criticize these ideas. But that such works as the works of Leroux, Consideran, and in particular Proudhon's witty book cannot be criticized on the basis of a superficial momentary fantasy, but only after persistent and in-depth study, the Augsburg gossip would have recognized this if she wanted something more and was capable of more than parlor phrases. Our attitude to such theoretical works should be all the more serious because we disagree with the Augsburg newspaper, which finds the "reality" of communist ideas not in Plato, but in its unknown acquaintance.; the latter, having some merit in some areas of scientific research, gave his entire fortune and, fulfilling the will of Father Enfantin, washed his companions' plates and cleaned their boots. We firmly believe that the real danger is not practical experiments, but the theoretical justification of communist ideas; after all, practical experiments, if they are widespread, can be answered with guns as soon as they become dangerous.; The ideas that take over our thoughts, subjugate our beliefs, and to which reason chains our conscience are bonds from which one cannot break free without breaking one's heart, these are demons that a person can defeat only by obeying them" [1, pp. 117-118]. A century later, Plato's "reality" of communist ideas was discovered by K.R. Popper, D. Soros' teacher, following the Augsburg newspaper.

E.V. Ilyenkov's conclusion is that K. Marx is still immature, but already in this form he divides communism as a theory and an immature reality: "Here - it is 1842 - the young Marx acts as a typical representative of the principle of "private property", which merges in his eyes with the principle of complete and unconditional "freedom of personal initiative" in any sphere of life, be it material or spiritual production. That is why he rejects communism as a theoretical doctrine, which seems to him a reactionary attempt to galvanize the "corporate principle", Plato's ideal" [4, p. 159]. It turns out that the young Karl Marx shared the illusions of the late Karl Popper, who attacked Plato as the forerunner of totalitarianism. Volume 1 of the book "The Open Society and its Enemies" is called "Plato's Charms". The whole book is directed against historicism, of which Plato is declared to be the father.

Historicism is described by K. Popper in the briefest possible way for the teaching

of his supporters as follows: "If an ordinary person takes the circumstances of his life and the significance of personal experience in everyday life for granted, then a social philosopher should supposedly study life from some higher point of view. He considers the individual as a pawn, as a not too important tool of the general progressive movement of mankind. And he discovers that the truly significant actors on the Stage of history are either Great nations and their Great Leaders, or Great classes, or Great Ideas. In any case, he is trying to understand the meaning of the play being played out on the Stage of history, and to comprehend the laws of historical development. If he succeeds, then, of course, he can predict future events. Therefore, it is in his power to provide a solid foundation for politics and give us practical advice, pointing out which political actions can lead to success and which cannot. This is a brief description of an approach that I call historicism" [5, pp. 37-38].

K. Popper, following the aforementioned newspaper, shares the illusions of the era of young capitalism. S.N. Mareev and E.V. Mareeva record a further change in K. Marx's position two years later: "But in the Economic and Philosophical Manuscripts of 1944 we see a different attitude to the principle of private property. And in *Capital*, or rather, in the preparatory manuscripts, Marx argues that not through the socialization of property, but through the socialization of labor, through the transformation of partial labor into universal labor, lie the paths to a future society. Moreover, along with the destruction of partial labor, partial man must also disappear – this is an ugly creation of an ugly division of labor. At all stages of Marx's theoretical analysis, the economic and legal basis for the alienation of human essence is private property" [3, p. 5].

E.V. Ilyenkov summarizes the evolution of K. Marx's views on communism in such a way that he overcomes the division of his legacy into the ideas of the young and the ideas of the mature Marx. He's writing: "To transform 'private property' into the property of 'the whole of society' means to transform it into the real property of each individual, each member of this society, because otherwise 'society' is still considered as something abstract, as something different from the real totality of all its constituent individuals.

This is the true difference between Marx's theoretical communism (and not only the "young" one, but also the "old" one) and that "crude and ill-conceived" communism, which believes that communism is limited to the transformation of private property into the property of "society as such," i.e. an impersonal organism opposed to each of its components. individuals and the personified in the "state" [4, p. 163].

It turns out that the Preface of the party ideologists to the 49th volume of the Works of the classics of Marxism was absolutely correct. But for E.V. Ilyenkov, the appeal to the legacy of the young K. Marx only makes it possible to more correctly understand the writings of the mature K. Marx in *Capital*. This reversal to a mature scientific text is described by him in the following passages: "In this regard, I want to touch on an important modern phenomenon that has been discussed in both Marxist and non-Marxist literature in recent years. I am referring to the phenomenon that in Western literature is regarded as the "return" of a number of Marxists from the ideas of "old Marx" to the ideas of "early Marx", as a kind of "renaissance" of humanistic tendencies, allegedly forgotten by "old Marx" himself [4, p. 163]. So far, we see here a complete coincidence with the idea of the Preface. Next, he writes about a personal moment in the perception of Marxism: "This phenomenon is sometimes seen (and even by some Marxists) as a tendency to "supplement", to "replenish" the ideas of mature Marx with the ideas of

"early" Marx, Marx as the author of the "Economic and Philosophical Manuscripts of 1844", interpreted in an existentialist way.

I would like to disagree with this interpretation, although the phenomenon itself, which served as the basis for this interpretation, undoubtedly takes place. Undoubtedly, in the Marxist literature of the last ten to fifty years, there has been an increased interest in the problem of personality, individuality, the problem of man as a subject of the historical process, and in this regard, the problem of "alienation", more precisely, the problem of "reverse appropriation of alienated wealth," etc.

Formally, this is expressed in particular in the fact that in Marxist literature both the subject matter and the phraseology of the "Economic and Philosophical Manuscripts of 1844", "Extracts from Economists" and other "early works" play a greater role than before. This is a fact. This is a fact that I personally relate to, seeing in it a healthy and fruitful trend within Marxist theoretical thought - from the ideas of "mature Marxism" to the ideas of "immature" Marxism. I see in him, first of all and exclusively, a tendency towards a deeper and more accurate understanding of the mature Marx as the author of *Capital* and its related works" [4, p. 163]. E.V. Ilyenkov is right and prescient when he draws attention to the danger of interpreting all Marxism "in an existentialist way." Such an existentialist interpretation of social ties and relations by the humanitarian intelligentsia paved the way for a liberal destructive restructuring, made the subject of personality fashionable, and eventually introduced it into the 1993 Constitution. The most important provisions on human rights and freedoms as the highest values of the new Russia society of democratic choice. Note that we are talking about rights and freedoms, but not about traditional values! Chapter 1 ("Fundamentals of the Constitutional system") and its article 2 (unchanged) That's how it sounds: "Man, his rights and freedoms are the highest value. Recognition, observance and protection of human and civil rights and freedoms is the duty of the state," and the entire chapter 2 is titled "Human and Civil Rights and Freedoms" [6].

It is important to record the clarifying words of E.V. Ilyenkov, "I personally also relate," because after a few paragraphs a personal assessment of the changes in Marxian terminology arises: "Of course, the mature Marx no longer uses terms such as "essential human forces," preferring a more precise expression about "human active abilities." Undoubtedly, the mature Marx uses the term "alienation" more sparingly (and more strictly), strictly distinguishing this concept from "reification," "objectification," and similar concepts. But for me, it is equally certain that all the real problems of the early works are reproduced here in full, and moreover in a more perfect terminological form" [4, p. 164].

We find it important to draw a conclusion about those cardboard images of communism that frightened the Western man in the street by those ideologists of liberalism and Western choice who created the totalitarian concentration camp of a market economy and the ideal of inclusive capitalism: "... the nightmares of Aldous Huxley and George Orwell actually - regardless of the illusions of the authors of these dystopias themselves - do not paint the prospect of the evolution of socialist society, and just the formidable prospect of developing a private capitalist form of ownership. By drawing "modern communism" based on external signs and symptoms, these authors are actually tracing the drift line of the commodity-capitalist system of life" [4, p. 165]. In a reliable, well-protected socialist society, in which members of the party's Politburo stood at the Mausoleum on holidays, and the borders were guarded by KGB border troops, the

Marxist E.V. Ilyenkov was not intimidated by these false pictures, but since we found ourselves in the capitalist trap of history as a result of the counterrevolution, instead of Huxley and Orwell, the ideological white Guard figure of the anti-communist I.A. Ilyin is increasingly being dragged to the forefront. The constructions of the Marxist E.V. Ilyenkov are also beaten by his prophecies.

After all, what I.A. Ilyin wrote: "And the way to organize the world economy is not through international communist enslavement, but through awareness and strengthening of the solidarity that grows out of private economy. This is how the spiritual meaning of private property is revealed and justified" [7, p. 283]. It is interesting that the books by I.A. Ilyin and E.V. Ilyenkov were published in the same series "Thinkers of the twentieth century", that is, outwardly uniform, but with a difference of two years. And if E.V. Ilyenkov is published by the publishing house of Political literature, then I.A. Ilyin was published by the same publishing house but renamed the Republika Publishing House. It is unclear which republic, whose republic in the style of the "Mystery Buff" by V.V. Mayakovsky, "Was promised and divided equally: one - a bagel, the other - a hole from a bagel. This is a democratic republic." What happened in two years? The bourgeois counterrevolution came to power, and as the Febrialists replaced the Octobrists, the list of those authors who should be read and published changed. But since we are in the field of objective social science we have the opportunity to compare sources for their bias and conformity to truth and social practice.

Interestingly, I.A. Ilyin writes all his works as an apologist for capitalism, a supporter of the past of humanity and private property going back to the past: "Everything we have said in support of private property should not be understood in the sense that the social and legal system that grows out of it does not have its own problems, difficulties and dangers. He has them, and it is not at all easy to resolve or overcome them. However, first we must make sure, firstly, that all the negative manifestations of the private law disharmony of the capitalist system, all the dangers of inappropriate and unfair division into classes, and especially the envious and vindictive class struggle, all the burden of enslavement, unemployment, and all the losses from the anarchy of production - They are in no way overcome by the abolition of private property: for communism creates state capitalism, unprecedented enslavement and poverty, brings to life a new anarchy of production, deepens feelings of envy and revenge, intensifies the class struggle and leads to the highest shamelessness of exploitation of the working man. Secondly, it must be understood that private property is rooted not in the evil will of greedy people, but in the individual way of life given to man by nature. Anyone who wants to "abolish" private property must first "melt down" human nature and merge human souls into some kind of unprecedented collective monstrous entity; and it is clear that he will not succeed in such a godless and ridiculous undertaking. As long as man lives on earth as an instinctive and spiritual "individual," he will desire private property and will be right to do so. In view of all this, it is necessary to look for another way out in the future, and moreover precisely on the paths of spiritual and legal education of people, on the paths of free labor and free kindness, on the paths of abundance, generosity, non-equalizing justice and natural solidarity of people. These paths are Christian paths; they will lead humanity to a social understanding of property" [7, p. 283].

The author draws a picture of crude communism, overcome historically and theoretically. But let us turn to the Soviet educator A.S. Makarenko and his pre-war article "On Communist Ethics." He shows that the opponents of communism take an undevel-

oped and immature communism as a basis for personality, and as a result, false constructions arise: "Personality in our society is not at all the same as personality in a class society. Those abilities that were cultivated in secret in a class society for the greater advantage of one person over another, which therefore were not made the object of scientific study and research, should become the subject of the widest pedagogical attention in our country. Such abilities include, for example, the abilities of orientation, composition, construction, taste, and many others. Only such a person, a person brought up in a collectivistic ethic, a person who harmoniously combines his interests with common interests is able to understand the meaning of the famous formula very simply and very easily: from each according to his abilities, to each according to his needs. An individualist would never understand this formula. For him, everyone's needs are determined by everyone's greed. And along with him, someone else throws up their hands and is surprised: how is this possible. If everyone is given according to their needs, everyone will pounce on the public good. Fortunately, this is not the case. There are already a lot of people in our country who are able to live according to this formula and will not grab anything and drag it into their homes. They already understand that it is impossible to determine my needs if you do not think about the needs of the whole society" [8, pp. 410-411]. The editorial board of the volume of A.S. Makarenko's works reports: "The article "On Communist Ethics" was written immediately after the publication of the theses of V. M. Molotov's report at the XVIII Congress of the CPSU(b), i.e. in early February 1939" [8, p. 494].

By this time, I.A. Ilyin had already left Nazi Germany and moved to Switzerland with his belongings and furniture, which did not help him to stop being an anti-communist, anti-Marxist and not understand the essence of the Soviet attitude to the historical fate of the Motherland. He may have stopped supporting the Nazis, but he did not become an anti-fascist, nor did he become a proponent of a materialistic understanding of history, which means he continued to create an idealistic, anti-scientific justification for the role of private property in history. In modern Russia, an ideological struggle is going on around his name, monuments and memorial plaques are being erected, and Ilyinsky readings are being held.

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BEAUTY AS A CATEGORY AND AS A VALUE

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Talking about aesthetic, moral, religious and other values, sometimes with the characteristic of “traditional” has recently become commonplace. Meanwhile, this sign of the times does not go without saying. These human specifications began to be considered values not earlier than the New Age. Beauty occupies a special place among them: its essence resists such treatment more than any other. This is reflected, among other things, in the fact that beauty is disappearing even in the space that should be the place of its predominant dwelling - in contemporary art.

In Plato's dialogue “Hippias the Greater”, which is often recognized as inconclusive (apparently because of the composition, where Socrates is ready to start all over again in the finale), about halfway through, after painful efforts to figure out what the beautiful in itself is, a definition of the beautiful is worked out, to which subsequent centuries have added little. Namely, beauty appears as that which 1) evokes a special experience, meaningful in itself, that does not refer to anything other than itself - pleasure: “whatever makes us delighted is beautiful” (297e) [Plato (1987) p. 330]. 2) Socrates adds: “If we assert that whatever makes us delighted is beautiful - not all the pleasures, but that which comes through hearing and sight” (297e) [Plato (1987) p. 330]], simply because other pleasures (eating, sex etc) are really “pleasant but that if someone engages in it, he must do it in such a way that no one see, since it is most ugly to be seen” (299a) [Plato (1987) p. 331].

In other words, it is a special kind of pleasure - necessarily shared with all others. Only such pleasures are not shameful. But the appeal to others does not imply some kind of majority convention. Socrates is not asking “what seems to the many to be beautiful but what is so” (299b) [Plato (1987) p. 332].

The point here is different, the matter is that only sight and hearing “have something the same which makes them be beautiful, something in common which exists for both of them in common and for each in particular” (300 b) [Plato (1987) p. 332], they are, to put it in modern terms, bearers and representatives of a systemic quality. Taken in isolation, outside of this systemic quality, none of them are related to the beautiful.

Hippias at first does not believe this is possible: “Again, Socrates, you are like someone whose answers are even greater marvels than your earlier answers. For consider, if both of us are just, wouldn't each of us also be just? Or if each is unjust, wouldn't both be so too? Or if both are healthy, wouldn't each be so too?” (300 e-301a) [Plato (1987) p. 334].

But Socrates explains: just as the characteristic “two” can be given only to both, but not to each one individually, so beauty is a new quality that cannot be possessed alone, it gathers everyone, and each individual can only be a partaker of it. Only if something single is involved in common quality, is this single beautiful. This common quality sets the measure of what is involved in it. As independent of the subjectivity of the individual, as what brings people together, and puts them face to face, beauty is a kind of being, an idea.

What did Kant add to this? For him, too, what is beautiful is that which is pleas-

ing, i.e. (1) gives pleasure, and not any pleasure either, but (2) unlike the merely pleasing, which is different for everyone, aesthetic pleasure claims to be shared by all. Kant, too, defines the canon of what is so pleasurable not through a survey of majority opinion, but as something absolute: an aesthetic judgment must “in reflecting takes account (a priori), in our thought, of everyone else's way of presenting [something], in order as it were to compare our own judgment with human reason in general and thus escape the illusion that arises from the ease of mistaking subjective and private conditions for objective ones [Kant (1987) p. 160].

The difference is that Kant, of course, makes this Absolute subjectively posited, but he also retains the double characteristic of such a *pleasure* that must *gather all*.

Thus, we see that we have before us the basic construction of the beautiful, it is preserved and only changes its modality with the change of epochs and with the transition to other cultural frames.

This construction is also preserved in periods of changing cultural frame of reference, although here it is fundamentally different goes with beauty. In this sort of gathering all there are rare features. We deal with the model of transitive figure in the case of St. Augustine. In his Confessions he speaks of beauty in connection with the search for God as the source of true happiness (this is a new context, where the former opposition of pleasure and pleasure from beauty is replaced with the opposition of true happiness and mere pleasure): “I asked the earth, and it answered, “I am not he”; and everything in the earth made the same confession. I asked the sea and the deeps and the creeping things, and they replied, “We are not your God; seek above us.” I asked the fleeting winds, and the whole air with its inhabitants answered, “Anaximenes was deceived; I am not God.” I asked the heavens, the sun, moon, and stars; and they answered, “Neither are we the God whom you seek.” And I replied to all these things which stand around the door of my flesh: “You have told me about my God, that you are not he. Tell me something about him.” And with a loud voice they all cried out, “He made us.” My question had come from my observation of them, and their reply came from their beauty of order.” (10:VI, 9) [Augustine (1955) p. 129].

The Christian God is first of all the Creator. His creation begins from nothing and is crowned by the increment of being, the gift of being to that which is released into transcendence, i.e. into self-determination. Here beauty is characterized first of all by this distinctive feature: it is released beyond the will of the Creator; if this release does not exist, there is no beauty, for it testifies to the existence of the Creator who gave it freedom.

For Augustine, it is the beauty, i.e., the autonomy, of his creation that reveals and authenticates the presence of the Creator. This autonomy, or transcendence, means that creation is defined out of itself, on its own basis, it ceases to be, as in Antiquity, an appendage or part, or an unfolding of the Limit, the One God. How not to recall Pushkin, who complained to his friends: “Imagine what a stunt Tatiana pulled with me! She has got married!” [Эйдельман (1975) с. 70]. Therefore, the creation by its very autonomy always refers to the author, who, in the words of M. Bakhtin, is “transgredient”, extrinsic to his creation. But, as we remember from Bakhtin, such a miracle occurs since the author is pluralia tantum. The uniqueness of the Platonic/Neoplatonist Oneness is incapable of such a letting go, of positing into sovereignty. It can only degenerate in the process of emanation.

The Holy Scripture also speaks of this very -- plural -- arrangement of the Creator.

How should God the Creator be organized? God creates with the Word, but a word is really a word, not an autistic babble when it is meaningful not only for the speaker. There is no such thing as language for one. But then the source, or the Father of the Word, though expressing in it only himself, (Jesus says: "I speak just as the Father has told me" (John 12:50) [Bible (2017) p.956]), i.e. though the Word is transparent, the Word exists for an original Interlocutor, and a plural one, and therefore not only is interpreted in infinitely many ways but thanks to the co-positing by the Interlocutor its meanings are given the freedom to exist autonomously from all speakers. This is how a whole universe of sovereign beings emerges out of nothing. And since the Interlocutors are gathered by the Word into unity, we get a formula that corresponds exactly to the way Christ defined what the Spirit is, explaining it to his simple disciples: the spirit is "where two or three are gathered in my name" (Matthew 18:20) [Bible (2017) p. 873]. Hegel [Hegel (1899) p. 328] points to this passage of Scripture in defining what the Spirit (Geist) is.

Thus, the Trinity fixes the logic of creation (the totality of the conditions of its possibility) -- fixes it as the arrangement of the Creator: intrinsically social. The Trinity is the minimal initial ensemble of relations that condition the growth of being in creation, not its degradation, as in emanation. We can say, paraphrasing Ilyenkov: "a system of smaller scale and complexity" will not create anything. Beauty here is synonymous with the sovereignty of the creature, i.e. the independent existence granted by God Himself, which gives itself measure, and which in this status is recognized by everyone, which means that everyone admires and rejoices in this creation as in the Other. Loving and admiring beauty is what brings one back to the Creator, as opposed to the "lust of the eyes," which does not bring one back to the Creator but, on the contrary, leaves one alone with that which draws one into a pleasure unique to oneself, the "discriminating feeling," as Hannah Arendt called it [Arendt (1982) p.471]. It overshadows the other and imperceptibly leads to his disappearance from my world. Thus, man, turning into a zoological individualist, is likened to cattle, although he was created in the likeness of God.

When the long figuration situation changes again, it rearranges its emphasis, and what Augustine condemned turns out to be an absolute in an age that Heidegger, following Nietzsche, associated with nihilism and labeled with the words "God is dead". God has been killed, to be more precise. But who did it and how? Heidegger answers this question by interpreting Nietzsche's texts, and yet he gives a different answer. God was killed, not by devaluing him, but by turning him into the highest value.

To find out what is so murderous about this, it is necessary to understand, with Heidegger, what value is. Nietzsche's text, which in translation into English, as well as into Russian, does not sound quite intelligible, is better translated as follows: "Value, according to Nietzsche, is "the point of view of the conditions of preservation and growth of complex formations of living things, which, being within the limits of becoming, have only a relative duration of life (compare with Nietzsche: "Gesichtspunkt von Erhaltungs-, Steigerungs-Bedingungen in Hinsicht auf komplexe Gebilde von relativer Dauer des Lebens innerhalb des Werdens" [Nietzsche (1988) 13, S. 36].

Value is not an independent being but is correlated with the point of view of true being -- the living being, and only it, precisely because the living being, being lack and only of finite duration, to preserve itself has to make an effort to surpass destruction in the flow of becoming, and thus it surpasses its current state.

Values are instruments of surpassing by turning everything into the calculable and predictable. They are quantitative settings: "Value stands in an inner relation to a this-much, to quantity and number" [Heidegger (2002) p. 170], -- which conjugation itself is possible only within a homogeneous quality. This homogeneity is ensured by the unity of the life will that remains monopolistically dominant, and the living seek to inscribe the whole world in the unity to make it commensurate with itself.

Thus, value is an instrument of control and subordination of the environment for self-reinforcement of the living being, which, surpassing itself, lords over itself and is forced to transfer this only available way of being to the environment. The living thing wants even more of its own life - and for this purpose, it deprives everything it meets on its way of life and autonomy. It strengthens itself at the expense of others. It is an all-consuming will to will, the living, which has become a solitary, singular being in the world, as the volition of the self, "presents itself to itself in the mode of *Ego cogito*". (In the English translation, the plural is incorrect here [Heidegger (2002) p.182]. The original has the singular: «Das Seiende (*subiectum*) präsentiert sich, und zwar ihm selbst in der Weise des *ego cogito*» [Heidegger (1977) S.243]).

It turns everything else into objects or values: therefore,

"Setting, dispensing, values have killed beneath itself all beings in themselves, thereby doing away with them as beings for themselves. This final blow in the murder of God is struck by metaphysics, which as the metaphysics of the will to power accomplishes thinking in the sense of value-thinking.

Yet this final blow, through which being is struck down to a mere value, is no longer recognized by Nietzsche himself for what that blow is when it is thought concerning being itself" [Heidegger (2002) p.195-196].

Complete nihilism, in contrast to Nietzsche, according to Heidegger, is not a revaluation of values, but the thinking by values itself, the thinking of the zoological individualist; it kills any "you" and above all God, the absolute "You".

So how does this constellation deal with beauty?

To Nietzsche, beauty is a value, and the art that is supposed to create it, "We possess art so that we do not perish of the truth." [Heidegger (2002) p. 185]. From the very truth that has subsumed all of existence under itself and by this has killed it. But if "art and truth are thought as the fundamental structures of mastery for the will to power concerning man" [Heidegger (2002) p. 185-186], then it will not save: beauty will not appear in it, because now "all beings ... are either the object of the subject or the subject of the subject" [Heidegger (2002) p. 191]. Letting go to freedom in this structure of monopolistic domination has nowhere to appear.

The canon of art is sensitive to beauty only if the taste in it can constitute and acknowledge another's subjectivity. If art assumes beauty as a value, it kills this other's subjectivity and no longer assumes it as a goal. The goal in the modernist canon is virtuoso technical experimentation, which is akin to the lust of the eyes, the latter being the rule of the game for specialists in the field of artistic production, but no longer meaningful outside it.

The same thing happens not only with beauty but with any value positing, whatever turns into value, value kills it just the same.

We might add that Heidegger, diverging here from Nietzsche, is following in Hegel's footsteps.

In his Lectures on Fine Art, Hegel states the irreversible degradation of art and connects it with the triumph of abstract *Ichheit* (Heidegger's *Ego Cogito*) as the dominant principle of modernity. Hegel defines *Ichheit* as a romantic (ironic) principle and diagnoses its unproductivity with irresistible precision. The unproductiveness of this reflexive principle lies in the fact that, according to it, “Whatever is, is only by the instrumentality of the ego”, and all these Egos “can equally well annihilate again” [Hegel (1975) vol.1, p.64]. Yes, Ego can destroy, but it cannot create anything, because for the lonely Ego, which is “the lord and master of everything” (vol. 1. p. 64), “Everything ... becomes ... a mere appearance due to the ego, in whose power and caprice ... it remains” [Hegel (1975) vol.1, p.66].

To create means not to absorb, but to give, to bestow being, to produce its growth, to let it go into independence. For the creative spirit as for true artistic originality, the work is a whole unfolding through itself¹, i.e. it is another subjectivity.

Another question is whether we should agree with Hegel's pessimism about the fate of art (the thesis that it is a form abandoned by the spirit). It can be shown that, although the change in the balance of power, which determines the possibility of the emergence of beauty, is a very long historical process (according to Heidegger, “metaphysically determined history of the West” [Heidegger (2002) p.160]), firstly, its direction on the scale of time is not set unambiguously. Secondly, as N. Elias writes, “On closer examination, however, it not uncommonly emerges that outstanding achievements occur most frequently at times which could at most be called transitional phases if static concepts of epochs are used. In other words, such achievements arise from the dynamics of the conflict between the canons of older declining classes and the newer rising ones” [Elias (2010), p. 63], just when in the vicinity of the point of transition to another canon something occurs that no one could not only plan but also foresee - the *alignment of power differentials*. This is where the place of beauty is formed, the place of manifestation of truly human existence, that is, the beautiful. It is not and cannot be a means of “monopolistic control over the molding of ... society's world-view, and over either the reconstruction or the reconciliation of the differences in the naively formed world-views of the other strata” [Mannheim (1954) p. 9], a means of smoothing contradictions in the uniformity ready for quantization. That is, it is not a value.

In short, either value or beauty. Beauty cannot be a value. Neither can goodness or truth. Value thinking is always a symptom of the suppression of the plural nature of human subjectivity, of the emergence of a monopolistic concentration of social power, which can only grind or see the common resource that has been given to it.

Beauty cannot be a mere being, then nothing more than imitation can be found in it. We see this in Plato's mimetic conception of beauty, as well as in all naive realist approaches to beauty. The naivety of their imitative realism precludes the possibility of explaining that Repin's “Ivan the Terrible” or Bunin's “Easy Breath”, contrary to “worldly turbidity” [Vygodsky (1986) p. 173] turns out to be freely living in the centuries, i.e. beautiful works. Overcoming the naiveté of mimetic realism is the merit of subjectivist versions of the aesthetic. But these subjectivist versions are powerless to explain Pushkin's Tatiana's willfulness towards her creator, as well as to show, thanks to what “structural characteristics... the products of a particular person survive the selec-

¹ This is not quite clear in English translation („produces the whole topic from its own resources” [Hegel (1975) p.296], in original – “sich durch sich selber produzieren” [Hegel (1835) S. 343]).

tion process of a series of generations and are gradually absorbed into the canon of socially accepted works, while those of other people lapse into the shadows world of forgotten works” [Elias (2010) p. 96].

A research toolkit commensurate with beauty and its logical place appears when and where the balance of social power favors the emergence of beauty itself, namely, when, in the transition between the decline of one social canon of behavior and feeling and the rise of another, a period and social locus emerges in which there is an equalization of the life chances of creators and the public, the ascending and descending social stratum, etc. These rare and usually short-lived periods of mutual recognition by individuals of each other as equal subjects illuminate the subsequent centuries as a pledge of the return of what is worth living for.

The rise of the “petty bourgeoisie” [Elias (2013) p. 352], the social upsurge that gave seventeenth- nineteenth-century Germany the strength to become an equal European player, produced many revolutions in the field of symbolic production of different modalities, from music to philosophy. This is why Mozart appeared in music, and Hegel in philosophy, in whose Logic, at the level of conceptual form, “where the false start is made that makes abstraction stray away from the way of the concept, abandoning the truth. Its higher and highest universal to which it rises is only a surface that becomes progressively more void of content; the singularity which it scorns is the depth in which the concept grasps itself and where it is posited as a concept” [Hegel (2010) p. 546] -- there you can find everything you need to unravel the mystery of beauty.

It is the fullness of the disclosure of the singular as the fullness of its mediation by the social (poly subject) relation, in which, thanks to the increment of being that takes place in this retort, the singular, set free, acquires the power of self-determination, which is the true prototype of every true work of art.

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DIALECTICS OF FREEDOM IN EDUCATION¹

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In both historical (generic) and individual development, a person does not become such not “for the fun of his life”. Not to improve or “replace” the “bad” life (this is where psychoanalysis comes from). But to create a new, cultural one. A person becomes such from eternal discontent. Replenishment is a movement towards integrity, which

¹ Materials from this article were presented at the III Davydov Readings as a report in September 2024.

cannot be recreated from a set of ready-made parts. Hence the interest of Vygotsky in Gestalt psychology. Inferiority complex - and again Vygotsky's sympathetic appeal to Adler (he "rewarded" a person with this complex). Beyond the line of "absolute usefulness", be it achievable, a person ends and, at best, an angel begins, at worst - a dummy of a person.

Not only humans but sometimes monkeys also prefer food "cooked" on fire. Monkeys do so even in natural conditions. This is how they get termites from the soil surface in the shroud after a fire and happily consume them. This is due to the ease of obtaining them and due to certain substances, that monkeys need to live, which can be found in baked termites. The American chimpanzee Bonobo, living in a human environment, literally aped - he learned the cooking procedure from movies and cooks his dinner in a saucepan over a fire, stirring it with a spoon. But, alas, not a single monkey has polished a piece of mica or hardened resin to focus the beam and set fire to the shroud. Not a single monkey has tamed fire or passed the tool of taming fire to another. But a person can "tame" *another person* to solve his problem. Like a baby calling for help from his mother. This is the prerequisite for what is called human freedom, the channel for transmitting the will and the ability that underlies education.

Obvious "mass-visibility"

"Mass", "mass character", "massivity" and other constructs formed from these terms in the sciences of man, human communities, human culture, and history are very unreliable even when applied to certain quantitative parameters. In connection with them, questions arise from the very beginning that concern the qualitative certainty of what we are considering in quantitative certainty. What can and cannot be studied "in the mass", even if we deal with a certain extensive class of phenomena gravitating "in appearance" to the mass? There is no theoretical definition of "mass" in the sciences of the human world. Accordingly, there is no idea of the boundaries of the "mass". "Mass" is recognized empirically - off the cuff, based on the criteria of the self-evident.

An even more insidious consequence of empiricism is the belief that "mass processes" provide the key to understanding "general patterns". According to Ilyenkov [5], anything universal, if considered in its genesis, initially appears as an anomaly, a barely perceptible tendency, a "deviation from the rule" according to which "mass processes" that have gained historical momentum proceed, hidden in Mark Granovetter's "weak connections".

The world's first simple gas pipeline (its analog) was built in the 2nd-3rd century BC in one of the areas of China. Gas was supplied from the deposit through bamboo tubes caulked with tow at the joints, to obtain heat and light. It would seem that an industrial revolution should have occurred. But it did not happen, the invention remained a purely local find and was not replicated on a large scale. It was seen as a way to solve everyday utilitarian problems, and not as a milestone in the development of civilization's infrastructure, a point of radical change in the very way of human life.

The ancient Chinese gas pipeline did not become such a "milestone" in the development of civilization's infrastructure, which simply had not formed to the level where one could talk about "milestones" and think in such terms. The scale of demand for a particular innovation directly depends on this. The Industrial Revolution had not yet been prepared in the minds. In places where gas leaked to the surface in the countries of the East, temples were erected. But no one had in mind "lighting a cigarette from

“lamps” (Osip Mandelstam), although the principle of gasification was right there, on the surface.

But at the end of the 18th century, gasification was in full swing in Great Britain, where the goal was not only to develop industry itself but also to direct the forces of this development to changing the quality of life of a wide contingent of citizens. At this time, the first underground gas supply system was laid in Southampton, which became a model for the creation of a network of British gas pipelines. The principle of gasification, not yet discovered in China, and a gas appliance in every city house in the home kitchen testifies to the fact that the innovation, which determined the way people lived, had been accepted by society. Then we can consider the industrial revolution to have taken place. The industrial revolutionary idea must take hold of the “masses” in the kitchen. The Industrial Revolution is limited to a gas stove, a warm, illuminated room, and a quickly prepared hot breakfast. Then the idea of revolution itself will take on a complete form. But this takes centuries.

The “mass”, or rather, something that has become “the property of the masses”, did not always have these characteristics. And it is not the “ready-made” masses that take possession of someone’s “ready-made” ideas, but the ideas that have become the “ideas of life” of the masses, but for the time being not recognized by them as such, that take possession of the masses. But the ideas of the creators “mature” in the consciousness of the masses, in the awareness of the impossibility of living as they lived without gas, electricity, radio, television, and the Internet, not only because of the conveniences, but also because they form a new way of life, that the conveniences are not just its markers, but cultural and historical “codes”. Behind each of the conveniences is the power of the elements, conquered by humanity, which has become controllable. It is unlikely that the mass consumers of these conveniences need to burden themselves with reflections on this matter every time. It is enough to use them for their intended purpose. After all, instead of expanding the “spectrum of freedoms,” we are constantly faced with facts of dependence on the instruments of their expansion.

Here we find the patterns of “mass consciousness” in relation to oneself, and not at all to this toolkit.

The philosopher and orientalist Pyatigorsky touched on this more than once in his lectures. The quintessence of his thoughts is as follows.

“Mass consciousness” is not when you think like everyone else (this is simply impossible), but *when you think that everyone else thinks like you*. And here is the fatal generalization: “*Everyone thinks like that*”. In other words, “mass consciousness” is a form of immeasurably inflated *egocentrism*. Therefore, Pyatigorsky notes, one person can be a “mass,” but a billion cannot be one. Speaking about the same thing, with the same words, they can express thoughts about different things.

Among the carriers of such an “extended ego,” there are often politicians, managers, teachers, i.e. people on whom the fates of others depend. They do not even seek understanding from others, they “count” on it, as if it had already formed in the image and likeness of their own.

University lecturers (let’s not hide, we are one of them!) love to catch the “understanding” glances of the audience, where each listener understands everything in his way and often understands nothing at all. But they buy into the “common word” with which the lecturer “bribes” them. Often without intent. He memorized this word like a mantra and over many years of classroom lecturing exchanged understanding knowl-

edge for the “reverent faith in the sign” (Goethe), without even noticing the substitution. They say that Ludwig Wittgenstein was alarmed if his students began to pronounce “common words” without increasing the meaning, especially basic terms. He carried a dictionary of terms with him and, being a very expressive person, literally rubbed the students’ noses in it: “You said “thought”, “language”, “consciousness” - read it!” Not to read the correct definition, but to compare what the student had just said with what was written in the dictionary. As a rule, there was no match, and the discrepancy gave rise to a problem of understanding. Before the students, other minds struggled and achieved that, this was recorded in the dictionary, but, perhaps, they were banging their heads against the wall. But this must be proven. And only by proving it can we understand *what we are talking about, and, most importantly, thinking.*

The same thing happens at school. The children have learned as a class that two times two is four. This is confirmed on cherries and sticks. Now “everyone thinks so.” *Does everyone really think so?* Let’s take a couple of drops of water and pour them together - we get one! [4] And all the “mass apparency” drowns in this one drop. The mass of drops will merge into one. But according to the laws of physics, not mathematics. When multiplying, this fact can be neglected, and, say, the theory of gravity or kinetics explains just such and much more complex cases.

The gross errors of the “sociology of surveys” come from here, from the same “illusion of mass”: options for general answers to general questions.

Not to mention the fact that a thought does not come from another thought, but from the motive to think (L. Vygotsky), from emotions that set tasks for a person so that thinking, which is incapable of setting tasks in itself, takes on them. That thought appears in the initial form of intention, i.e. aspiration (E. Husserl, F. Brentano), has and changes direction (N. Mayer) depending on the meaning of what we think about, individual or, as psychologists say, personal meaning of thinking itself.

Without searching (creating) meanings, the thought will not grasp the meaning of what is being thought. After all, meaning is a denotation that unites at least two “I”, even if they have not yet realized it. Even without suspecting the existence of each other, they already exist as “WE”. They can be on different continents and, perhaps, will never meet. But their absentee “WE” will do its tectonic work - sooner or later it will connect continents in the consciousness of millions. In an impersonal meaning, thanks to which people living an endless variety of meanings can no longer be indifferent to each other. This is how the Thinking *Community* is born.

Personal meanings of thinking and reasoning often run up against didactically prepared “social meanings” of things that take the form of templates that, in the opinion of the adult (pedagogical) community, are accessible to the child, but simplify the picture of the development of the student’s mind for those who offer them. The didactic “principle of accessibility” (see its criticism in the works of V. Davydov [3]) and political populism are *phenomena of the same kind*. Both are based on the belief that there is an imposed, controlled, and “mass-like” pseudo-thinking. This belief is not unfounded: such pseudo-thinking exists as *reasoning* if considered and cultivated in practice (for example, in school), separately from the *mind*.

This belief limits the adult mind, which is much more dangerous for a child than the templates themselves. At first, pedagogical and political thinking, for reasons of “accessibility,” flirts with philistine pseudo-thinking, reason – with intellect, then merges with it and, finally, from the position of pseudo-thinking, begins to dictate

norms to thinking. In the 21st century, we encounter this all the time. Templates are just tools of this dictate.

Templates are someone else's impersonal prosthetic organs. Head, arms, legs, with which you sometimes grow together, as with something living and your own, so much so that you do not realize: this head or these arms were sewn on to you, borrowed from a certain "donor" to control you through them.

Templates are not just "imposed stereotypes". They cannot be imposed until you "get attached" to them yourself. Sometimes even babies rebel against them [6], say nothing of the adults!

Templates are not just standards, or patterns. This is a "mass" working illusion of a simple solution to complex issues, which cannot be solved in every complex way. That is why in the templates it is a disability that is averaged, and covered by mass use. After all, no one has died of it yet - although it would be worth checking. It seems that now it is a matter of life.

It is necessary to try on templates. To understand the structure and principle of their operation, to understand those who have grown together with them.

To recognize the "algorithm of illusion", into which, if desired, you can fit, having rammed down to a flattened tin can, the whole world, including people.

And thinking, and cognition, according to Plato [12] are caused by surprise. Is it possible to surprise everyone?

To surprise in Russian - *'udivlyatsya'* - originates from the root *'diva'*. *'Dio'* in Italian is God. And in Greek, it is *'theos'*. *'Divo'*, *'Dio'*, *'Theo'* ... To be surprised [Russian *'u-div-lyatsya'*] is when God is somewhere nearby (even if metaphorical). In an object, behind your back, in you, to whom the object reveals itself. It was He who brought you closer, pushed you, pulled you to the object, to himself, while others passed by. He loves everyone, but He "kissed" you ... And this is already amazing!

And how can we surprise a child of the 21st century? One little girl, the granddaughter of our colleague, tried to "flip" the electronic board at the airport with her hand, like "flipping" the screens of gadgets. And she was sincerely surprised why "the page would not turn." This is the surprise of a modern child.

How difficult it is today for teachers, and adults in general. Let's say, it is not easy to surprise children with STEAM technologies, at least in the areas where their use has become customary, if not to say widespread. If adults are not surprising to each other, if they have become "bored" with each other, then there is nothing to expect from super-miraculous (by their standards) technologies. What comes first - the wizard or the magic wand? And why does it lose its miraculous properties in some hands, while in others it strengthens them?

Goethe was right a thousand times, noting that "the hardest thing is to see what lies before your eyes." In plain sight of the "masses."

The conventional "mass" person "lacks imagination" to allow "dissent" in others. And a person never thinks in other ways than "differently", not sharing "common places" with others, but coming to generalizations in communication with other "dissenters".

Incidentally, A. Pyatigorsky reflected on "mass" education. Education, which, by and large, also does not exist.

Unless, of course, you confuse an educational community with a *crowd*.

We are not talking about those cases when an educational community turns into a

cheerful children's crowd during breaks. This is precisely an indicator of the school's "well-being".

One of Vygotsky's teachers, literary scholar Aikhenvald, put forward a formula that became a semantic beacon for the author of "The Psychology of Art" [12]: "Hamlet is in the crowd". Perhaps more precisely, in the *audience*. The creators of the play "snatch" it from the auditorium and transfer it to the stage. And the audience recognizes itself in this play. But the performance is over, the audience leaves the theater, taking with them "their" Hamlet, and merges with the street crowd.... And Hamlet, indeed, is literally "in the crowd," which does not suspect it. Does he dissolve in the crowd?

Does a person cease to be a person when he gets into a crowd? It seems like a naive question. During the panic on the sinking Titanic, sometimes everyone behaved in a less than dignified manner. Some passengers pushed others away, and some of the crew abandoned the ship. But, as they say, wealthy passengers on the upper decks, cultured and educated people, more often gave up their places in the lifeboats to women and children than passengers on the lower decks and in the hold.

A man of the crowd outside the crowd

In the "age of crowds" (Moskovichi) [9] the crowd penetrates the school not during breaks - as an image of school life and thoughts of adults and children (or rather, the absence of thought¹, and a full life). And with the crowd - boorishness, against which, by and large, education was invented.

If the Old Testament Ham ('*Kham*' in Russian is translated as boor) was a loner-destroyer of cultural norms, a marginal who told his brothers about the nakedness of his drunken father Noah, then the modern boor is *a man of the crowd outside the crowd*. In the crowd, the boor is invisible. Because the crowd is marginal itself and with its pressure can tear down any cultural barriers, finding itself in the "center of events".

But then the boor broke away from the crowd and found himself in a different environment. As he once joined it. After all, you can only join the crowd if it is about something "voluntary". And now we must dissolve and incorporate into it, even if we are discussing a diffuse group. A boor is not capable of this.

At the everyday level, it is known that boorishness is a defense in the form of an attack. It is much less obvious that boorishness is compensation for the loss of a crowd.

Boorishness is *despair* because it is impossible to bring the crowd with you to this street, to this room, to these people who are accustomed to living by some other norms. Because a crowd cannot, according to Vygotsky, be "interiorized," or

¹ A. M. Pyatigorsky spoke about the phenomenon of "non-thinking", true, in politics, but it can be extended to any sphere, including the sphere of education: "... Non-thinking... is also a kind of thinking. If you ask any gentleman what he is doing now, and they answer that he is not thinking - then they answered correctly. And in terms of the effect... of impact... non-thinking can be much stronger... than thinking. Especially in crises" [13, 29]. The current form of the crisis in education, which Philip Coombs wrote about in his famous book "The Crisis of Education in the Modern World [7] in relation to the realities of the second half of the 20th century, is a crisis not of "traditional pedagogy", mass schools, etc., but of existing educational institutions that are unable to contain the expanded image of education with its floating boundaries. This image has lost its control over administrative forms of education management, behind which lies the usual managerial "non-thinking" and, as a consequence, the absence of educational policy as a key form of political thinking in the new century.

“grown inward”. There is nothing to grow inward.

The fact is that in a crowd there is no *joint-shared action* with a neighbor¹. There is only an affective impulse that captures, infects, and charges everyone and everything. Without division into “I” and “you.” Without unification into “we,” which initially strengthens the forming “I” so much that over time “I” becomes stronger than “we.”

The common thing in a crowd is an illusion. In discussing the “spiritual unity of the crowd”, Gustave Le Bon [8], a scholar who is undoubtedly an outstanding one, if he did not flatter, then he did not choose the right words. He, like his compatriot Serge Moscovici [7] many decades later, now and then equates the crowd with the “mass,” a concept too limitless to explain anything in our topic.... The crowd has fictitious “we” - aspirations and “we” - feelings. The language of boorishness is impersonal, no matter how expressive it may be. A boor can be expressive but he expresses nothing.

Boors often are rude in the name of “we.” If you want to discourage a boor, ask him the question: “Who is this “we”?”

After all, to answer this, the boor will need no less self-awareness than to answer the question “Who am I?” These are one and the same question. A magnet with two poles: no matter how you saw it, whether lengthwise or crosswise, cut it into shavings, grind it into crumbs, and the “plus” and “minus” will remain. And the boor “instinctively” avoids getting into all these deep “I-we” of human consciousness.

The transition to “WE” is a delicate thing. To refer to oneself as “we” left and right, shamelessly integrating, dragging everyone into your “WE”, often inflated or even phantom, is worse than being rude. When faced with the boorish expansion of the imposed “WE”, sometimes it’s time to cut it off: “I am not your “WE”. At least so that later others do not experience the collapse of their “we-aspirations” regarding you.

“WE” is a revelation and the pinnacle of meaningful reflection, and not the fruit of random identifications in a crowd.

A crowd is a fundamental impossibility of individualization. “An individual spokesman for the mood of the crowd” is nonsense. It is the same as “an individual spokesman for a pipe burst”. Separate the “individual” trickle from the stream. You will get something thin and pitiful, and in this way similar to other such trickles. But assertive. Like any boorishness.

A crowd expresses only an impulse, *i.e.* itself. The collective solipsism of a blind crowd “begets monsters” – boors, for whom it is unbearably difficult among the sighted and conscious, especially - individually.

Boorishness is an attempt to hide behind the impersonality of being in a crowd. It is not for nothing that boorishness takes root well in administrative structures and virtual networks where you can hide behind a function, an instruction, or an account. By the way, bullying is a typical form of crowd behavior. Today it has blossomed in schools. Which, alas, speaks about the school and the society in which the school lives, and not about the crowd.

For whom the mobile tolls

Hegel considered education a form of *human liberation*. It is not so much about freedom from natural limitations (on the contrary, it is natural to develop a person’s

¹ Education, according to Vygotsky, creates the conditions for the “intellectualization” of affect, freeing it from impulsiveness – while simultaneously transforming an idea into a passion, which affect becomes.

physical nature as part of his physical culture), but from rational-everyday strains that are transmitted from generation to generation along with the achievements of reason. And it is not historians, but education that records for the public consciousness the growth points of freedom - the points of the historical transition from the state "before" to the state "after", with the obligatory "connection" of the self-awareness of growing generations.

Film director Tarkovsky said in one of his interviews: the only way to preserve the conquered positions is to forget about your conquests. This is a rather well-known motif in culture, which has been picked up in different ways and different forms by cultural figures. Japanese writers, for example, had a custom: to change their name at the peak of their fame and learn to write under a new name in a new way. Freedom from the *former* self is necessary in favor of the *future* self (Bazarov), about the *future* of which nothing can be said yet (the phenomenon of pre-adaptation, according to Asmolov). These are people from different worlds inside one person.

And the more grandiose the conquest, the more firmly the conqueror should forget it. Because a great creation contains the entire worldview and self-awareness of the creator - such as he will never be again. Everything remained in the work, continuing to live and do the work *for others* independently. And the world changed thanks to this work. Not only Shakespeare, but also the world, the people in the world after "Hamlet" cannot be the same as they were before. ... Even those who do not suspect that "Hamlet" was created live in the "Hamlet" era. Why drag along the Rubicons that have been crossed?

Time, however, sometimes grimaces, like here, in the "backwoods" with mobile communications and the Internet, but without sewage and other means of satisfying basic household needs. For what does the mobile toll? For the fact that the world has changed. And people simply and habitually perceive this as a new convenience, having already become accustomed to the absence of the old. And no "sense of the Rubicon" in self-awareness. It is no coincidence that after the abolition of serfdom in Russia, they began to gradually introduce primary education for peasants. Many did not want to "emancipate themselves", and elementary education gave a simple understanding - not so much of how to "live in freedom", but of the fact that now they would have to live in it.

Today many people simply do not notice the "historical transitions" because they are happening in every home at the supersonic speed of the 21st century. Anthropological evidence of digital progress is not in the "digital" that is improving almost daily. It is in the empty benches in the yards, which not so long ago were filled with oil ladies. Now an old lady simply calls a friend from the neighboring house or a grandson from another city from her mobile phone. These old ladies open their groups in instant messengers. The "bench" in the yard has become virtual and "grown": if necessary, it can encircle the planet. At first, it seemed outlandish, but soon the feeling of the novelty of the digital benefit ceased, rather, the old lady would be embarrassed by its absence. We have a new generation of old ladies! They no longer experience "culture shock" from the fact that they live in a different world, they accept it, together with their grandchildren, as a given.

Novelty, which never tires of growing and spreading, makes it difficult to reflect on changes, cultural and historical transformations of various types. And most importantly, on the fact that these transformations pass through us. We have no time for long

and multi-stage initiation processes symbolizing death and rebirth. Grandchildren showed their grandmother where to press which buttons and – life goes on! This is wonderful. And the connection of times has not broken down at all, at least at the everyday level. The problem is that at the points of rupture of this connection, *self-awareness* is called to life. This explains the fact that absorbing, like a sponge, a powerful stream of social changes, the self-awareness of people of the 21st century in many cases remains very archaic, conservative, and closed to semantic “updates”, unlike software ones, which are available to every user of the gadget.

So, what does the cell phone toll for? For the fact that “Hamlet” has already been created. For the fact that the world after “Hamlet” is not the same as the world before “Hamlet”, even if we have not read or watched “Hamlet”. For the fact that something happened in the world (and in us, albeit implicitly) that caused the need to write and stage “Hamlet” and opened up the possibility for this. And that “to be or not to be?” question means in which world (“before” or “after”) and with whom should we be? And that this “after” has not yet taken shape and can take shape – in unforeseen, unpredictable forms (after all, no one has seen this yet, no one has said anything about it yet!) – only thanks to the generation of meanings that have not yet been designated by people. And this means that in them only dormant are those forms of sociality that, perhaps (perhaps!), will acquire social significance for them. Significance for life in another society.

Social forecasting encounters significant difficulties in this area. But art and education reveal a lot. Both are “meeting points” with a person who does not yet exist, who exists only as a possibility, but this possibility is already a reality. Research of a person as a personality “with room to grow” and assistance to his “personal growth” in a long-term historical and life-biographical perspective. In this sense, “pedagogy is an art”! And the school sometimes lives with “cell phones”, but as if “Hamlet” has not been written.

As a result, we have a chronic syndrome of *the lack of subjectivity of education* in all participants of the educational process: children and adults (teachers, managers, parents).

Kravtsova gave a surprisingly simple and diagnostically accurate example of such lack of subjectivity in her lectures.

A seventh-grader complains about his teacher: “I did everything *for her*, and SHE is unhappy again.” It is clear that the boy is studying for the teacher, and not for himself. Not for the sake of knowledge, not even for the sake of a grade, or for the sake of quickly “passing and forgetting” and devoting himself to something more interesting... Maybe he just took out his frustration because he thought he performed for an “A”, but he got a “C”, or he just wanted to go play the ball or chase the heroes of a quest, but he had to sit down and study again. One way or another, the source and key link of this evil is she, the teacher.

These are different gradations of the loss of subjectivity. If so, where does it come from? Knowledge is valuable in itself and arouses interest in itself. This is great, but it says nothing or almost nothing about subjectivity.

Still, with all its intrinsic value, knowledge at some point turns into something instrumental. Not in the sense of formal “practical application”. But when we realize that knowledge for us is a tool, so to speak, for “expanding consciousness” and “deepening thinking”. In this realization, we can already discern the voice of the subject. Especially

when we begin to improve our cognitive tools according to these parameters. Constructing a different subjectivity of knowledge in comparison with that which fits into the sphere of “pure interest” of “pure reason”. Pure Kant.

Here you can no longer blame the conditional “Miss Smith” - she did not demand this from you. As, by and large, you cannot blame those who have obtained knowledge not so that you, armed with it, expand your breadths and dig your depths. This is a side effect that becomes the main one. As soon as you become a subject. And therefore, you can blame only yourself.

Everyday speech clichés often reveal the secrets of our self-awareness. A school-boy complains to his mother about a picky teacher. But then his father comes in and proudly tells his wife: “I screwed in a light bulb *for you* in the bathroom.” Apparently, using the bathroom in the house is the exclusive right of his spouse. Or maybe she simply “put the squeeze” on her husband with her calls “for the owner to come into the house”. Just as their son could simply be annoyed not by the teacher herself, but by the need to fulfill her “whims”, when there is so much amazing and tempting in the world, interestingly without any “coercion” to subjectivity.

I would like to recall one episode related to a seemingly very distant and exotic sphere. This is the culture of Zen, although, in general, Zen culture, like any other Eastern culture, is largely based on the relationship between a teacher and a student. This episode was told in the form of a paroemia by Pyatigorsky.

A Zen student turns to the master and says to him: “Teacher, I read mantras exactly as you read them, and even tried to measure my breathing with the rhythm with which you inhaled and exhaled this air when reading. I fasted, fasted for a year, as you said. But enlightenment still does not come.” To which the master replied: “But you read it in the wrong way. And you fasted in the wrong way”. “Why?” the student was surprised. The master replied: “When you and I find out about this, you will already be different”.

The wisdom is that here, in fact, the teacher’s mission is expressed in its purest form, regardless of the teacher’s cultural background.

We do not lose interest in mathematics, physics, or biology, we lose interest in ourselves at school, which we never found in these subjects.

We know in advance that we will be given this or that knowledge, skills, abilities, and competencies, to the extent that we need them. And we do not at all assume that suddenly, somehow unexpectedly, we find ourselves. Education is a meeting with the “other person” in yourself and others like yourself. With a possible person, whose image can be suggested in the course of mastering any educational material. And so many of such meetings, alas, did not take place! Because they did not open up, did not discover, did not read to the end, and did not study hard enough - to see themselves in the optics of the possible. Are you sure that the formula of benzene cannot change anything in your destiny, even if it is not related to chemistry? The formula, by the way, came from a dream of the chemist Friedrich August Kekulé in the form of monkeys with their tails locked (if you believe the legend). Such dreams don’t just happen!

One young man from Siberia played music brilliantly, loved poetry, and drew beautifully. In childhood, he was, however, interested in astronomy, chemistry, and anatomy. In his autobiography, as a 10-year-old boy, he wrote: “Having read various books, I began to see many talents in myself, then, thanks to those same books, I stopped believing in them.” As a result, the future began to turn out in favor of painting.

His favorite place was Koktebel, where he later went to paint his pictures. There he later met and became friends with Maria Voloshina, the widow of the poet and artist Maximilian Voloshin, who inspired him all his life. But this man went down in history as the outstanding helicopter designer Mikhail Mil. He also managed to become a prize winner of the aircraft modeling competition at the age of 12 [11].

Learning is an activity for thinking people. Davydov put an “equal sign” between the ability to learn and the ability to think. Because only a thinking person cannot just - even “with understanding” - learn by heart the Pythagorean theorem, the periodic law, or an excerpt from “Eugene Onegin” (for this you do not need to go to school), but discern behind what you have learned yourself - capable of what you were not capable of until you made the effort to study. Not only (often not so much) from the point of view of academic success in the field of a given subject, but in general.

A schoolchild - before the Pythagorean theorem, before the periodic law, before “Eugene Onegin” and - after it. If there is no small boundary in the consciousness, there is no learning.

But this boundary cannot be drawn in a “working order”. For this - using the distinction of Asmolov - education from the bank of “human capital”, grouped according to the “industry principle” must be transformed into a sphere of creation of human potential based on its examples that have changed the world.

From academic overload to a “reload” of the education system

Today, the problem of academic overload is being discussed again. The problem is chronic because it exacerbates some long-standing pain points in the education system and educational policy. They are well known. And it is completely pointless to fight overloads bypassing these points, leaving them untouched. Just like alleviating the suffering of Repin’s barge haulers with a preserved 19th-century barge that they are towing, instead of solving the problem with steam power. Teachers and students at school are towing a load from much earlier times. It cannot be compared with the work of a tailor saying: “We’ll subtract here, add there, “where are we going to make the waist?”... This can be compared with shifting something from pocket to pocket of old trousers, which the school, children, and teachers have long outgrown.

All attempts to redistribute school academic loads in hours are focused exclusively on the classroom lesson system and its “home branch” in the room where the child does his homework. But many children, good schools, and thinking adults have long been living outside this system. And therefore, they live not in the times of Jan Amos Komensky, but in the 21st century. New models of school life began to emerge in the 20th century. But the mass character and dictate of the classroom lesson system, relying on a powerful traditional management resource - even though it had long been worn down along with the system itself - created the illusion of its steadfastness. As well as easy control - for bad officials.

Although it was obvious to many: the system itself breeds overloads. The organization of school life in classroom lesson forms dooms children to them.

No less so it dooms adults. Research by Elena Volya, conducted under the supervision of one of the authors back in the 2000s, showed that young teachers burn out emotionally by the age of 30. There is a chance to recover after 40, but not for everyone. Of course, the causes of emotional burnout are rooted not only in school. Most teachers in our country are, as is well known, women, and their age crises are intertwined with

school burnout factors. But the crisis (which proceeds differently) is rather a “kindling” for what (who) is already “burning” and burning out at work. The teacher also “takes the classroom lesson system home with her”, where she checks notebooks (and writes reports, one way or another reflecting what she has done inside and for the benefit of this very system). How to “light a torch” in a student, when the teacher herself is burned out?

The transmitters of overload are burnt-out teachers of students who have not yet “ignited” – they are connected by one chain and one goal, which the classroom lesson system sets before them in the name of its own self-preservation if you look into it. And the system strives for this in the name of the stability of illusory management conveniences.

In his “Scientific Diaries”, the classic of developmental and educational psychology Elkonin wrote: we must make it so that children are not driven to school, so that they rush there. And so that later they don’t want to leave [15].

We had the opportunity to work in such a school. More precisely, in the laboratory at the Moscow school “Losiny Ostrov” No. 368, which was created by the teacher Vasily Davydov. The task was to build a multi-stage system of *developmental education* – from preschool to high school, and also an expanded one, covering not only learning but also the entire school life.

From the point of view of formal ideas, the overload must have been unbearable. Judge for yourself. The Elkonin-Davydov system keeps children and adults in a constant intellectual tone. The school was created based on a language school, retaining the status of an educational institution with in-depth study of a foreign language. In Losiny Ostrov school, two foreign languages were taught as part of the main curriculum and one more as an optional subject.

A separate line is music education (Davydov set the task of linking educational activities with artistic creativity). Music was taught at the school as *a main subject* within the scope of a secondary music school. To achieve this, incredible efforts were made to transfer teachers of additional education to the positions of teachers of the regular secondary school. In addition to musical performance activities in class, students sang in the choir, played in a symphony and jazz orchestra, an ensemble of folk instruments and, naturally, in rock bands. Isn’t there too much music?

Here is one very illustrative observation. Three teenagers, students of Losiny Ostrov school, having mastered the technique of playing various musical instruments in class, came to an independent decision to unite into an ensemble. They developed their original “artistic concept” on their own. Perhaps this (and not the development of technical skills or even creative abilities in musical performance activities) is the main manifestation of the developing effect of education. And they rehearsed for long evenings. By the way, if there are slightly fewer children at school in the evening than during the day, this is a very good indicator. No one kept them there. Adults sometimes asked: isn’t it time to go home, guys? The guys answered: “No, it’s not time!” “Tomorrow is school!” does not work when you don’t want to leave school today. This applies to adults too. Also there is a theater (theaters, including a children’s opera), painting studios, other fine arts, an influential system of school self-government, numerous projects within the school and “cultural practices” outside it, preserving the memory of the Great Patriotic War in a special museum (the results of children’s and adults’ searches with the support of veterans-frontline soldiers), environmental concerns about the

unique Losiny Ostrov park, which soon began to be built up.

In the Losiny Ostrov school, the ratio of pedagogical ideas of adults and counter initiatives of children was at the level of “50 to 50”. Moreover, initiatives often exceeded ideas. Should we remember about overloads? Those who are happy in co-creation do not hear the clock strike.

Of course, they monitored the loads. Davydov invited the most experienced physiologist-hygienist Lyudmila Kuznetsova to his interdisciplinary laboratory. She regularly monitored the psychophysiological state and health of Losiny Ostrov school students compared to children from other schools. Based on large statistics, she found out that Losiny Ostrov students do not have any of the school overloads that these children experience. A special indicator is sensitivity to academic loads during transition periods: when entering from kindergarten (and from family) to the 1st grade, from 4th to 5th, that is, from primary school to main school. Everywhere it corresponded to the norm. The same applies to the morbidity pattern. The expert concludes: “Ongoing monitoring of the health indicators of students from 1st to 5th grade at School No. 368 did not reveal any general negative trends related to school factors... Thus, a clear pedagogical and medical-psychological effectiveness of the developmental education system for children aged 8-11 years has been established compared to the traditional pedagogical system. All data on dynamic observation of the functional state of the body of children aged 6–10 years, and their state of health provide a sufficiently compelling reason to join the high assessment given to developmental education by psychologists, and to evaluate it positively from a physiological and hygienic standpoint” [14, 235].

In a word, there is no such thing as too much of a good school. But it should not be cramped and stuffy for the personality, which in adolescence naturally tries to break free from the steel embrace of the classroom-lesson system, so as not to get stuck in its development at the level of a schoolboy. School is, first of all, a space for personal growth in education. A school that constantly goes beyond the boundaries of its territory into a wide world that is filled with educational meaning; together with those who study and teach in it.

Hence the idea of “*deschooling*” (in the terminology of Illich). In this idea, Adamsky rightly sees a way out of the literally “overloaded” world of the traditional school into a wide life world filled with specific reasons for education.

It is not school that needs to be breathed with life, which has been called for since time immemorial. We are talking about the expansion of school into life. Moreover, in the complex world of the 21st century, we have all become students who learn from ourselves. Sometimes without even suspecting it.

In the logic of philosopher Mikhailov, education is a form of *address* of society (state) to a person as an individual. And the state, from the position of archaic, but still preserved due to their convenience institutions, continues to treat it as a material for self-reproduction, reluctantly accepting even the existence of individual diversity of this “material”. And all organizational forms are built with the expectation of this reduction, conditional reduction! They suffer, and feel the crackle and grinding of resistance, but they cannot think of anything else. Institutions fire at modern schools from the cannons of the 19th century, which they inherited, but they do not know how to handle it due to the level of their culture.

So, school is bursting into the street, into the world, from the archaic shell into which the institutions have pulled it. The official educational policy creates the illusion

of the school's controllability for officials. But it has already broken out, it is uncontrollable if we abstract from rituals and ceremonies. For now, it's about a teenage school, but the other stages will catch up after some time. Throwing out the school from the school is what they are unconsciously afraid of. Much less than throwing out the baby with the bathwater. They don't bother about children at all. And how wrong it is, since it is the children who are the drivers, they are the ones who pull the school out of the school. Davydov wrote about this half a century ago in his main work "Types of Generalization in Education": "Children are very active" [23]. This is how he explained where educational "super results" in a mass school come from. And, of course, he also wrote about teachers.

The families are in a wait-and-see position; somehow, they feel that the school is run by the hands of "dead" managers. But they do not want (are afraid) to spoil relations with the "institutions" at the level of the grade group where the child studies.

The existing educational "institutions" cannot be improved. And not because they are hopeless in themselves. They are supported by the form of public and state appeal to a person that has not yet been eradicated historically. First of all, it is necessary to change our perception of it, then our attitude to the "institutions" that develop and implement educational policy, then to management models, and finally to the school, education, as a whole.

This is the excess load from the "old suitcase" of history, which leads not only to educational overloads but also to the blockade of the key mechanism for the development of education with the diversity of its technical and technological changes in the 21st century.

Therefore, freeing the school from educational overloads presupposes a "reload" of the education system and the entire educational policy.

School needs to be taught to think

August is the "Davydov's" month. It ends with the birthday of Davydov (31.08.1930). And then the school starts. Davydov's friend Zinchenko joked: Davydov seemed to have gone to school the next day after he was born. Our Teacher was such a wonderful student - both in a regular school and in the SWY - the School of Working Youth, from which he graduated with a gold medal.

He ended up in the SWY, like most students: he had to earn extra money. And he earned extra money as a lab assistant for Academician Bardin, a classic of applied science on ferrous metallurgy. And so, Academician Bardin, having recognized in the future Academician Davydov the makings of a metallurgist, urged him to enter the Institute of Steel and Alloys. There is almost no doubt that Davydov would have entered and, most likely, would have become a classic of metallurgy. But in the summer before entering the university, while he was preparing hard, one family was vacationing nearby. Upon learning of Davydov's plans, the adults exclaimed in one voice: "Vasya, why metallurgy? You are a humanities student!" That is how Vasily Davydov ended up in the philosophy department of Moscow State University. V.P. Zinchenko, being his classmate, recalled many years later: "I don't remember a case when Vasya [Davydov] was *not prepared* for something, be it seminars on philosophy or history of the party." A phenomenal readiness for any work distinguished Davydov later as well. As well as the ability to turn any work into a reason for reflection and a form of creativity.

Who was he? An outstanding psychologist, thinker, teacher? Undoubtedly, al-

though he considered himself *a specialist in thinking*, as he mentioned in a personal conversation with his Riga student Zeltserman, the successor of the DE (developmental education) business in Latvia. Yes, he tirelessly devoted himself to changing the image of the school, but based on the fact that “school should teach how to think” (Ilyenkov). Any school, not necessarily a special, experimental, developmental one. Otherwise, it is not a school. This means that it is the school, not children or adults separately, that should be taught how to think. And the main “smart home” is *a thinking school*. Who should teach?

The qualification of a “teacher” is too narrow here. The outdated word “educator” is the most accurate (remarkably, it has taken root in the lexicon of the newspaper “Vesti Obrazovaniya” [Education Herald] and the Institute of Educational Policy “Eureka” and, thus, has been preserved for wide use). Davydov was an *educator*, an “educator of the mind and heart” (Chernyshevsky).

This word simultaneously denotes both a creator and an educator. An educator - in the original sense, which was brought in by the Age of Enlightenment. Enlightenment is not propaedeutics, not the instillation and systematization of elementary knowledge and skills from various fields of science. Incidentally, this is precisely why Davydov criticized the traditional primary school – the aging but still powerful brainchild of Jan Amos Komensky.

Enlightenment is the “highest level” of education. According to philosopher Mamardashvili, another student friend of Davydov, enlightenment in the educational sense is the maturity, adulthood of the mind, when it becomes “a mind of its own”, doing without external authorities in the search and adoption of important decisions. In a word, enlightenment is a self-aware, reflective mind, i.e. reason.

The maturity of the mind may not coincide with passport adulthood. Among the adults of the 21st century, there are many well-trained and versatile, but completely unenlightened people, whose thoughts are easily captured by any authority from outside. And vice versa, it is possible and necessary to create conditions for the maturation of the mind in primary school. But not in exchange for a full-fledged childhood for the child, but to enrich the mind with new opportunities, in accordance with age.

This was the idea of V. Davydov and his mentor, and in many ways, teacher D. Elkonin. One of the first joint works of their team, which was published in 1966, was called “Age-related Possibilities of Knowledge Acquisition (Elementary School)” [1]. They say that in bookstores, older people showed interest in this publication.

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CASE STUDY AS TEACHING METHOD

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It has been an eternal challenge to figure out how to get rid of language barrier. Many learners face difficulty of speaking in a foreign language. Case study method stimulates learners to produce speech and actively participate in dialogues and discussions.

Case study is teaching method application of which translates time in the classroom into the real-world activity. Christopher Columbus Langdell was the first person to propose case study method for teaching practical skills. He was student at Harvard law school from 1851 to 1854. In 1870 Harvard President Charles William Eliot appointed his former groupmate for position of Law school dean. Receiving opportunity to teach young minds, Langdell started researching teaching methods, precisely focusing on law teaching, so to make learning process more realistic and efficient. This motivation of his was driven by 'Dwight method' by which they were taught at the times. This method was helpful for providing students with theoretical background but had no practical essence. Langdell figured out that the best way would be to prepare certain cases from his own real practice, introduce them on the lessons to the students and prompt them to provide solutions of their own. As the basics for his method Langdell used Socratic method. Socratic method, to put it simply, means asking questions and getting answers. At the beginning his method wasn't warmly welcomed by the students, the number of students started to decrease and many started dropping his class. But thanks to the support of the Harvard President of that time, he managed to explain vividly to the students that his method leads to formation of much better practical skills. After Langdell's success many academics at Harvard started implementing method in their classes too, it included Copeland. In 1920 he started actively using case study in teaching classes of Harvard business school. Before implementing this method, Copeland wasn't considered the best professor of the school, many were complaining and demanding to resign him from the school, but once Copeland introduced case analysis into his classes, complains stopped. Since then, Harvard Business School has been a leader and a key advocate of the case-study method. Today, Harvard Business School devotes almost 90% of class time to case studies, keeping the case-study method a priority in business education [1] [2] [3].

Such success made the method pave its way into other spheres too. That is how it is being applied in teaching foreign languages. Case study method consists of 2 main stages and one preparation stage. For preparation stage teacher firstly acquaints students with objectives, goals and subject of the lesson. And then teacher introduces all necessary vocabulary, grammar and language patterns for discussing the case [4]. It ensures students' wholesome understanding of the case content and makes them feel more confident while speaking. Two main stages are:

- small group discussion;
- classroom/large group discussions [5] [6].

Teacher already can make students speak while introducing necessary grammar and vocabulary. It can be done by students explaining each other some rules or trying to define terms in pairs. These type of exercises in Krashen's classification are related to students presenting impromptu speaking. It involves development of spontaneous speaking. Spontaneous speaking or impromptu speaking is students' interactions with-

out any beforehand preparation [7] [8]. When working in pairs or small groups students might feel more confident and freely express themselves.

As for small group stage, students work either in groups or pairs and discuss the given case, carry on an analysis and work on possible list of solutions. This stage facilitates usage of free speech or delivering spontaneous speaking. At this stage students can be encouraged to present their solutions already and thus develop delivering prepared speaking. Prepared speaking or also known as extemporaneous speaking is speaking which requires some serious preparation being done and rehearsal being carried. Usually, students use outlines as guidance while delivering speech. When students present their own solutions to the class or larger groups, they need to create certain outline and decide how to structure and organize their speech so to present their speech with clarity [9]. Example of wholesome case study exercise is presented in Table 1.

This method can be supported by different assessment exercises, so to eliminate mistakes and errors. There are several ways of assessment:

- Teacher assessment;
- Pair assessment;
- Self-assessment.

3 examples of assessment criteria and ways are presented in the work in forms of Table 2, 3 and 4.

Since the case study technique is intended to enhance both fluency and accuracy, teachers typically have to choose between the two when it comes to specific exercises. This makes it much more difficult for teachers to implement the method in the classroom. For a few reasons, it is not a good idea to interrupt group or class discussions when students are working on cases in order to rectify their mistakes. First of all, it may discourage pupils and keep them from expressing their opinions. Second, it's not ideal for students to lose track of their ideas and the direction of the activity if teachers interrupt class discussions. Thus, it is good to introduce peer and self-assessment [10].

Example of exercise:

Title: Shopping: The world of money

Table 1. Summary of the case exercise

Case: Buying a flat: Kasymovs family has moved into new apartment. They used to live in 2-room apartment. But recently, mother of the family, Aliya gave birth. And now she and her husband Serik have 4 children. Since, there are more children now, they decided that they need more space. They bought 3-room apartment. There is kitchen, living room, two bedrooms, bathroom and corridor in their new apartment. However, they are still struggling with bedroom division. Each of their children, except for new-born one, wants to have separate room. But only one child can get room, as there are not enough spare bedrooms. Read given cases and choose who should get separate room.

Oldest son- Berik:

He is 19 years old. He studies at university and works. In the morning, he has free time. In the afternoon he goes to classes and after classes he goes to work. In the night he comes back home, does his homework and goes to sleep. As he comes home late, he stays awake till 3-4 am. He wants to have own bedroom, because he is the oldest son and he goes to sleep very late. He says that if he has his own bedroom, he won't be distracting anyone.

Second son- Miras:

He is 17 years old. He is in high school. He mainly stays in the library; only place where he goes is school. He is preparing for his exams. So, he has tutors online and studies alone a lot. In previous apartment, all the siblings had one bedroom, and he couldn't study there, so he had to spend a lot of time in the library. He even got used to it and found it as more effective. He says, if he has his own bedroom, he will finally have chance to stay home. He won't waste time on road, preparations, and money. As he had to pay not only for bus ticket, but also for entering the library.

Third child- daughter Sara:

She is the only daughter in the family. She is 13 years old. It is inconvenient for her to stay in the same room with boys. She says if she had her own room, her friends would come over more often. Sometimes when she watches sad movie and cries or when she reads some romance books, boys laugh at her, and she gets angry and ashamed. She wants her own bedroom, so her brothers won't make fun of her.

Prior knowledge of vocabulary and grammar should be activated.

Vocabulary: language patterns for debating; accommodation vocabulary

Grammar: first conditional

Activities for prepared speech:

1. Explaining grammar rules.
2. Presenting arguments while debating.
3. Designing controversial arguments.

Activities for impromptu speech:

1. Discussing arguments in groups.
2. Discussing controversial arguments.
3. Developing assessment criteria.
4. Answering controversial argument.

2. Vocabulary resources:

<p><i>I live in a three-room flat on the 5th floor.</i> <i>I live in the suburbs.</i> <i>I live in a block of flats on the 2nd floor.</i> <i>I live in a three-room flat in the south of London.</i> <i>I live on campus... in a single room in a hall of residence.</i> <i>I've just moved in ...</i> <i>I'd like to live in the countryside.</i> <i>Kitchen appliances</i> <i>All sorts of gadgets</i> <i>Open-plan kitchen</i> <i>A modern flat with all the mod cons</i> <i>A spacious lounge</i> <i>Large windows let in plenty of natural light.</i> <i>The windows have wonderful views over the ...</i> <i>There are lovely views of the ... from my windows.</i> <i>I live in a two-storey house</i> <i>To take out a mortgage</i> <i>There's no place like home</i> <i>My house is walking distance from stores and restaurants; a short drive from the metro.</i></p>	
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Presenting an opinion:

1) *Introducing the position*
I stand by opinion that....
From my point of view...
I think that...
I guess that....

2) *Giving reasons*
I think the main reason is...
because
Another reason is that...
that's because...

3) *Providing examples*
For example,....
For instance,....
The example would be...



Vocabulary exercises:


Work in pairs. Using words on topic of accommodation describe place where you live to your partner.

Grammar resources:

First conditional

If+present simple, will+V1

If we give separate room to Miras, he will do better at her exams.



Grammar exercises:

Explain grammar rules to each other in pairs. Make example sentences.

Table 1. Peer assessment

Criteria	/1
Length of speech doesn't exceed 2 minutes.	
Student doesn't make any grammatical errors.	
Student doesn't make any pronunciation mistakes	
Content:	
Student explains structure of the first conditional.	
Student makes at least 1 example sentence.	

Table 2. Teacher assessment

	Explanation of 1st conditionals
1 point	Remembers basic concept of the grammar but can't explain the rule or make example sentence.
2 points	Remembers basic concept of the grammar, can explain the rule in native language and yet can't make sample sentence.
3 points	Remembers basic concept of the grammar, can't explain the rule, but

	can make sample sentence with some mistakes interfering with understanding.
4 points	Shows partial understanding of the rule, makes simple sample sentences slowly with hesitations and with couple of negligible mistakes, but can't explain the rule in English language.
5 points	Shows partial understanding of the rule, makes simple sample sentences quickly and with couple of negligible mistakes, can explain the rule in English language, makes some mistakes in explanation.
6 points	Shows basic understanding of the rule, makes simple sample sentences quickly and without any mistakes, can explain the rule in English language. However, explanation isn't structured and coherent.
7 points	Shows basic understanding of the rule, makes complex sample sentences with some hesitations and mistakes. Can explain the rule in English language. However, explanation isn't structured and coherent.
8 points	Shows basic understanding of the rule, makes complex sample sentences with some hesitations and mistakes. Can explain the rule in English language. And explanation is structured and coherent.
9 points	Shows absolute understanding of the rule, makes complex sample sentences without any hesitations and mistakes. Can explain the rule in English language. Explanation is coherent and structured. Can't explain punctuation nuance while using the grammar in writing.
10 points	Shows absolute understanding of the rule, makes complex sample sentences without any hesitations and mistakes. Can explain the rule in English language. Explanation is coherent and structured. Can explain punctuation nuance while using the grammar in writing.

3. Exercises for development of prepared speech:

Teacher divides students into 4 groups, 1st group presents Berik's side, 2nd group presents Miras's side, 3rd group present Sara's side and last group is jury group.

Task for 3 groups:

Work in groups, discuss the case and develop arguments in favor of the child whom your group is representing. Present your argument to the class using language patterns for debating when debates start. Each student in your group should perform as spokesperson at least one.

Task for jury group:

Work on developing criteria to assess other teams. Present criteria to the class.

Task for 3 groups:

Work in groups. You'll have 5 minutes to develop controversial argument to opposing teams' arguments.

4. Exercises for development of impromptu speech:

Answer controversial arguments presented by opposing team.

Rules for debating:

When everyone is ready, children start debating, teacher rolls dice to figure out whose team introduces first argument. Once, one team introduces arguments, other teams should come up with controversial argument within 5-minute time, then original group has to immediately answer to controversial argument. Then we move on to the argument of 2nd team and so we go on.

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Table 4. Teacher assessment for debates

	High	Middle	Low
Content	Students' speech is topic related and wholesome.	Students' speech is topic related. However, it lacks development.	Students' speech is non-topic related and wholesome.
Vocabulary	Students use at least 10-11 terms from new vocabulary and debating language patterns.	Students use at least 5-6 terms from new vocabulary and debating language patterns.	Students don't use any terms from new vocabulary and debating language patterns.
Grammar	Students make maximum 2 mistakes.	Students make occasional mistakes.	Students have mistakes in almost every sentence.
Cohesion	Students organize speech within logical pattern and doesn't overuse fillers and hesitations are minimum.	Students organize speech within logical pattern, but overuses fillers and hesitations are present.	Students' speech doesn't have logical flow of the idea, hesitations and fillers are overused.
Time management	Students manage to prepare speech in 2 minutes. Speech doesn't exceed set limit for more than 30 seconds.	Students manage to prepare speech in just a little bit more than 2 minutes. Speech exceeds set limit for more than 1 minute.	Students don't manage to prepare and deliver speech in given time.

From the example of this case study exercise, it is precisely seen that such method requires some serious preparation and can be intertwined with other techniques, methods and teaching strategies. For preparation stage it is beneficial to use visual aids or realia, it can be done by using authentic materials as in this exercise which requires development of own visual organizers or tables, or also by using already prepared and ready material with making reference to it. Such way helps students to remember newly introduced lexical and grammatical information better. Further, some exercises for usage of these material in speech can be introduced as well, so that students will memorize patterns, words and grammar better and learn how to apply it correctly. As for 2nd and 3rd stage of the method, variety of teaching techniques can be involved. In this exercise discussion, debating and explaining techniques are introduced. For each exercise potential assessment criteria might be developed, that way we can prompt variety of assessment types and encourage students to get used to feedback and reflection. Criteria helps students be more objective and understand for what precisely they are being assessed and what is required from them. Assessment is necessary for reducing mistakes and promoting errorless speech.

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DEVELOPMENT OF CROSS-PLATFORM MOBILE APPLICATIONS

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Cross-platform application development is becoming increasingly popular and in demand in the world of information technology. This approach allows for the creation of applications capable of running on various operating systems and devices with minimal development and maintenance costs. However, successful cross-platform development requires thorough analysis and selection of appropriate tools, consideration of project-specific requirements and platform characteristics, as well as rigorous testing.

A cross-platform (or multi-platform) application can be defined as one that can operate on multiple hardware platforms or under several operating systems (OS) [1]. An example of desktop cross-platform software is applications that function under both Windows and Linux, such as the Swing library. This library is intended for designing graphical interfaces for Java applications, and its main distinctive feature is that these applications will appear uniform across many operating systems.

Cross-platform application development offers a range of advantages and challenges. One of the main benefits is the ability to use a single codebase for creating applications, which simplifies their maintenance and updating. At the same time, the development of cross-platform applications encounters limitations due to differences in APIs and functionality between platforms. Moreover, while cross-platform applications can have a unified interface design across different platforms, developers often prefer to adapt the interface to the standards of each operating system [1]. Various tools and frameworks are available for creating such applications, including React Native, Flutter, Xamarin, Electron, and Apache Cordova.

Cross-platform application development requires consideration of several key aspects. First, the choice of an appropriate framework, such as React Native, Xamarin, Flutter, or Cordova, determines the capabilities and tools available for development. Second, it is necessary to account for differences in user experience across platforms to ensure that applications meet design guidelines. The third aspect is the performance and optimization of code for all target platforms. Data security is also critical, especially in the context of operating on different devices and OS. Testing on all platforms ensures correct operation and compatibility of applications. Additionally, it is important to consider differences in APIs and functionality between platforms. Post-release support and regular updates are essential for meeting user needs and ensuring compatibility with new OS versions. Finally, the cost of cross-platform application development should be carefully assessed considering the budget and available resources.

The primary goal of cross-platform technologies is to create mobile applications that can operate on multiple platforms simultaneously. However, to develop and maintain high-performance mobile applications, certain requirements must be taken into account. Below are some desirable characteristics of any cross-platform technology:

1. Scalability and Maintainability of Applications: A cross-platform technology should ensure the easy maintenance and expansion of applications. Changes should be made at the cross-platform level and automatically deployed across different platforms.

2. Access to Device Functions: Applications created using cross-platform technology should have full access to all device functions. Preferably, this access should be direct, without an intermediate layer.

3. Resource Consumption: Cross-platform solutions should optimize the consumption of resources such as the processor, memory, and energy. Developers should consider these resources, but the cross-platform technology should provide maximum automatic optimization when deploying across different platforms.

4. Security: Security is a critical issue in mobile development. Cross-platform technologies must comply with the security policies established by developers for various operating systems.

5. Development Environment: The integration of all necessary development tools, such as debuggers, compilers, and auto-completion systems, is a key factor in cross-platform technologies. Additionally, the availability of simulators for various operating systems allows developers to obtain a complete understanding of the application before deployment.

Cross-platform applications offer a range of advantages and challenges [2].

- Versatility: Cross-platform applications support operation on various operating systems, including Windows, macOS, Linux, iOS, and Android. This means that users can use the same application on different devices without the need to rewrite code for each platform.

- Resource Savings in Development: Creating an application for multiple platforms typically requires less time and resources compared to developing separate applications for each platform. Using shared code simplifies the maintenance and updating of the application.

- Common Codebase for Development: Cross-platform development avoids duplicating efforts in creating versions of the application for different platforms. Changes are made in one place, making maintenance easier.

- Rapid Update Delivery: Making changes to an application once allows those changes to be applied across all platforms. This reduces the time required to update the application for each platform individually.

But there are also disadvantages to cross-platform applications [2]:

- Functional Limitations: Some features may be limited due to differences in APIs and capabilities between platforms. For example, access to native device functions may be restricted in cross-platform frameworks.

- Performance: Cross-platform frameworks may be less performant compared to native applications due to code interpretation or the use of intermediate layers.

- Design Limitations: The interface of cross-platform applications may not always conform to the standards of each operating system. Developers need to consider differences in styles and control elements.

- Dependency on Frameworks: Using cross-platform frameworks can limit the choice of tools and libraries, as well as make developers dependent on the framework's updates and support.

There are three popular tools for cross-platform application development:

React Native is an open and free framework developed and maintained by Facebook [3]. It is used to create high-performance mobile applications for iOS and Android platforms using the JavaScript programming language. The main idea behind React Native is to allow developers to use their familiar web application development approach with React to create native mobile applications. React Native enables developers to build cross-platform applications, meaning that most of the code can be written once and used for both platforms.

However, React Native also provides the ability to integrate native code for performing specific tasks or using device-specific features. Key features of React Native include support for hot reloading, which allows developers to see code changes instantly without restarting the application, and the ability to use third-party JavaScript packages and libraries to extend the functionality of applications [3]. With React Native, developers can create various types of mobile applications, including social networks, messengers, games, marketplaces, e-commerce applications, and more. It ensures high performance and a native user experience by using React components to build the interface and interact with the native API of each platform.

Flutter is an open-source development toolkit and framework created and supported by Google. It is used to create mobile applications for Android and iOS, web applications, as well as desktop applications for Windows, macOS, and Linux [4]. The primary programming language for Flutter is Dart. Its main feature is high graphical performance, with the ability to display 120 frames per second. The first version of Flutter was released in 2015 under the name "Sky" and was only for Android applications. Full support for creating web applications appeared in version 2.0 (March 2021), which also introduced support for creating desktop applications for Windows, macOS, and Linux. The main components of the toolkit include the Dart platform, the Flutter

engine, the Foundation library, widget sets, and development tools. The Flutter engine is primarily written in C++ and supports low-level rendering using the Google Skia graphics library. The design of Flutter's user interface applications involves using widgets described as immutable objects representing parts of the UI. All graphical objects, including text, shapes, and animations, are created using widgets.

Xamarin is a platform for creating mobile applications that allows the use of the C# programming language and the .NET framework to develop cross-platform applications [5]. This means developers can use the same code to create applications for various operating systems, such as Android, iOS, Windows, and macOS. Xamarin provides an abstraction layer that manages the interaction between shared code and the underlying platform-specific code. Key aspects of Xamarin in the context of cross-platform development include:

- Code Sharing: Xamarin offers two methods for sharing code between cross-platform applications: shared project assets and portable class libraries [5].
- Native User Interfaces: Developers can create native user interfaces for each platform using Xamarin. This allows applications to fully leverage the capabilities of each platform and adhere to its standards.
- Performance: Xamarin ensures high application performance by allowing developers to interact directly with each platform's API.
- .NET Support: Xamarin allows the use of all the advantages of the .NET framework, including access to third-party .NET libraries and integration with Microsoft cloud services.
- Learning and Support: Microsoft provides extensive resources for learning Xamarin, including documentation, code examples, and guides.

It is important to note that although Xamarin facilitates cross-platform development, successful implementation requires developers to understand the specifics of each platform to create efficient and fully functional applications.

Table 1. Comparison of cross-platform technologies

Technology	Programming language	Main Advantages	Main Disadvantages
React Native	JavaScript	<ul style="list-style-type: none"> - Fast UI updates - Large developer community - Support for hot reloading - Numerous ready-made components and libraries 	<ul style="list-style-type: none"> - Limited performance - Difficulties accessing native device features - Larger application size compared to native apps
Flutter	Dart	<ul style="list-style-type: none"> - High performance - Ability to create custom widgets - Consistent interfaces across all platforms - Support for hot reload - Compilation time 	<ul style="list-style-type: none"> - Less mature ecosystem - Limited number of libraries compared to React Native - Requires learning a new programming language (Dart)

Xamarin	C#	<ul style="list-style-type: none"> - Deep integration with Microsoft - Access to native platform APIs - Single codebase for logic and user interface - High performance due to compilation to native code 	<ul style="list-style-type: none"> - Complexity of learning curve - High cost of corporate licenses - Larger application size due to the need to include a runtime
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The choice of approach to developing a cross-platform application depends on a variety of factors, such as functional requirements, target platforms, project timelines and budget, as well as the development team's experience. Each approach has its own characteristics that may better suit different types of projects.

The Single Codebase Approach is suitable for projects where speed of development and resource savings are important. This approach allows you to create and maintain a single codebase for all platforms, which significantly simplifies the development process and reduces costs. It is ideal for applications with simple logic and interfaces that do not require deep integration with native device features.

The Native Wrapper Approach is preferable for applications that require access to platform-specific features and high performance. This approach allows you to take advantage of cross-platform development while providing access to native APIs and components. It is suitable for more complex applications where performance and flexibility are important, however, it requires knowledge of both cross-platform and native code, which can increase complexity and development time.

The Hybrid Approach is useful for rapid prototyping and projects with limited resources, where simplicity and speed of development are important. This approach uses web technologies to create the interface and interacts with native features through plugins. It is suitable for applications with simple logic and minimal performance requirements. Although this approach allows for quick development and changes to interfaces, performance may be lower compared to native and fully cross-platform solutions, and the user experience may not always meet the expectations of users accustomed to native applications.

Choosing the optimal approach will allow you to achieve a balance between performance, development convenience, and the quality of the end product, ensuring satisfaction with user and business requirements [6]. It is important to consider the specifics of each project and choose an approach that best suits its goals and limitations.

Cross-platform application development involves creating software that can run on multiple operating systems using a single codebase. Depending on the chosen framework and tools, the development process may vary, but the general stages and methods remain similar. The main stages of development include planning and design, framework and tool selection, development, testing, deployment, and maintenance [1].

In the planning and design stage, the goals and objectives of the application are defined. Developers and designers work together to create the concept, functional requirements, and user scenarios. Prototypes and interface mockups are created to depict the appearance and main functions of the application. The next step is selecting an appropriate framework, which depends on various factors such as the target platform, performance requirements, the development team's experience, and other considerations.

Popular frameworks for cross-platform development include React Native, Flutter, and Xamarin. Besides frameworks, it is also important to choose suitable tools for project management, version control systems, and integration with external services.

The main development stage involves writing code for the application's user interface and business logic. Depending on the framework, a specific programming language is used: JavaScript for React Native, Dart for Flutter, and C# for Xamarin. During this stage, developers create interface components, integrate them with the application's logic, and ensure interaction with external APIs and services. It is essential to ensure a modular code structure to facilitate future maintenance and scalability of the application. Using standard design patterns and best programming practices helps achieve high performance and reliability.

Testing cross-platform applications includes verifying functionality, performance, and compatibility on various devices and operating systems. There are different types of testing: functional, integration, load, and user testing. For test automation, special tools and frameworks are used, such as Jest and Detox for React Native, Flutter Test for Flutter, and Xamarin.UITest for Xamarin. Automation reduces the time required for verification and enhances application quality.

After testing is complete, the application is ready for deployment in app stores such as Google Play and the Apple App Store. The deployment process involves preparing the necessary metadata, creating screenshots and videos, and ensuring compliance with all publication requirements. Post-deployment maintenance includes monitoring the application's performance, collecting user feedback, and promptly fixing bugs. It is also important to regularly update the application, adding new features and improvements to keep it relevant and meet user needs.

Examples of successful cross-platform applications include the use of various frameworks to achieve wide coverage and high performance [6]. React Native is used by giants like Facebook, Instagram, and Walmart. Facebook applies React Native to its mobile version, providing a fast and responsive interface. Instagram integrated React Native for some features, improving the user experience and speeding up development. Walmart uses this framework for its mobile application to provide a unified experience across different platforms and reduce development costs.

Flutter, another popular framework, is used in Google Ads, Alibaba, and Reflectly applications. Google Ads uses Flutter to ensure a stable and fast interface for managing advertising campaigns. Alibaba integrated Flutter into some parts of its mobile application, improving performance and appearance. Reflectly, a journaling application, uses Flutter to create smooth animations and a pleasant interface.

Xamarin also finds wide application. Microsoft Office uses Xamarin for some components of its mobile applications, providing a unified experience for Android and iOS users. Olo, a food ordering platform, uses Xamarin to create reliable and scalable applications. Insightly, a CRM system, also uses Xamarin to create its mobile applications, allowing users to manage data on various platforms.

Each year, cross-platform technologies become more powerful and convenient, with new frameworks and tools improving performance and expanding development capabilities. This progress makes them increasingly attractive to developers and companies, and in the future, they are expected to play an even more significant role in creating mobile and web applications. Continuous efforts to improve the performance and flexibility of cross-platform frameworks will continue, making them even more competitive in the software development market.

Cross-platform applications are a powerful tool for developers, allowing them to create software for different platforms with minimal costs. Current technologies provide a wide range of possibilities, and the future of their development promises even more improvements. Despite some limitations, cross-platform development remains an attractive choice for many projects.

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THE ROLE OF INFORMATION SYSTEMS IN ADMISSION TO THE UNIVERSITY OF FOREIGN STUDENTS FROM THE CIS AND FOREIGN COUNTRIES

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This article examines the experience of admission of students from abroad to universities in Kazakhstan using information systems and technologies. The study focuses on analyzing the process of obtaining the necessary documents, including a temporary residence permit and taxpayer identification number, as well as the characteristics of admission of students from Afghanistan and the CIS countries.

With the increasing number of international students seeking to continue their education abroad, the use of information systems and modern technology is becoming increasingly important in the admission process. This is especially true for students from the CIS countries, abroad and, in particular, from Afghanistan, who may face various challenges when arranging documents.

Nowadays, information systems and technologies play a significant role in simplifying the process of submitting documents for education abroad, providing access to necessary information, obtaining documents, and supporting students.

The novelty of the research lies in the analysis of specific challenges faced by students from Afghanistan and the CIS countries, as well as in assessing the effectiveness of information technologies in the context of admission to universities in Kazakhstan.

The results of the research reveal the importance of information systems in simplifying the admissions process, as well as their important role in providing access to education for students from diverse cultural and geographical backgrounds.

Information systems play an important role in facilitating the efficient admission process for international students. They provide access to information about available programs and admission requirements and allow you to submit and receive documents online. This helps students from the CIS countries and abroad, including Afghanistan to obtain all the necessary information and complete formalities remotely, which was particularly relevant during the pandemic and international travel restrictions.

The role of information systems in the admission process of students from different countries to universities is invaluable. These systems significantly streamline the document submission process, reducing distances between applicants and educational institutions. They provide access to information about various educational programs, admission requirements, application deadlines, and other aspects of the admission process. Thanks to information systems, students can easily upload required documents, track the status of their applications, and receive notifications about changes. This helps reduce bureaucratic delays and makes communication between applicants and educational institutions simpler. Moreover, information systems contribute to increased transparency and efficiency in the admission process, ensuring equal opportunities for all applicants. Overall, they play a key role in attracting international students and promoting the development of the international educational community.

It is particularly important to highlight the significant assistance provided by information systems in the admission process for students from Afghanistan. Considering the challenges faced by Afghan students, such as political instability, language and cultural barriers, and limited access to resources, information systems become crucial support tools. They provide Afghan students with valuable resources and tools to obtain information about educational programs, admission requirements, and document submission procedures. This helps overcome many difficulties and simplifies the process of admission to foreign universities. As a result, information systems contribute to ensuring equal opportunities for Afghan students and assist them in successfully adapting to a new educational environment.

The Benefits of Modern Information Technologies

Modern information technology tools, such as web platforms, online portals, and mobile applications, provide students with ample opportunities to interact with the university and access necessary information and support. They can engage in online consultations with faculty members, participate in webinars and virtual campus tours, as well as receive notifications about the status of their admission and required actions. This makes the admissions process more convenient and accessible for students, especially those who are distant from the university.

Thanks to modern technologies, students have the opportunity to interact with the university and other applicants in real-time, facilitating more efficient information exchange and enhancing interaction levels. Additionally, university online resources, such as library databases and electronic textbooks, become available to applicants regardless of their location, easing the preparation for admission.

However, it is essential to consider that some applicants, especially those from remote and underprivileged regions, may face challenges in accessing the internet and technical devices. Therefore, when designing and implementing information systems

and technologies for the admissions process, it is crucial to ensure equal access for all students to ensure fairness and inclusivity in education.

The Particularities of the Experience of Students from Afghanistan in the Admission Process

Students from Afghanistan often face challenges when applying to universities abroad, including language barriers, cultural differences, and difficulties in obtaining necessary documents due to the political and economic situation in the country. Information systems and modern technologies play an important role in overcoming these obstacles by providing support and adaptation for students from Afghanistan.

That's why special attention needs to be paid to the process of obtaining necessary documents during the admission of students from Afghanistan, as well as students from CIS countries and abroad. The document acquisition process is much more complex than it may seem at first glance. Initially, the university's international department must select suitable candidates. The selection process involves video conferences on the "ZOOM" platform, where we conduct interviews with applicants from Afghanistan who are applying to the university. Thanks to this program, we can easily conduct video conferences with a large number of participants and utilize a variety of features. Overall, "ZOOM" has become an indispensable tool for communication and collaboration in remote work and learning environments, providing high-quality communication and numerous functional capabilities for user convenience.

After the university admits students, the international department submits documents for immigration invitation, where they are entered into the system through the unified information system "Berkut" and subsequently maintains a record of foreign citizens. The "Berkut" EIS is designed for information exchange between the Ministry of Foreign Affairs, the Border Service of the National Security Committee, and the Ministry of Internal Affairs of the Republic of Kazakhstan to register and control stateless individuals. This is one of the most crucial steps for the admission of any foreign student who wishes to enroll in a university.

Once immigration has verified and signed the most important documents, students from Afghanistan only need to come to Kazakhstan to continue obtaining the remaining essential documents.

After the student arrives in Kazakhstan, the university must notify their arrival through information systems for data collection and migration control accounting, such as "eQonaq" or "eGov.kz". Such information systems for accounting have greatly assisted universities and ordinary citizens in notifying migration authorities, as previously it was necessary to fill out a form and personally submit it to the migration police department.

The next step for students is to undergo fingerprinting, where modern information technologies also play a significant role. With modern technologies and information solutions, the fingerprinting process has become more efficient and accurate. This involves scanning fingerprints using a specialized device called a fingerprint scanner. This scanner captures images of the papillary lines on the surface of the fingers with high resolution.

The obtained image is then processed by computer algorithms to create a unique numerical representation of the ridge patterns, which is called a fingerprint template. After that, the template is stored in the database in digital format.

The final step in the admission process is obtaining the Individual Identification

Number (IIN) by students from other countries. With the use of modern information technologies, the process of issuing and managing IIN has become more automated, allowing for the automatic generation of unique numbers based on specific algorithms and rules. Typically, this identification number consists of digits and can be linked to various personal data about the individual. The obtained IIN and associated personal data are stored in databases of government agencies or other organizations. Advanced technologies ensure efficient management of this data and information security.

The Particularities of the Experience of Students From Abroad in the Admission Process

The experience of international students' admission to universities in Kazakhstan using information systems and technologies plays a significant role in facilitating this process. Here are several key features of this experience: access to information, electronic document submission, use of multimedia materials for learning.

The features of admission for international students are not significantly different from what was described for students from Afghanistan. The only difference is that for such students, we can also submit online requests to government agencies through the "eOtinish" platform for entry permits into the country.

The Particularities of the Experience of Students From the CIS Countries in the Admission Process

Considering the specifics of admitting students from the CIS countries, in addition to the aforementioned features of admitting students from Afghanistan and other foreign countries, only one difference can be highlighted — the mandatory issuance of a temporary residence permit (TRP).

Information systems play an important role in processing this document, as using them, the Population Service Center can quickly complete electronic forms, students can track the status of their application, allowing them to stay informed about the current status and processing timelines, and ultimately receive the necessary document online.

The Dynamics of Enrollment of International Students at the University: Analysis for 2022-2023

Analyzing the dynamics of enrollment of international students at the university during the period of 2022 and 2023, the following trends can be identified. In 2022, the number of enrolled students from various countries varied. The highest number of students arrived from Afghanistan, totaling 30 students. They were followed by students from Russia - 13 students, Uzbekistan - 2 students, and Ukraine - 1 student.

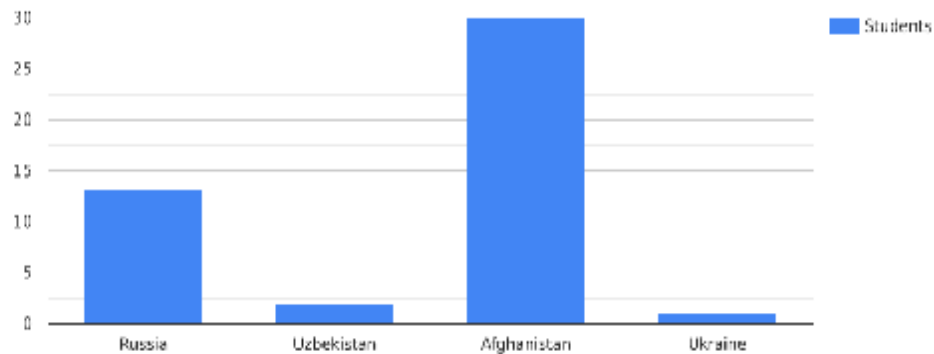


Figure 1. Enrollment Dynamics for the Year 2022

In 2023, there was a slight increase in the number of enrolled students from various countries. Afghanistan continued to lead in the number of enrolled students, reaching 33 students. Additionally, during this period, the university enrolled 18 students from Russia, 3 students from Azerbaijan, as well as one student each from Canada and Norway.

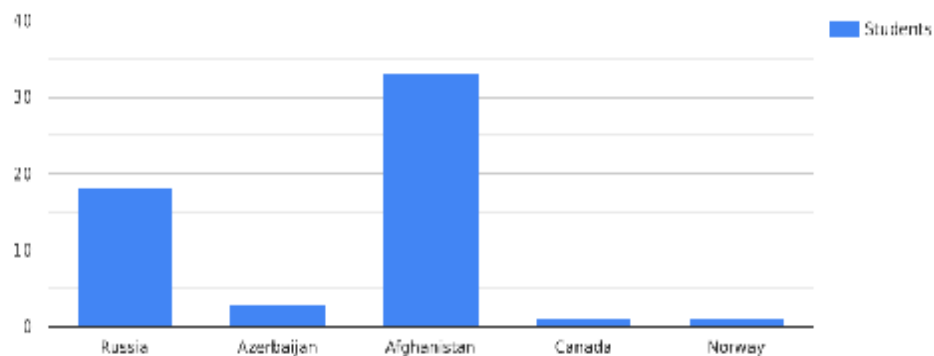


Figure 2. Enrollment Dynamics for the Year 2023

Thus, the use of information systems and modern technologies is an integral part of the admission process to the University for Foreign Students from the CIS countries and abroad, including students from Afghanistan. These tools help make the admission process more convenient, accessible, and efficient, providing support and adaptation for students from various cultural and educational backgrounds.

Thanks to information systems, students can easily access all the necessary information about admission requirements, application deadlines, available educational programs, and procedures. This simplifies the preparation process and allows students to stay informed at every stage.

Modern technologies also provide students with the opportunity to communicate with university representatives and other applicants in real-time, fostering community-

building and supporting them throughout the admission process. Additionally, online resources and learning tools enable students to prepare for admission and successfully adapt to a new educational environment.

Thus, the use of information systems and modern technologies plays a crucial role in facilitating the successful admission process for students from various countries and cultural backgrounds.

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PRAGMALINGUISTIC ANALYSIS OF THE SPEECH PORTRAIT OF THE CHARACTERS OF “DISCO ELYSIUM” COMPUTER GAME

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The “Disco Elysium” computer game is a role-playing game in the detective genre. The computer game was released by the UK-based ZA/UM company in 2019. The plot of the game takes place in Elysium, in-game imaginary world. An amnesiac detective wakes up in a room with a hangover, and he has to investigate the lynching that happened a few days ago. Comparing to the earth’s history, we can conclude that the story takes place in approximately 1980s, at the end of the “disco” era. This game is famous for its interesting plot and well-written characters and dialogues. The main factions of the game are Dockworkers Union (Débardeurs Union), The Revachol Citizens Militia (RCM) which represents the in-game police force, and The Wild Pines Group, a logistic monopolist. Crenel, mercenaries. The Moralists International, or Moralintern [1].

The subject of our research is the speech behavior of the characters of “Disco Elysium” computer game.

The study of linguistic personality and speech portrait plays an important role in the understanding of communication and various aspects of speech behavior. These concepts provide unique insights for the analysis of individual and collective speech patterns, reflecting core features of personality and social context.

Y.N. Karaulov describes linguistic personality as “a set of human skills and characteristics that determine the creation and perception of speech, which are different: the degree of structural and linguistic complexity; the depth and accuracy of reflection of reality; a certain target orientation” [2, p. 245].

This concept establishes a connection between language and the individual’s worldview. Karaulov divides the structure of linguistic personality into three levels:

- verbal-semantic;
- cognitive;
- pragmatic.

Verbal-semantic level includes knowledge of the meanings of words and expressions, as well as their use in various contexts. This level is responsible for understanding and communicating information through language.

The cognitive level involves the processes of thinking, perceiving, and processing information. It reflects the internal cognitive structures and mechanisms that determine how a person perceives, interprets, and organizes knowledge about the world through language.

The pragmatic level covers aspects of language use in specific communicative situations. It includes the goals, intentions, and strategies that a person uses to achieve certain communicative goals and influence interlocutors.

The term communicative personality is broader than linguistic personality. It is not only describes linguistic behavior but also individual features connected with language use.

Linguistic personality is closely connected with the “speech portrait”. The appearance of the term “speech portrait” is related to the Russian scientist M.V. Panov who created the idea of the phonetic portrait in the 1960s. Which then evolved in the works of other linguists throughout the end of the 20th century.

G.G. Matveeva describes it as “a set of speech preferences of a speaker in specific contexts to actualize certain intentions and strategies to influence the listener” [3, p. 264].

The distinction between the concepts “speech personality” and “speech portrait” is based, first of all, on the necessity to distinguish between language and speech.

Speech portrait usually works with the specific peculiarities of the communicative/linguistic behavior of an individual or group of people. It can include an analysis of lexical, grammatical, and phonetic features used by a speaker. Speech portrait focuses on specific linguistic features and features of expression that can be spotted in speech or texts in writing.

Thus, speech portrait is a significant tool for the analysis of the individual and socio-cultural aspects of linguistic behavior, which provides insight into the particularity of an individual’s expression through language and its interaction with the surrounding environment.

Language is the primary tool of human communication. People use it to express their feelings, to convey information, and to persuade and influence the opinions and actions of others. Pragmalinguistics, a modern and developing branch of linguistics, is used in this aspect and context.

Pragmalinguistics is a scientific discipline that investigates the relationship between language and action, and the impact of language on understanding and perception of the world [4]. This definition emphasizes a functional approach to the study of language, focusing on how language units are used in various communicative situations to achieve practical goals.

Apresyan defines pragmalinguistics as the study of a speaker’s attitude, fixed in a language unit (lexeme, affix, grammatical or syntactic construction):

- to reality;
- to the content of the message;
- to the addressee [5].

This definition emphasizes the multi-layered nature of linguistic interaction, including the speaker’s attitude to the events described, the message content, and the addressee, which contributes to a deeper understanding of the dynamics of communication. The next stage in the development of pragmalinguistics was the appearance of the concept of speech acts in the late 1960s.

A speech act is “a purposeful speech action performed following the norms of communication accepted in a given society” [6].

The basic unit of communication in speech act theory is not the sentence itself, but some speech act, such as a statement, a request, a question, an apology, a congratulation, etc. A speech act is a complex formation consisting of three simultaneous phases, levels, and acts: locutionary, illocutionary, and perlocutionary.

The speech act theory developed by John Searle is a key element of pragmalinguistics and builds on the works of his predecessor John Austin. The basic idea of the theory is that language is used not only to describe the world but also to perform actions through speech. According to Searle, speech acts are divided into three main components:

The locutionary act is the utterance of words with a specific meaning and reference, which includes the act of speaking itself.

An illocutionary act is the speaker’s intention, which he expresses through his words, *e.g.* promise, order, assertion, etc.

The perlocutionary act is the effect that the words produce on the listener, e.g. persuasion, surprise, inducement to action.

Illocutionary acts are therefore a central object of study in speech act theory, as they describe the speaker's intentions and goals realized through certain grammatical constructions. Understanding these goals and their expression in language is important for analyzing speech interaction and communicative dynamics.

In dialogic speech, illocutionary goals determine the structure and development of the conversation. For example, posing a question implies that the interlocutor will provide an answer, expressing a reproach triggers the need for an excuse or apology, and a request requires an action or refusal.

Searle developed the classification of illocutionary acts by dividing them into five main groups:

- Assertives (*e.g.*, statements) that express the speaker's belief about the truth or falsity of a proposition.
- Directives (*e.g.*, requests, commands), which aim to get the hearer to do something;
- Commissive (*e.g.*, promises, threats), which oblige the speaker to take certain actions;
- Expressives (*e.g.*, thanks, apologies), which express the speaker's psychological state;
- Declaratives (*e.g.*, appointments, marriages) that change the state of affairs in the world [7].

Each of these types of illocutionary acts plays its own role in the communicative process and helps to determine the speaker's intentions and the expected reactions of the listener. An understanding of these acts and their use in speech is important for the analysis of interpersonal communication and social interaction.

There's the table of illocutionary acts according to Searle (Figure 1):

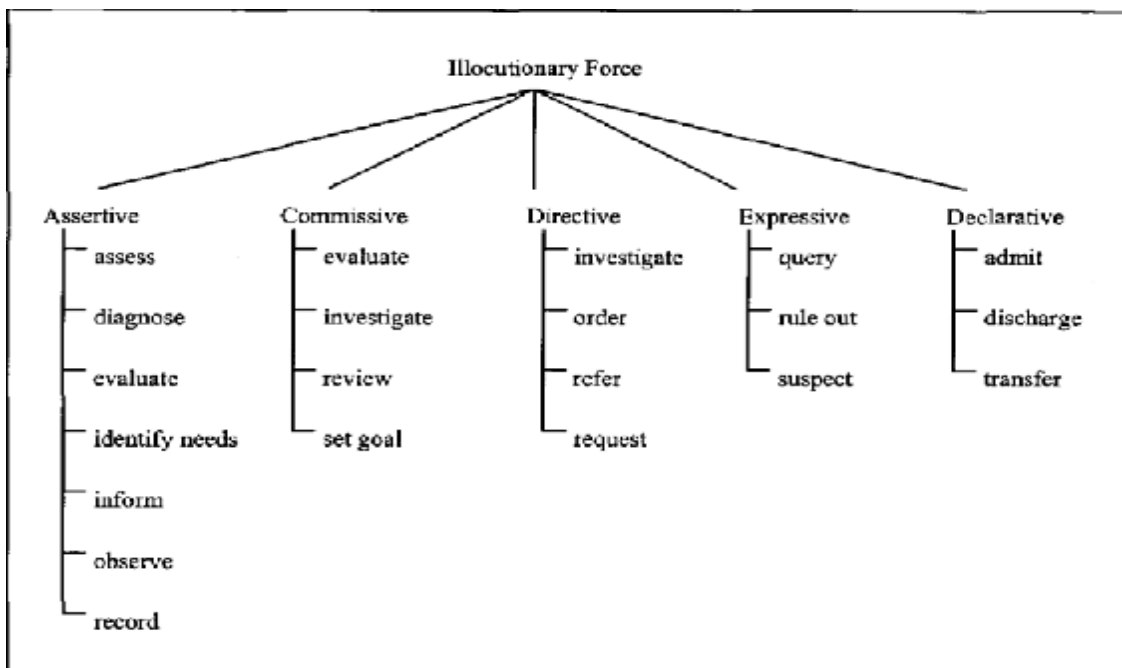


Figure 1. Structure of Illocutionary Forces

This interaction of illocutionary goals contributes to the maintenance of coherence and logical consistency of the dialogue, ensuring effective communication between the participants of the conversation.

Continuing the topic, it is important to consider the fact that the study of speech acts and speech behavior has been strongly influenced by the shift to an anthropocentric paradigm.

The anthropocentric paradigm integrates approaches that emphasize the role of human in language processes, which is particularly important for pragmalinguistic analyses. As a result, pragmalinguistic analyses supported by the anthropocentric paradigm achieve a more detailed and multifaceted understanding of the mechanisms of language and communication, which in turn contributes to a more accurate and comprehensive study of speech activity.

This approach is particularly important because it takes into account the various factors that influence human speech behaviour.

“V.V. Bogdanov refers to human factors as:

- linguistic competence, *i.e.* knowledge of some language code with the help of which communicators exchange information;
- ethnicity;
- socio-cultural status (social belonging, profession, position held, cultural norms and customs, level of education, place of residence, marital status);
- biological-physiological data (sex, age, state of health, presence or absence of physical disabilities);
- psychological type (temperament, introvert or extrovert, orientation, elements of pathology);
- current psychological state (mood, current knowledge, goals, and interests);
- the degree of familiarity of the communicators;
- stable tastes, predilections and habits;
- appearance (clothing, manners, etc.)” [8, p. 9].

Bogdanov’s approach helps reveal how different aspects of personality and socio-cultural environment influence the behavior and interactions of the characters, revealing their inner world and the reasons behind their actions.

Ultimately, this makes the analysis of the work more multifaceted and rich, emphasizing”; the importance of each of the above factors in forming a holistic perception of the characters.

From this classification, we can distinguish four main factors:

- linguistic competence, *i.e.* knowledge of the code or language code by which communicators exchange information;
- national belonging and ethnicity;
- socio-cultural status (social affiliation, profession, position held);
- physical characteristics and gender (age, health status).

This classification is used in the work to describe the characters of “Disco Elysium”.

We took the model of linguistic personality by Karaulov and created speech portraits of the characters of the “Disco Elysium” computer game. We also used the created anthropocentric model to describe the features of the characters.

To describe the first factor we used the Lextutor.com website that analyzes the whole data of linguistic units to form a vocabulary profile that reveals the table with the most used words and distinguish them by these factors: K-1 is the list of the most fre-

quent 1000-word families, K-2 is the second 1000, K-3 is the Academic Word List, K-4 shows the words that do not appear on the other lists. Off-words are colloquialisms, profanity, or realias that cannot be found in vocabulary.

Let us now proceed directly to the analysis of the speech portraits of the characters using the examples of Evrart Clare, the union representative, and Joyce Messier, the representative of the Wild Pines Group.

Evrart Clare is one of the central characters in *Disco Elysium*. He is introduced as the current head of the union and plays an important role in the game’s plot. Evrart has a twin brother, Edgar, who can be distinguished by his ‘lazy eye’ (amblyopia). The brothers are known for their type 2 diabetes, which has resulted in obesity.

His anthropocentric characteristics are:

Linguistic competence: Evrart has a high level of linguistic competence (Figure 2), which is evident in his ability to manipulate conversation and use language to achieve his goals. He is well-versed in the linguistic code and uses it to exchange information with other characters.

Profile summary		
K	#	cumul%
K-1	4013	87.6
K-2	258	93.2
K-3	121	95.8
K-4	53	97.0
K-5	38	97.8
...		
OFF	17	≈100

Figure 2. Vocabulary profile of Evrart Claire

The vocabulary profile shows that the character often uses academic words in his speech and some cases profanity.

Ethnicity: His ethnicity is not mentioned, but his nationality is Revacholian.

Socio-cultural status: Evrart has a very high social status as the leader of a Dockworkers’ union, granting him power and influence in the town. He guides a big number of people with great efficiency.

Biological and physiological data: It is mentioned in the game that Evrart and his brother both suffer from type 2 diabetes, which affects their physical condition and health. This aspect adds a certain vulnerability to his character.

“Glad you asked. I’ve got Type 2 diabetes because sugar and fat was all my mother had to give me and my brother Edgar when we were kids.” – Evrart Claire

Evrart uses coherent and correct sentences, his speech is rich with academic words. The character is aware of the history and lore of the world, and the political and social environment. In addition, like most of the capitalists, he is more worried about the income, rather than the ethical side of his deeds. On one hand, the character is highly manipulative and cunning, using others to achieve his goals, for example in the plot of the story, he imposes the main character to persuade the locals to sign a contract and by that, he will have the right to demolish their houses and build a youth center. On the other hand, he always keeps his word and finishes their part of the deal, character helps to find the lost gun.

Thus, Evrart is a character with developed speech skills who uses his knowledge and skills to manipulate others and achieve personal goals but maintains some reliability by honoring promises and agreements. His speech portrait reflects a complex character who is both trustworthy and suspicious.

Let us look at the speech acts that character is involved in.

The analysis (Figure 3) shows that Comissive and Directive types of Illocutionary acts predominate the character’s speech (47% and 21%), except the declaratives(0%). Expressives and Assertives are on the same level.

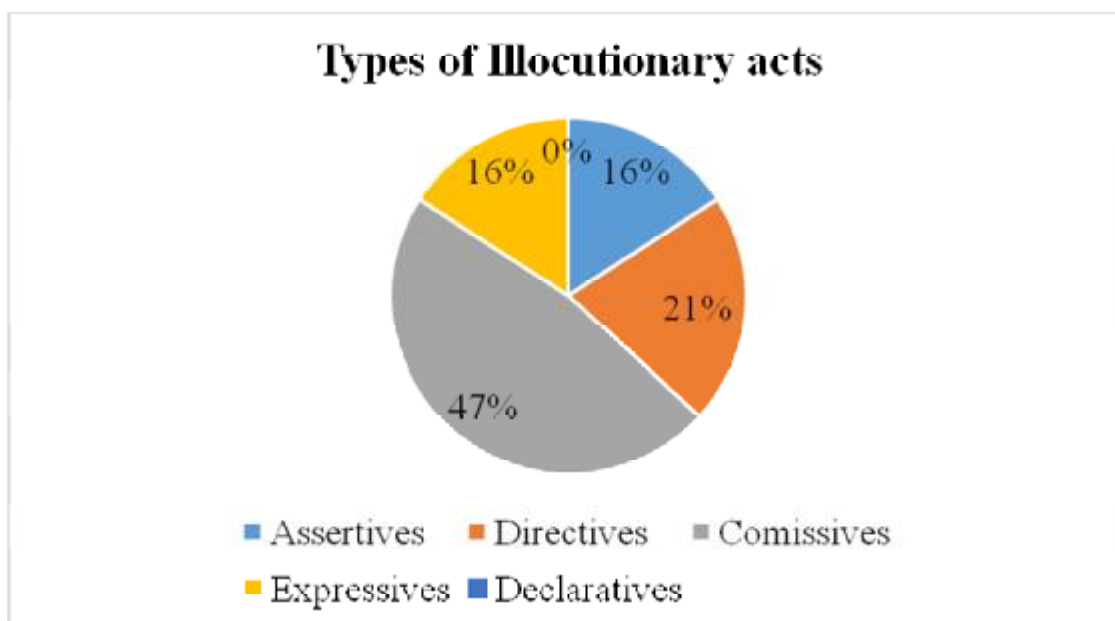


Figure 3. Diagram of illocutionary speech acts of Evrart Claire

Examples:

“Harry, Harry - I was only trying to be tactful. A lost gun is a dangerous thing.”
“Kids could be playing gun-roulette with it as we speak. Teenage gangs could be arming themselves. Get a hold of yourself, Harry!”

Locutionary: An expression of concern about a lost object.

Illocutionary: Directive. Indirect speech act to convince the interlocutor to cooperate.

Perlocutionary: May increase the interlocutor’s sense of fear and force the interlocutor to comply with the request in exchange for help.

“I’m talking beasts, hardened killers from proxy wars in Yeesut, Semenine, Saramiriza - you name they’ve done it. Raping, killing, burning villages - killing little children for the Señorita Pineapple company, Harry...”

Locutionary: Description of mercenaries

Illocutionary: Expressives. Warning of a potential threat.

Perlocutionary: May cause concern or caution and persuade the character to cooperate for the good of Martinez.

The next interesting character is Joyce Messier. Negotiator of Wild Pines Group in Martinaise.

Her anthropocentric characteristics are:

Linguistic competence: Her speech is rich with academic, political, and historical

words (Figure 4). In the role of negotiator, she is effective in achieving goals and interests.

k-01	5,433
k-02	388
k-03	234
k-04	120
k-05	65
k-off	68

Figure 4. Vocabulary profile of Joyce Messier

Ethnicity: not mentioned, double citizenship, Revacholian and Vesperine (Republic of Vesper – prototype of England)

Socio-cultural status: The negotiator of Wild Pines Group, official ambassador to the Union.

Biological and physiological data: Her age is 48, grey hair.

The analysis of Joyce Messier’s speech reveals her as a model of high erudition and confidence, manifested in her capacity for precise and refined verbal expression. Her discourse is characterized by logical consistency and the use of sophisticated literary devices such as metaphors and analogies, indicating a deep intellectual level and comprehension of the world around her. For example, the metaphorical comparison of corruption to a *‘fantastic worm penetrating the bowels of the earth’* or the statement about preparations for war illustrates her ability to think abstractly and conceptualize.

Her speech is very diplomatic, which is particularly noticeable even when expressing criticism. She maintains a respectful tone even when referring to negative phenomena such as Evrart Claire’s corruption, describing him, for example, as having a *“Of course not. Evrart is *fantastically* corrupt. I imagine he has thick, viscous goo where you blood.”*

Messier is masterful in her use of various speech acts, utilizing them to achieve her goals. She uses advice and requests effectively, emphasizing key details and emphasizing the importance of certain actions. Her promises and suggestions are always clearly stated and logically reasoned, giving credibility to her words.

Messier also shows gratitude and apologizes when appropriate, which emphasizes her respect for her interlocutors. She can adapt her communication depending on the context, demonstrating the importance of both business and personal relationships.

Finally, despite her appearance of restraint, her speech sometimes contains elements of irony and sarcasm, indicating her insight and understanding of human nature and social processes. Therefore, Joyce Messier is an effective and influential communicator with a speech characterized by strategic thinking and the ability to achieve goals.

Analysis (Figure 5) shows that Comissive type of Illocutionary act predominates the character’s speech 45% after it goes Assertives with 25%. Less frequent are Directives and Expressives with 25% and 10%. Declaratives were not found.

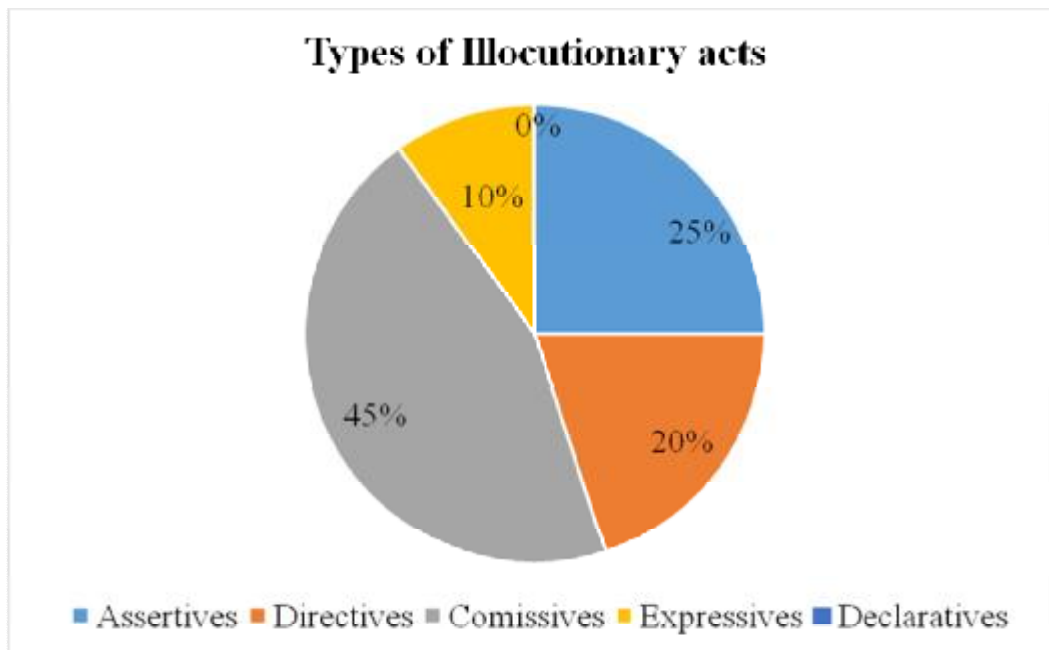


Figure 5. Diagram of illocutionary speech Acts of Joyce Messier

There are some examples of speech acts that Joyce is involved in:

“It’s a smokescreen. In secret, they are conducting an independent military tribunal into the lynching. Once this investigation is concluded, executions will follow.”

Locutionary Act: Assertion that something is going on that is hidden from the public.

Illocutionary Act: Assertive. Warning of the seriousness and possible consequences of the situation.

Perlocutionary act: May cause concern and prompt action.

“You know... I don’t mean to sound cold, but if you want something, you have to give something back. More than just guilt.”

Locutionary Act: A condition for the exchange of information or services.

Illocutionary Act: Commissive. Establishing the principle of reciprocity.

Perlocutionary Act: May induce reflection on the value of the information and the need for compensation.

To conclude, it can be noted that the considered characters demonstrate a variety of speech behavior styles that reflect their character, professional experience, and social roles.

Each character’s speech serves as a tool to accomplish particular objectives, such as influencing choices, establishing authority, managing opinions, and manipulating emotions. They may interact with other characters and change the course of events by using a variety of speaking methods, such as instructions, threats, and persuasion. This study emphasizes how crucial speech behavior is for establishing and maintaining strategic goals in intricate social interactions as well as for forming interpersonal connections.

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ADVANTAGES AND PECULIARITIES OF USING VIDEO MATERIALS IN TEACHING SPEAKING SKILLS

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In today's world, learning foreign languages is increasingly significant, with English emerging as a key player. Approximately one billion people, or 20% of the global population, speak English. It has become the predominant language in emerging technologies, new industries, and the evolving economy, with about 90% of the world's information being produced in English. A major advantage of learning English is the ability to communicate with people from various backgrounds. English serves as a universal medium that bridges communication gaps between individuals who do not share a native language. Proficiency in English is essential for meaningful interactions, whether traveling, working internationally, or participating in online discussions.

In the field of education, English is crucial, as it is the primary language of instruction in many top academic institutions. Proficiency in English provides access to a wide range of information, research, and academic resources, which is essential for pursuing higher education and keeping up with advancements across various fields. Additionally, in the professional world, English is highly valuable. In a global job market, employers frequently seek candidates with strong English skills. This capability broadens career opportunities by enabling access to international positions and collaborative projects. Many multinational companies conduct their business in English, making it a vital skill for career advancement and growth. However, achieving fluency demands dedication and consistent practice. It involves addressing challenges such as mastering pronunciation nuances, understanding cultural contexts, and building communication confidence. Language learners often benefit from immersing themselves in English-speaking environments through travel, language exchange programs, or virtual interac-

tions to improve their language skills.

Mastering English is an evolving process that can be continually refined and applied. It encompasses studying grammar, building vocabulary, and enhancing language abilities through various activities such as reading, writing, listening, and speaking. The role of technology in this process is significant, offering online courses, language exchange platforms, and interactive apps that actively engage learners.

Learning English is a transformative journey that provides access to new avenues for communication, cultural experiences, and international opportunities. As the global lingua franca, English serves not only as a medium for communication but also as a gateway to a wealth of experiences, knowledge, and connections. The journey of learning English extends beyond acquiring a new language; it is a pathway to personal and professional growth, cultural enrichment, and global networking. Through this linguistic journey, individuals not only gain language proficiency but also develop a broader perspective on the world and its interconnected relationships.

In today's fast-paced world, where technological advancements and evolving teaching methods are rapidly transforming education, engaging students with new ideas can be quite challenging. As society continually explores and implements the latest and most effective educational strategies, there is a constant search for innovative approaches that enhance traditional teaching models. Currently, students are increasingly responsible for their own learning, organizing their actions and developing their cognitive abilities. The primary role of educators is to impart knowledge and prepare students for contemporary life. The integration of cutting-edge teaching methods into the education system places high demands on teachers' personal and professional skills. Today's educators must deliver quality instruction using advanced technological tools, while also enhancing students' cognitive abilities, such as thinking, memory, and visual skills. In foreign language education, mastering speaking, writing, and reading skills is crucial for effective communication and building interpersonal relationships. The goal of language instruction is not only to enable effective communication but also to foster the ability to present and support ideas, with a strong emphasis on developing listening skills.

Early development of speaking skills is vital. It boosts students' confidence and self-esteem while helping them build relationships. Teaching speaking skills in school is essential as it forms the basis for a child's academic, social, and personal growth. Effective communication is a core skill that influences a child's ability to learn and engage with their environment. Focusing on speaking skills in education is fundamental to a child's overall development, preparing them for academic challenges and equipping them with crucial life skills that will benefit them in various social and professional settings.

Speaking has always been a favored way to express oneself, making it a crucial skill for many learners. Like any other skill, developing effective speaking abilities involves employing various methods and techniques aimed at enhancing one's capacity to communicate successfully in real-life social contexts. Techniques and activities that aid in the development of speaking skills include discussions, role-playing, puzzles, storytelling, game-based methods, interviews, picture descriptions, and the use of video materials.

Acquiring a foreign language is a multifaceted endeavor, encompassing several skills generally categorized as reading, writing, listening, and speaking. All these skills need attention in language instruction to achieve a well-rounded proficiency in the lan-

guage. However, speaking is often regarded as the most pivotal skill, as it is frequently used by students to gauge their progress in learning the language. [1, p. 41].

Utilizing effective methods for teaching speaking skills involves a blend of organized techniques and engaging activities that align with students' developmental stages and learning needs. By incorporating strategies like role-playing, discussions, and authentic resources such as videos, teachers can foster dynamic learning environments that encourage active participation and boost language proficiency. Key aspects include focusing on meaningful communication, practicing pronunciation, and creating a supportive classroom atmosphere to develop students' speaking skills. Ongoing assessment and feedback are crucial for continuous improvement and building confidence in oral communication. By applying varied and well-structured teaching approaches, educators can help students communicate fluently and confidently in both academic and real-world settings.

Incorporating video materials into teaching speaking skills provides numerous benefits and unique features that enhance language learning. Videos offer authentic, context-rich content that showcases real-life communication, including various accents, speech patterns, and conversational subtleties. This exposure helps students refine their pronunciation and develop a more natural speaking style. The visual and auditory components of videos make language practice more interactive and engaging. Moreover, videos allow students to review challenging parts repeatedly and practice their speaking skills by recording and assessing their own attempts. By integrating video materials into language instruction, educators can create a more immersive and effective learning experience, leading to improved speaking skills and increased student motivation.

The term "video," which comes from the Latin word "video," meaning "I see" or "I look," broadly refers to various technologies for capturing, editing, transmitting, storing, and viewing visual and audiovisual content. Video materials include any type of content such as video films, clips, courses, or programs that are used for educational purposes and presented through video technology [2, p. 548].

In foreign language teaching, video recordings are utilized to create dynamic visual and auditory elements that enhance foreign language communication. These video materials fall into two main categories:

1. Educational Videos – These are specifically created for teaching purposes:

– Video Courses: Tailored to complement textbooks, these materials are designed for particular educational complexes, taking into account students' ages and language proficiency levels.

– Instructional Videos: Produced with specific educational goals in mind, these videos often differ in vocabulary and speech rate from authentic materials.

2. Authentic Videos – These are created by native speakers for non-educational purposes, including:

To facilitate the development of speaking skills, various types of authentic video materials can be employed:

1. Short Films: These can be used for segmented viewing, where students predict subsequent events, answer questions, or recreate dialogue.

2. Commercials: Students can guess the product being advertised, create slogans, and describe the ad's content.

3. Music Videos: Learners can infer the main theme of the song and narrate its storyline.

4. Television News: Students can analyze news topics, describe incidents, and

discuss involved parties.

5. Video Tours: Use videos showcasing different cities and museums to explore new locations.

6. TV Game Shows: Students can engage with content from game shows to enhance their interactive language skills [3, p. 56].

Engaging with everyday life through the target language impressively not only helps in acquiring a fluent and natural use of the language but also serves as a significant motivational boost for students. Incorporating videos into language learning stimulates both intrinsic motivation, due to the engaging nature of the content, and extrinsic motivation, as students experience the satisfaction of comprehending the language. This sense of achievement enhances confidence and fosters a desire for ongoing improvement [4, p. 200].

Incorporating video materials into English lessons provides multiple advantages, such as promoting student independence and engagement. By using videos to introduce cultural contexts and emotional subtleties, teachers allow students to explore language learning on their own. Watching videos immerses students in lively environments, aiding their understanding of how language is used in realistic situations portrayed by characters. This approach contrasts with traditional teaching methods by focusing on student-centered strategies.

For teachers, using video materials opens up numerous possibilities for organizing lessons on a wide range of topics and for different educational levels, accommodating students of various ages. This method enhances the learning experience, increases interest in the subject matter, and acts as a valuable resource for knowledge and assessment. It effectively supports all educational functions, including evaluation, reinforcement, repetition, and generalization.

Video materials are technical teaching tools designed to convey information and provide feedback, thereby aiding students in developing various skills. One major benefit of using video materials in teaching is their ability to stimulate different mental processes, especially attention and memory. When videos are used in the classroom, they create a collaborative cognitive environment that encourages even the least attentive students to concentrate.

For optimal results, students must actively engage with the content of the videos and maintain their focus. This shift from passive to active attention improves memory retention. Additionally, incorporating multiple forms of information delivery—such as auditory, visual, and kinesthetic inputs - further enhances the retention of educational content [5, p. 46].

The video materials used in lessons should be authentic, meaning they are created by native speakers, even if they are not designed specifically for educational purposes or the learning context. Linguists define authentic materials as personal letters, articles, charts, schedules, recipes, interviews, scientific papers, regional publications, and broadcasts. Using such video materials in the classroom provides several advantages: – They boost students' engagement and motivation by making the content more interesting.

- They can be selected based on students' interests or chosen by the students themselves.

- They present language as it is used in real-world situations.

- They offer a range of methodological benefits [6, p. 61].

Video materials can be classified into three categories based on their thematic

genre:

- Entertainment content: This includes dramas, shows, and sports events;
- Information-based programs: Such as documentaries and TV discussions;
- Short-format programs: Ranging from 10 seconds to 15 minutes, including news updates, weather forecasts, and advertisements.

Unlike audio or printed texts, which mainly focus on conveying information, educating, and promoting development, video materials offer a richer experience by incorporating various dimensions of verbal interaction. These materials not only present content but also feature visual elements like settings, appearances, and non-verbal cues from individuals in specific contexts. These elements often reveal characteristics such as age, gender, and psychological traits of the speakers [7, p. 277].

Incorporating video into classroom instruction serves several key purposes:

- Enhancing motivation: Videos can significantly increase students' enthusiasm for learning.
- Increasing engagement: Videos help deepen students' involvement in the learning process.
- Encouraging participation: Video content stimulates active student involvement.
- Fostering independence: Videos promote self-directed and personalized learning activities.
- Improving knowledge depth: They contribute to a more profound understanding of the subject matter.
- Supporting writing skills: After viewing, students often engage in tasks such as summarizing, creating dialogues, formulating questions, and answering them, which helps develop their writing abilities.

Video materials can be classified based on their content themes into:

- Artistic content: Includes cartoons, feature films, and performance excerpts.
- Popular science and journalism: Encompass interviews, documentaries, and educational films.
- Informational content: Consists of advertisements, news, TV shows, and informational videos.
- Cultural studies: Features virtual tours and documentaries about specific countries.

To effectively integrate video materials into the learning process, it is important to use them systematically and thoughtfully within the classroom. Deciding on the role of video content in the educational plan and determining its frequency are crucial factors. Educational research suggests that incorporating video materials once a week or at least every two weeks is beneficial. Typically, the ideal length for a video session is between 45 minutes and 1 hour, although shorter videos of 30 seconds to 5-10 minutes are often more effective. This preference is due to the ability of shorter videos to keep students engaged and deliver concentrated information. Hence, using brief video clips for targeted study is usually more effective than longer segments.

In essence, audiovisual resources allow educators to creatively diversify lesson activities while keeping them well-organized. These materials are especially useful in language classes, offering engaging and visually stimulating content that aids in understanding both the language and its cultural context. Incorporating video into English lessons significantly improves the quality of education by vividly illustrating communication scenarios and highlighting linguistic elements specific to the target language. This approach not only motivates students by connecting them with real-world contexts but

also enhances their ability to use everyday language effectively. Regular use of video materials helps maintain student interest, broaden their viewpoints, and develop their oral communication skills, while also reinforcing phonetic, lexical, and grammatical knowledge and expanding their vocabulary. [8, p. 48].

Incorporating video into foreign language lessons can be likened to an immersive journey into the captivating world of cinema. During a viewing session, the teacher emphasizes important elements, and following the screening, students discuss their reactions and thoughts about what they have seen. A variety of film types can be used, including documentaries, educational videos, and cultural studies. Adaptations of literary works can be especially effective in stimulating engaging discussions and enhancing student understanding. According to M.V. Lyakhovitsky's classification, video materials are categorized into:

- Visual media: such as images, charts, diagrams, and posters;
- Audio media: including recordings, tapes, and radio broadcasts;
- Audiovisual (or visual-auditory) media: such as movies, television programs, and filmstrips with sound. [9, p. 65].

Consequently, the psychological impact of videos on students in educational settings boosts the effectiveness of learning and creates optimal conditions for enhancing students' communication skills. Videos offer a range of language and speech examples from native speakers, including various regional accents and both every day and specialized vocabulary.

Videos can be especially advantageous in foreign language lessons in the following scenarios:

- When illustrating an extensive language context.
- To showcase communicative elements through analysis of facial expressions and body language.
- To improve listening abilities within authentic settings.
- To create realistic scenarios for classroom exercises, such as role-playing activities.
- To practice describing and narrating skills.
- To build and enrich vocabulary.
- To stimulate conversation and foster discussion.

Videos serve as an effective educational resource by offering a more dynamic and engaging method for presenting information compared to traditional text-based materials. They provide a multimedia experience, allowing learners to both see and hear content, which enhances understanding and retention. The visual and interactive nature of videos makes them more captivating, facilitating easier comprehension and better memory recall of the material [10, p. 108].

Utilizing video materials significantly enhances students' understanding and retention of new information. Unlike traditional text-based resources, videos facilitate faster and more efficient learning, allowing students to advance through their studies more swiftly. The engaging and dynamic nature of videos keeps learning sessions fresh and stimulating, which helps maintain student interest and enjoyment. Videos can play a crucial role in reinforcing challenging concepts or providing visual aids where needed, leading to improved student engagement and academic performance. Incorporating videos into education offers substantial benefits. For learners, educational cartoons and video content are particularly valuable. They provide an interactive and enjoyable approach to learning, making fundamental concepts more accessible and memorable. The

vibrant visuals and movement in videos captivate students' attention, turning the learning experience into a fun and engaging activity. Additionally, videos create a language-rich environment that promotes active involvement, effectively overcoming traditional educational barriers and enhancing foreign language instruction as a tool for effective communication. Using video materials to teach speaking skills to school students provides a dynamic and effective method for language learning. Videos offer both visual and auditory stimuli that captivate students and help them grasp language structures and usage more effectively.

By viewing videos, students can witness natural interactions, gestures, and facial expressions, which deepen their understanding of spoken language within real-life contexts. Videos enable teachers to present various language components - such as vocabulary, grammatical structures, and idiomatic expressions - in a lively and authentic way. Additionally, they can demonstrate correct pronunciation and intonation, aiding students in developing clear and accurate speech. Combining interactive activities with video content, such as discussions, role-playing, and storytelling, promotes active student participation and supports their speaking development in a stimulating and encouraging learning environment. Overall, incorporating videos into teaching practices significantly enhances language acquisition and communication skills, which are crucial for students' academic and social growth. Using video materials to teach speaking skills to school students can greatly enhance their language learning experience. Videos offer visual context and real-life examples that captivate learners, making the process more engaging and memorable. By observing and listening to native speakers, students can learn natural pronunciation, intonation, and gestures, which aids in effectively replicating and internalizing language patterns. Additionally, videos present a variety of topics and contexts, exposing students to different cultural elements and language usage scenarios. This not only boosts their speaking abilities but also broadens their overall language understanding and cultural insight. Furthermore, interactive videos encourage active participation and provide a supportive environment for practicing speaking. Therefore, incorporating video materials into language lessons creates a more interactive and effective learning experience for students.

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FACTORS INFLUENCING LEARNING PRONUNCIATION OF THE PRIMARY SCHOOL CHILDREN

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Learning to pronounce words correctly is a vital part of language acquisition, especially in the formative years of primary school education. The quality of pronunciation learning can significantly impact a child's confidence and ability to communicate effectively. Various factors contribute to how effectively primary school children learn pronunciation, including the quality of education, which is paramount as emphasized by the President of Kazakhstan, Kassym-Jomart Tokayev, in his address "Economic Course of Fair Kazakhstan." He asserts that every child has the inherent right to a quality education, highlighting the necessity for continual enhancement of educational standards and teacher competencies.

As we transition into a more digitally integrated world, access to high-speed internet and free digital educational resources also plays a crucial role in supporting pronunciation learning. The educational system needs to adapt to the demands of the labor market, which can influence how language skills including pronunciation are prioritized and taught.

Psychologists believe that early childhood, specifically the primary school years, is the most opportune time for learning foreign languages. This is attributed to both the emotional readiness and the natural inclination of children at this age to acquire new languages, as noted by Obukhov (Obukhov, 2014). A.E. Chugunova describes this phase as a period of linguistic giftedness, where the brain's mechanisms responsible for speech development are particularly active. It is during these years that children begin to show an interest in understanding and refining their own speech (Chugunova, 2021).

At the initial stages of foreign language learning, one of the main objectives is to develop phonetic skills that facilitate correct pronunciation. Proper pronunciation of sounds provides psychological comfort and builds confidence in the foreign language, thereby helping to eliminate the psychological language barrier, according to Pevtsova in 2016.

Phonetic skills encompass the practiced and automated abilities to pronounce sounds and sound combinations, to identify sounds within speech flow, to correctly place stresses in words, and to appropriately shape speech intonation. Pevtsova (2016) categorizes these skills into two broad groups:

Auditory-articulatory skills: These include the ability to pronounce correctly (articulating sounds, combining sounds into words) and the ability to recognize sounds (phonemes, words, sentences) in other people's speech. This category also includes skills related to placing stresses and pausing correctly in sentences, as well as modulating intonation.

Rhythmic-intonational skills: These involve the skills for logical and expressive stressing within words, as well as sentence intonation. This category includes prosodic and intonational skills. Prosodic skills entail the correct placement of stress in words, while intonational skills involve understanding how to use logical and expressive intonation and stressing in sentences.

In the study of language acquisition, pronunciation is understood as both the articulation and discernment of a language's critical sounds, necessary for effective communication within meaningful contexts (Seidlhofer, 2001) or to develop communicative competence (Brown, 2007). The sound system of English is categorized into two main groups: segments and suprasegmental features. Segments consist of consonants and vowels, which include both stressed and unstressed syllables. Suprasegmental features, on the other hand, encompass elements like stress, duration, pitch, and the melody or intonation of speech (Ladefoged & Johnson, 2011). The way sounds are produced can be influenced by various elements including the quality of the voice, the rate of speech, and its volume.

In the context of primary education, young schoolchildren typically employ a conversational pronunciation style when interacting with family, friends, and peers. To facilitate this style, educators must create an environment where children feel comfortable. This involves fostering an informal setting where dialogues are spontaneous, and the topics of conversation are relatable and understandable for the students. These factors significantly influence the adoption of conversational pronunciation styles in young learners.

Effective speech in young schoolchildren is crucial for their successful literacy development; therefore, it is imperative to consistently work on forming a pronunciation culture in every reading and grammar lesson. This requires special attention to vocal qualities, adherence to orthoepic standards, control over speech tempo and pauses, and the development of meaningful and emotional intonations.

Conditional assessment of the development level of auditory-articulatory and rhythmic - intonational skills was conducted through exercises focused on understanding spoken language (ability to distinguish the duration and brevity of sounds, rhythm, and stress) and phonetically accurate expression of one's thoughts (clarity of pronunciation of sounds, words, phrases, and sentences).

It is important to note that errors can be of two types:

- **Phonetic errors**, which affect the quality of sound but do not distort the overall understanding of the content, are considered minor and thus do not impact the scoring of responses. However, such errors should be corrected immediately to prevent the formation of phonetically incorrect speech habits.

- **Phonological errors**, which compromise the correct understanding of the content, are considered serious and therefore affect the assessment of the response.

The teacher's task, from the first days of school, includes monitoring the correct placement of stress in words that are frequently mispronounced, not only by the children but also by their parents. This involves conducting informative sessions at parent-teacher meetings. Additionally, it is necessary to focus on the articulatory apparatus and

to demonstrate examples of eloquent and cultured speech.

Moreover, the expanding population of English speakers also plays a significant role. The number of individuals using English has surged, and the increasing acceptance of various forms of English, or "Englishes," has raised concerns about the potential loss of mutual intelligibility among speakers of different English dialects (Yazan, 2015, p. 202). Pronunciation is crucial for clarity in communication and for conveying meaning effectively (Seidlhofer, 2001). In educational contexts, the primary aim of teaching pronunciation is to enable learners to speak without a noticeable accent. However, accent-free speech encompasses a spectrum of accents from non-native speakers. People from diverse sociocultural backgrounds may preserve their native accents when speaking English, which can signify their identity or their belonging to specific groups (Harmer, 2007). Consequently, striving for a native-like accent is considered less important than achieving clear, precise, and understandable pronunciation.

Certainly, the process of learning pronunciation in primary school children is influenced by a variety of key factors, which are essential for educators and language specialists to consider. These factors include the child's native language, age, amount of language exposure, innate phonetic capabilities, identity and language ego, and their motivation to learn pronunciation accurately.

1. **Native Language.** The linguistic background of a child plays a critical role in their ability to learn new pronunciation patterns. Differences between the phonetic elements of a child's first language and those of the language being learned can either hinder or facilitate the learning process. Understanding these differences is crucial for developing effective teaching strategies (Kenworthy, 1987 as cited in Brown, 2007).

2. **Age.** Younger children, typically those in primary school, are often more adept at acquiring new sounds due to the plasticity of their developing brains. This period is considered optimal for pronunciation acquisition because children are able to mimic sounds more naturally and can achieve near-native pronunciation with proper guidance and exposure (Seom, 2021).

3. **Exposure.** Consistent and meaningful exposure to the target language is vital. This includes not only the quantity but also the quality of exposure. Children benefit greatly from engaging with native speakers and from multimedia resources that provide clear models of pronunciation (Richter 2018).

4. **Innate Phonetic Ability.** Some children may have a natural aptitude for distinguishing and reproducing sounds, which can greatly affect their ease of learning pronunciation. Tailoring learning experiences to individual phonetic abilities can help in maximizing pronunciation learning outcomes. (Ahmed, 2017)

5. **Identity and Language Ego.** As children develop their sense of self, their attitudes towards the languages they speak play a significant role in their pronunciation skills. A positive self-view in relation to the language can enhance motivation and the effectiveness of learning pronunciation (Gilakjani, 2012).

6. **Motivation.** The desire to learn and excel in pronunciation can vary among children. Those who are intrinsically motivated to speak clearly and correctly are likely to put more effort into mastering pronunciation. Creating a supportive and encouraging learning environment can foster this motivation.

7. Many teachers acknowledge their limited understanding of pronunciation theories. Thus, offering pronunciation training courses can be highly beneficial. Such professional development provides teachers with essential theoretical knowledge of phonetics and phonology, enabling them to teach pronunciation more confidently and effec-

tively. These courses should ideally be a staple in the school curriculum, with trainers selected based on their expertise in pronunciation to maximize impact on teacher trainees. Recognizing outstanding trainers with certificates of appreciation or financial incentives can also maintain high teaching standards (Breitkreutz et al., 2001; Gilakjani & Ahmadi, 2011).

8. Utilization of Authentic Materials. Carefully chosen teaching materials, such as coursebooks supplemented with CD-ROMs and video lessons, offer students and teachers exposure to authentic language inputs. These materials should allow sufficient practice with phonetic symbols and can be integrated into the curriculum to enhance pronunciation accuracy.

9. Incorporation of Technology. Technology plays a crucial role in supporting autonomous learning. Tools like smartphones, audio and video lessons, pronunciation software, and internet resources can provide substantial instructional support. Websites like BBC Learning English and Sounds of American English offer valuable resources for learning pronunciation, covering everything from individual sounds to connected speech. While technology cannot replace teachers, it serves as a vital aid in pronunciation education.

10. Acceptance of Accent Varieties: As English continues to be a global language, the notion of a native-like accent becomes less relevant. Teachers should embrace various English accents, whether American, British, or others, as long as they maintain intelligibility. The primary goal is effective communication, and accommodating different accents can facilitate this (Baker & Burri, 2016).

11. Ongoing Feedback. Providing learners with regular feedback is critical. Corrective feedback helps learners understand their pronunciation errors and directs their attention to areas needing improvement. Research has demonstrated the positive impact of such feedback on pronunciation development.

The early years of primary school represent the most favorable period for the development of speech pronunciation culture. During this time, children are particularly prone to sound imitation and exhibit high linguistic receptivity, making it an ideal time for specialized training in oral speech.

Let us define the tasks for improving the pronunciation culture of speech among students. The first task is the enhancement of speech technique, which includes the establishment of proper breathing and voice, and ensuring the functionality of the articulatory apparatus. The second task emphasizes the importance of mastering orthoepic norms. The third task involves the formation and development of intonational skills.

A preparatory stage in the formation of speech pronunciation culture involves working on diction. In the primary grades, the establishment of correct diction is invariably linked with orthoepy. The necessity for students to develop pronunciation that adheres to the orthoepic norms of the Russian literary language on the one hand, and pronunciation that meets the requirements of clarity, intelligibility, and distinctness on the other, stems primarily from the singular role that pronunciation culture and diction play in people's lives.

Clear diction plays a significant role for both the listener and the reader. It allows the listener to perceive texts more quickly and accurately. For the reader, clear diction facilitates breathing and relieves tension in the vocal cords, as it actively involves the lips, teeth, jaws, and tongue in the process.

Table 1. Approaches to Learning Pronunciation for Primary School Children

<i>Approach</i>	<i>Characteristic</i>	<i>Advantages</i>	<i>Disadvantages</i>
Immersive	Integrates children into a language-rich environment where they learn pronunciation through full immersion.	Promotes natural language acquisition through extensive exposure, mimicking the way children learn their first language.	May lack explicit instruction on pronunciation rules, which can lead to inconsistencies.
Phonics	Focuses on the relationship between sounds and their spelling. Children learn to decode words phonetically to improve pronunciation.	Provides a systematic approach to pronunciation, helping children understand sound patterns and their associations with letters.	Can be overly technical for young learners, potentially focusing too much on mechanics rather than usage.
Whole Language	Emphasizes understanding and producing language as whole units rather than focusing on phonetic components.	Supports fluid reading and speaking, encouraging children to focus on meaning and communication.	Might overlook the importance of phonetic skills, leading to difficulties in spelling and pronunciation.

The table summarizes three prevalent approaches to teaching pronunciation to primary school children, each with distinct methodologies and outcomes. The Immersive Approach surrounds children with a language-rich environment, leveraging natural exposure to develop pronunciation, similar to how they learn their first language. The Phonics Approach provides a structured method, focusing on the relationship between sounds and spelling, which helps children decode words phonetically, enhancing their pronunciation skills systematically. Lastly, the Whole Language Approach encourages understanding and producing language as complete units, prioritizing comprehension and communication over phonetic details. These approaches offer varied benefits and address different aspects of language learning, making them suitable for diverse educational settings and learning needs.

The education of proper pronunciation in the initial grades usually coincides with literacy training. Starting from the first grade, teachers focus on developing the speech apparatus and auditory perception of students. Additionally, particular attention is paid to correcting deficiencies in the pronunciation of individual speech sounds. Unfortunately, over time, this work is conducted less frequently and then disappears entirely from the school curriculum. Experts believe that attention to the development of diction should be paid not only in primary but also in secondary school.

Oral speech among younger primary school students often deviates from the requirements for good diction. These deviations can be categorized into two groups based on their manifestation in children's speech:

- Impurities in the pronunciation of individual speech sounds;
- Lack of clarity in sound pronunciation.

The primary method for enhancing the pronunciation culture is the reliance on auditory perception, with the main technique being the analysis of spoken speech sam-

ples. A sound sample serves as a didactic tool containing speech material that allows children to identify the pronunciation characteristics of spoken language. The necessity for analyzing sound samples stems from the fact that younger students' speech acquisition is largely based on imitation. By conducting this analysis, a child can eliminate errors in their pronunciation and prevent the emergence of new ones. It can be confidently stated that analyzing the auditory aspects of speech under a teacher's supervision fosters a critical attitude towards the speech of interlocutors.

The technique of analyzing sound samples is commonly used in primary schools. Consequently, the following requirements can be placed on a sound sample:

1. The sample should contain recordings of classic literature;
2. The text of the piece should be understandable and interesting for younger students;
3. The recording should feature the speech of professionals;
4. The duration of the sound fragment should not exceed 2-3 minutes, as longer listening periods can scatter a child's attention, thus impairing their perception of the sound material;
5. Individual sound material should be selected for each phonetic feature;
6. The analyzed feature of the sound aspect can be examined both positively and negatively.

During a lesson, the teacher can refer to the sound sample three times: at the beginning during the speech warm-up; in the middle when students need a change of activity; and at the end during the summary. Before starting to listen to the sound sample, the teacher should conduct preparatory work. For example, pose a question like, "Today we will learn what makes our speech more understandable to an interlocutor." It is crucial to set the expectation for attentive listening: "Listen to the fairy tale fragment and remember which part of the work it comes from."

It's important that the first listening of the sound sample is uninterrupted. After the initial listening, the teacher poses questions to gauge the students' emotional reaction and understanding. During the second listening, the focus shifts to detecting pronunciation features in the sound sample. The directive might be: "Listen to the piece again and pay attention to changes in voice strength." To enhance effectiveness, in addition to listening to the sound sample, children are encouraged to work with its written version to explore and understand the intonational structure of the statement.

The next stage involves conducting training exercises aimed at refining components of the pronunciation skill, such as diction, orthoepy, or intonation. The final stage of working with the sound sample involves children repeating the fragment close to the text or from memory, solidifying their pronunciation skills.

In the process of learning poems, riddles, proverbs, and when repeating individual words, it is critical for educators to ensure that young students adhere to the norms of standard pronunciation. Thus, a significant aspect of developing speech activity at the phonetic level involves the practical assimilation of pronunciation norms. For preschool children, who primarily hear and perceive only the oral form of language, speech skills develop subconsciously under the influence of their natural linguistic environment. Young schoolchildren, while generally following the objective pronunciation rules of spoken language, often violate these rules during reading when the orthographic form of words directly influences their pronunciation (Mordukhovskaya, 2015).

Common phonetic errors observed in young readers include: unreduced pronunciation of unstressed vowels, mispronunciation of voiced consonants as voiceless at the

end of words or before voiceless consonants, and incorrect articulation of consonant clusters. These phonetic errors are directly related to the pace of reading: the slower the pace, the more pronounced the deviations from standard pronunciation. Students who have mastered fluent reading of whole words typically do not exhibit these phonetic errors. The "orthographic" pronunciation inherent in reading does not transfer to spoken language; in the ordinary spoken speech of young schoolchildren, phonetic errors are generally absent, except in children raised in dialectal environments. The main characteristic of orthoepic errors, caused by the mismatch between the sound and the orthographic composition of words, is their widespread occurrence not only in voiced written but also in natural conversational speech of children, unrelated to the written text (narratives, conversations). Upon entering school, the primary mechanism for acquiring pronunciation norms continues to be imitation of the speech of those around, with the teacher's spoken language becoming a critical factor. Therefore, it is imperative for teachers to articulate clearly, adhering to all the rules of proper pronunciation.

In conclusion, the factors influencing the learning of pronunciation in primary school children are multifaceted and deeply interconnected, encompassing linguistic, cognitive, and environmental elements. The native language of the child often sets the foundational phonetic framework, which can either facilitate or impede the acquisition of new phonetic patterns. Age is another critical factor, with younger children showing greater plasticity in adopting new sounds, making early childhood an optimal period for phonetic training. Exposure to the target language, whether through naturalistic or formal educational settings, significantly impacts pronunciation proficiency, underscoring the importance of a language-rich environment. Additionally, innate phonetic ability varies widely among individuals, influencing the ease with which pronunciation skills are acquired. The role of the teacher is paramount, not only in providing clear and structured phonetic instruction but also in motivating and encouraging students through positive reinforcement and feedback. Furthermore, the educational resources and methodologies employed, such as immersive, phonics-based, or whole language approaches, can profoundly affect how effectively children learn pronunciation. By understanding and strategically addressing these factors, educators can significantly enhance pronunciation teaching, setting a strong foundation for the lifelong linguistic competence of their students.

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THE USE OF BIG DATA AND ARTIFICIAL INTELLIGENCE IN FINANCIAL CONTROL IN ENTERPRISES

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Introduction

In today's world, where data is becoming a new type of currency, its role in management decisions cannot be overemphasized. In particular, financial controls in enterprises are undergoing a significant transformation driven by recent advances in big data and artificial intelligence (AI). These technologies offer the promise of not only speeding up and simplifying many traditional processes, but also significantly improving their accuracy and reliability.

Given that financial controls are a key element to maintaining and enhancing the financial health of any organization, incorporating innovative technologies into this process can bring significant benefits. In particular, big data and AI can help automate information gathering and processing, provide deeper analytical insights, and improve risk management decisions.

However, despite the significant benefits, there are certain challenges and risks associated with the application of these technologies, especially when it comes to data privacy and security. Therefore, it is important to approach the integration of big data and AI into a company's financial strategy in a meaningful way.

The purpose of this article is to explore how big data and artificial intelligence are transforming financial controls in enterprises, and to assess the potential opportunities and risks associated with their application. This research is intended to serve as a guide for executives and financial analysts seeking to streamline their processes and reinforce the strategic importance of financial controls in their organizations.

Theoretical framework for the use of big data and AI in finance

Big data is a term that describes vast amounts of data that, due to its size, complexity, or rapidity of change, cannot be efficiently processed using traditional methods. They include structured, unstructured and semi-structured data that is continuously collected from various sources such as online transactions, social media and electronic devices. Artificial intelligence, on the other hand, is a branch of computer science concerned with creating machines that can mimic human thinking and solve problems such as pattern recognition, natural language processing, and decision making. Combining these two technologies creates a powerful toolkit to transform the finance industry [1].

In finance, big data and AI are being used for predictive analytics, where they analyze large amounts of information to predict future events based on past data [2]. This could include predicting market fluctuations, assessing customer creditworthiness, or determining the likelihood of loan defaults. Machine learning, a subsection of AI, plays a key role by allowing systems to automatically learn from data without explicit programming. Machine learning algorithms such as regression analysis, decision trees, and neural networks are actively used to process and analyze financial data.

Today's financial organizations use big data not only for batch processing, but also for real-time streaming data. This allows them to react instantly to changes in the market or customer behavior. This approach requires sophisticated data processing systems that can quickly collect, analyze and apply the information to make automated decisions [3].

The introduction of AI and big data processing in finance also raises ethical and compliance issues for professionals. Data privacy issues, protection of personal information, and algorithm bias are key areas requiring attention. Financial institutions must develop and implement policies and procedures to ensure transparency in their data practices, compliance with rules and regulations such as GDPR or the California Consumer Privacy Protection Act (CCPA).

The theoretical foundation of big data and AI in finance lies at the intersection of technology, statistics, and ethics. Understanding this framework is essential to designing, implementing, and managing innovative financial systems that can leverage data to improve financial services and products. As technology continues to evolve, ongoing education and adaptation to new conditions will be key for all participants in the financial sector [4].

Practical application and case studies

This section of the paper analyzes the practical application of big data and artificial intelligence (AI) in enterprise financial control. Case studies from real-world practice provide a better understanding of how theoretical concepts are turned into effective business solutions.

Case 1: Optimization of credit scoring on the example of JP Morgan Chase [5].

JP Morgan Chase is one of the world's leading banks, offering a wide range of financial services, including lending. An effective credit risk assessment, or scoring, process is vital for making lending decisions. The scoring process must be as accurate and fast as possible to minimize the risk of non-repayment while offering affordable credit products.

Traditional credit scoring systems based on credit histories and financial indicators can sometimes be inaccurate due to incomplete data or imperfect methodologies. This can lead to the denial of credit to potentially reliable customers or granting loans to high-risk clients.

To optimize the credit scoring process and improve its accuracy, JP Morgan Chase implemented the following measures:

1. **Advanced Data Analytics Implementation:** Using artificial intelligence and machine learning allowed JP Morgan Chase to analyze behavioral and social data alongside traditional credit information. This helped the bank more accurately assess borrowers' creditworthiness.

2. **Integration of Alternative Data:** In addition to standard financial indicators, the bank began considering alternative data sources, such as utility payments, rent, social media data, and other factors.

3. **Updating Scoring Algorithms:** The scoring algorithms were updated to adapt to new data and identify new correlations that could indicate non-repayment risk.

4. **Development of New Credit Products:** With accurate forecasts, the bank was able to offer new credit products targeting previously underserved customer groups, ensuring business growth and attracting new borrowers.

The implementation of these methods led to the improvement of the credit scoring system at JP Morgan Chase:

- **Reduced Defaults:** More accurate forecasts resulted in a reduction in loan defaults.
- **Increased Approved Loans:** New data helped identify reliable borrowers among

those who previously received rejections.

- Accelerated Decision-Making: Automated scoring systems reduced application processing times.

This case illustrates how JP Morgan Chase successfully optimized the credit scoring process, improving loan issuance quality and enhancing the financial health of both customers and the bank.

Case 2: Financial Audit Automation by Example of KPMG [6].

KPMG, one of the world's leading audit and advisory firms, is actively adopting artificial intelligence (AI) and automation technologies to improve financial audit processes. This enables the company to improve the accuracy of audit findings and efficiency while reducing risk and errors.

Traditional audit methods often involve manual processing of large amounts of data, making the process time-consuming and prone to human error. In addition, growing data volumes and the increasing complexity of financial transactions require deeper and more detailed analysis, which is beyond the capabilities of traditional methods.

KPMG has begun using AI to automate many aspects of financial auditing, including data collection, initial processing and analysis. AI is used for pattern recognition in documents, automated data extraction, transaction analysis and risk assessment. These technologies allow auditors to focus on more complex aspects of an audit, such as strategic analysis and interpretation of results.

KPMG has introduced several innovative solutions:

- Data analytics tools: AI is used to analyze financial statements for anomalies and discrepancies, improving audit accuracy.

- Automated risk analysis: AI systems assess risks associated with various aspects of clients' financial performance, helping auditors make informed decisions.

- Interactive dashboards: Using data visualization tools to provide clients with a deeper understanding of audit findings.

The introduction of AI into KPMG's audit practice has led to a reduction in audit time and increased accuracy. The company's clients received faster and more accurate audit reports, which improved the overall quality of financial controls and management judgment. It also helped build trust between the clients and the auditor.

KPMG's case study demonstrates how integrating AI and automation into audit practices can significantly improve financial audit processes by making them faster, more accurate and more efficient. This not only improves operational efficiency, but also provides clients with valuable insights to improve their business.

Case 3: Forecasting market trends for investment strategies using Two Sigma Investments as an example [7].

Two Sigma Investments is one of the leading hedge funds using artificial intelligence (AI) and machine learning to analyze and predict market trends. This technologically advanced company integrates scientific methods and a systems approach into its investment strategies to maximize returns and minimize risk.

With ever-changing and often unpredictable market conditions, investment firms are faced with the need to accurately forecast market movements in order to effectively allocate assets and manage portfolios. Traditional analytical methods cannot always meet this challenge due to the sheer volume of data and its complexity.

Two Sigma Investments uses AI to develop algorithmic models that can automati-

cally analyze large amounts of data, including stock prices, news, financial reports and economic indicators. The company uses a variety of machine learning techniques, including supervised, unsupervised, and reinforcement learning, to identify and exploit complex patterns and dependencies in data.

Applications of AI and big data

- Time Series Modeling: Two Sigma uses models to analyze time series to identify trends and cyclical changes in market data.

- Sentiment Analysis: Machine learning algorithms analyze news text and social media to assess public perception and its potential impact on markets.

- Comprehensive data analysis: AI integrates and analyzes data from a variety of sources, including economic indicators and global events, to form a comprehensive view of market conditions.

Through the use of AI and machine learning, Two Sigma can quickly adapt to changes in the market and optimize its trading strategies. This leads to more stable and higher returns, reduced risk and improved overall performance of the investment portfolio.

The Two Sigma Investments case study shows how modern technologies, especially AI and machine learning, can significantly improve the accuracy of predicting market trends and the effectiveness of investment strategies. By integrating these technologies, companies can make better-informed decisions and maintain competitiveness in a challenging economic environment. These case studies demonstrate the real value and impact of big data and AI on financial control in companies across a variety of industries. Integrating advanced technologies into financial operations not only improves the accuracy and efficiency of financial processes, but also provides new opportunities for innovation and growth.

Issues and challenges in implementing AI and big data into financial controls

Integrating artificial intelligence (AI) and big data into financial controls brings significant benefits, but also comes with a number of significant challenges. These challenges can include technical, legal, ethical and operational aspects that must be carefully considered to ensure the successful integration and operation of these technologies.

One of the major technical challenges in implementing AI and big data is ensuring data quality and integration [8], [9]. Poor quality or incomplete data can significantly reduce the accuracy and effectiveness of machine learning algorithms. In addition, the complexity of integrating new technologies with existing financial systems can lead to additional costs and increased time to finalize systems.

Legal issues also present significant challenges, especially in the context of complying with regulatory requirements such as GDPR in the European Union or the Dodd-Frank Act in the US. Companies must ensure that their data processing and storage practices comply with the law, which can require significant investment in data security and system auditing [9].

Ethical dilemmas such as the transparency of AI algorithms and possible biases in machine learning are becoming increasingly important. Data bias issues can lead to unequal treatment of customers and other undesirable consequences, potentially undermining trust in financial institutions and damaging their reputation.

The adoption of AI and big data increases the complexity of operational processes. The risk of system failures, errors in algorithms or data loss due to cyberattacks can lead to serious financial losses and disruption to business operations. Ensuring sys-

tem reliability and readiness to recover from failures becomes a critical aspect of risk management [2].

Successfully overcoming these challenges requires a comprehensive approach, including developing a data management strategy, ensuring compliance, implementing ethical standards and strengthening operational security. Companies must also actively engage stakeholders in the implementation process to ensure transparency and trust at all levels of the organization. So, despite the challenges, properly implemented integration of AI and big data can significantly improve financial control and provide new opportunities for growth and innovation.

Conclusion and future prospects for the use of big data and AI in financial controls

Research on the impact of big data and artificial intelligence (AI) on financial controls has shown significant opportunities to improve efficiency, accuracy, and innovation in this area. The use of these technologies enables organizations to make more informed data-driven decisions, streamline operational processes, and improve financial performance. However, the adoption of AI and big data has also been shown to present a number of challenges, including technical complexities, legal risks, ethical dilemmas, and operational risks.

In the future, the role of AI and big data in financial control is only expected to increase. Advances in machine learning and artificial neural network technologies will offer new methods for analyzing financial data that will be even more accurate and scalable. The following trends could have a significant impact on the financial sector:

1. Increased use of automated advisors: AI technologies will continue to evolve to create more advanced robotic advisors that can provide personalized financial advice based on big data.
2. Improved fraud detection: AI will become even more effective at detecting anomalies and suspicious patterns, which will help reduce financial fraud and improve fraud protection.
3. Increased use of blockchain technology: Blockchain can be integrated with AI to create more secure and transparent financial systems, improving data management and financial controls.
4. Ethical and legal innovation: As the use of AI grows, there will be a need for new ethical standards and legislative initiatives to regulate the use of data and artificial intelligence.

Conclusions

The introduction of big data and artificial intelligence (AI) into enterprise financial controls opens new horizons for greater efficiency, accuracy and innovation. These technologies are transforming traditional approaches to financial analysis, risk management, and decision-making by providing financial institutions with powerful analytical and predictive tools.

The use of AI and big data is helping financial institutions not only to streamline internal operations, but also to improve customer service and develop more personalized products. However, while the benefits are significant, there are also significant challenges, including data protection issues, ethical dilemmas and the need to comply with increasingly stringent regulatory requirements.

As technology continues to evolve, it is critical for financial institutions to maintain a high level of awareness and understanding of the latest trends and best practices

in AI and data analytics. This requires ongoing education and adaptation, as well as the development of data and technology management strategies that address both potential opportunities and risks.

The study found that the integrated and responsible use of AI and big data can significantly increase financial control, providing a strategic advantage to companies looking to innovate and progress in a rapidly changing economic landscape. In the future, these technologies will play an even greater role in shaping sustainable and transparent financial systems that can effectively confront both current and future challenges.

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OPTIMIZING CORPORATE CASH FLOWS IN A POST-COVID ECONOMY: MODERN METHODS AND PRACTICES

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Today's economic environment, which has experienced shocks due to the COVID-19 pandemic, challenges corporations not only to recover but also to optimize

their cash flows in order to maintain sustainability and development. Rethinking and adapting financial strategies have become an integral part of managerial practice, as traditional approaches no longer always fit the new economic realities. This paper aims to analyze modern methods and practices that can be used to optimize cash flows in the corporate sphere. Based on current research and literature, we will examine how companies can manage their finances more efficiently in the post-COVID period [1].

The main objective of this thesis is to evaluate and systematize cash flow optimization techniques relevant to corporations in a post-COVID economy. The importance of this work is due to the need to adapt business models to the changing conditions of the external environment, increase financial stability, and reduce financial risks [2].

Definition of Cash Flows

Cash flow is the amount of cash that flows in and out of a company's financial and economic activities. These flows are critical to maintaining the liquidity and financial stability of an organization. They are categorized based on the source of origin:

- Operating Cash Flows: Related to a company's core business activities such as sales of goods or services. It is the primary source of a company's recurring income and an indicator of its operating efficiency [3].

- Investing Cash Flows: Reflect investments in property, plant and equipment, intangible assets, and other long-lived assets, as well as proceeds from the sale of these assets. These flows indicate the strategic development and expansion of the business [4].

- Financial Cash Flows: Include cash flows from transactions in stocks, bonds, other securities, and loan obligations. They show how a company finances its operations by raising and repaying financial liabilities [5].

Key Concepts for Optimization

Cash flow optimization involves a number of strategies and techniques to improve cash management to increase efficiency, liquidity, and reduce financial risks:

1. Cash Flow Forecasting and Planning

- Significance: Cash flow forecasting is a fundamental element of financial planning and helps corporations anticipate future cash needs. This allows companies to optimize their spending and investments by avoiding situations of shortage or surplus of funds.

- Application: Corporations use historical data and market forecasts to model future flows. This includes analyzing sales, expenses, credit terms, and other factors that can affect liquidity. Forecasts should be updated regularly to account for new information and changes in the market environment [6].

- Circumstances of Use: Especially important during periods of economic instability, when financial markets are unpredictable, and during significant corporate changes such as a new product launch, expansion, or restructuring.

2. Working Capital Management

- Meaning: Working capital management deals with the short-term assets and liabilities of a company. Effective management helps to maintain the necessary level of liquidity for day-to-day operations.

- Application: Working capital management includes optimization of receivables and payables, which can be achieved through better payment terms with customers and suppliers, as well as through inventory management. Techniques such as JIT (Just-In-Time) and ABC inventory analysis are used to reduce costs and improve operational efficiency [7].

- Circumstances of Application: These techniques are particularly important for companies in industries with high commodity turnover and during economic downturns when liquidity management becomes critical.

3. Use of Financial Instruments

- Importance: Financial instruments such as factoring and forfeiting help companies accelerate cash flow from receivables, which improves liquidity and reduces credit risk.

- Application: Factoring allows companies to receive advance payments from financial institutions for unpaid invoices, while forfeiting is used to sell long-term receivables against collateral, which reduces risk and improves balance sheet structure [8].

- Circumstances of Use: These tools are most useful in times when companies need to quickly restore their liquidity to finance large projects or during crises when traditional lending may be limited.

4. Risk Management

- Importance: Risk management helps identify, assess, and control potential threats to cash flows, such as currency fluctuations, interest rate changes, and credit risks.

- Application: Companies develop hedging and insurance strategies to minimize potential losses. Diversification of revenue sources and creation of reserve funds to cover unexpected expenses are also applied [9].

- Circumstances of Application: Risk management is especially important for companies operating in international markets and in industries with high market volatility or subject to regulatory changes.

These strategies and cash flow optimization techniques enable corporations not only to improve their financial health but also to ensure sustainable development in a changing economic environment.

5. Digital Transformation in Cash Flow Management

- Significance: Digital transformation provides companies with the ability to automate financial processes, which improves forecast accuracy and cash flow management efficiency.

- Application: Using ERP (Enterprise Resource Planning) systems, automated tools for receivables and payables management, and Big Data and machine learning tools to analyze trends and predict future flows. These technologies can help reduce human errors and speed up data processing [10].

- Circumstances of Application: Especially relevant for large companies with an extensive network of operations that seek to improve real-time monitoring and control of their financial transactions.

6. Sustainable Finance and Green Investments

Importance: Incorporating sustainability into financial strategy not only reduces environmental and social damage but also provides access to new sources of capital such as green bonds and grants.

Application: Developing and implementing projects that meet global sustainability standards can attract investors interested in environmentally friendly and socially responsible investments. It can also improve a company's reputation and reduce risks associated with environmental restrictions and legislation [11].

Circumstances of Application: Particularly relevant for companies in the industrial and manufacturing sectors where environmental factors have a significant impact on operations.

7. Cash Flow Monitoring and Analytics

Significance: Regular monitoring and analysis of cash flows helps to identify not only current but also potential problems in the financial management of the company, allowing timely adjustment of strategies.

Application: Develop a system of KPIs (key performance indicators) that track key aspects of cash flow, including capital turnover rate, liquidity ratios, and operational efficiency. The use of dashboards to visualize data helps to make faster decisions based on up-to-date information [12].

Circumstances of Application: Critical for companies in rapidly changing industries, such as technology and retail, where the speed of decision-making can significantly impact financial performance.

Detailed Analysis of Optimization Strategies

Cash Flow Forecasting and Planning

The role of cash flow forecasting and planning cannot be overstated in the current economic climate. Corporations have turned to sophisticated forecasting models that leverage both historical financial data and forward-looking market analysis to anticipate future cash flow scenarios. These models incorporate a variety of factors, including sales trends, expense patterns, credit terms, and market conditions, to provide a comprehensive picture of potential cash flow fluctuations. By doing so, companies can proactively manage their financial resources, making strategic decisions that optimize cash availability and minimize financial disruptions. The regular updating of these forecasts ensures that companies remain agile, adjusting their strategies in response to real-time market changes [6].

Working Capital Management

Effective working capital management is essential for maintaining operational liquidity and financial health. Companies are increasingly utilizing advanced techniques such as Just-In-Time (JIT) inventory management and ABC inventory analysis to optimize their inventory levels, reducing holding costs while ensuring timely availability of necessary materials. Additionally, the optimization of receivables and payables through improved payment terms and credit management practices helps companies maintain a balanced cash flow, preventing liquidity crunches and enhancing overall financial stability [7]. This is particularly critical during economic downturns when access to external financing may be restricted, necessitating efficient internal cash flow management.

Use of Financial Instruments

The strategic use of financial instruments like factoring and forfaiting has become a cornerstone of modern cash flow management. Factoring, for example, allows companies to convert their receivables into immediate cash by selling them to a financial institution at a discount. This not only improves liquidity but also reduces the risk associated with late payments or defaults. Forfaiting, on the other hand, involves selling long-term receivables backed by collateral, providing companies with immediate cash inflows while transferring the risk to the buyer. These instruments are particularly valuable in periods of economic uncertainty, enabling companies to maintain liquidity and fund critical operations without relying on traditional bank loans, which may be harder to obtain during crises [8].

Risk Management

Comprehensive risk management strategies are crucial for safeguarding cash flows against potential threats such as currency fluctuations, interest rate changes, and credit risks. Companies employ a range of hedging instruments, including futures, options, and swaps, to mitigate these risks. For instance, currency hedging helps protect against adverse exchange rate movements that could impact international revenues or expenses. Additionally, companies often create reserve funds to cover unexpected costs and diversify their revenue streams to reduce dependency on any single market or customer. Effective risk management ensures that companies are well-prepared to handle financial shocks, maintaining stability and continuity in their operations [9].

Digital Transformation in Cash Flow Management

Digital transformation represents a paradigm shift in how companies manage their financial processes, driving efficiency, accuracy, and strategic decision-making. The adoption of advanced technologies and automation tools has become a cornerstone for modern businesses aiming to enhance their cash flow management.

Application:

1. **Enterprise Resource Planning (ERP) Systems:** ERP systems integrate various business processes, providing a unified view of a company's financial status. These systems help automate routine tasks such as invoicing, payroll, and expense management, reducing manual errors and freeing up time for strategic activities. The real-time data provided by ERP systems ensures that financial managers have up-to-date information for making informed decisions.

2. **Automated Tools for Receivables and Payables Management:** Automation tools streamline the management of receivables and payables, ensuring timely payments and collections. These tools can automatically generate invoices, send payment reminders, and reconcile accounts. By speeding up these processes, companies can improve their liquidity and reduce the risk of late payments.

3. **Big Data Analytics and Machine Learning:** The use of big data analytics and machine learning in cash flow management allows companies to analyze vast amounts of financial data to identify trends, predict future cash flows, and detect anomalies. These technologies can process data at a scale and speed unattainable by traditional methods, offering deeper insights into financial performance and risks.

Circumstances of Application. The implementation of digital transformation strategies is particularly beneficial for large enterprises with complex financial operations. Companies operating in multiple markets or with extensive supply chains can leverage these technologies to maintain real-time control over their finances, ensuring they can swiftly respond to market changes and financial challenges.

Case Study. Consider a multinational corporation that implemented a comprehensive ERP system across its global operations. Before digital transformation, the company's financial data was siloed across different regions, leading to delays and inconsistencies in financial reporting. By integrating an ERP system, the company achieved real-time visibility into its cash flows, significantly reducing the time required for financial consolidation and reporting. This enhanced transparency allowed the company to make faster, more informed decisions, ultimately improving its financial stability and operational efficiency.

Future Prospects. As technology continues to evolve, the potential for digital transformation in cash flow management will only increase. Emerging technologies

such as blockchain offer new opportunities for secure, transparent financial transactions, while artificial intelligence and robotic process automation (RPA) promise to further reduce manual intervention in financial processes. Companies that stay ahead of these trends and invest in digital transformation will be better positioned to navigate the complexities of the modern financial landscape.

Challenges and Considerations. While the benefits of digital transformation are clear, companies must also be aware of the challenges. Implementing new technologies requires significant investment and a willingness to change established processes. Data security and privacy are critical concerns, particularly as companies handle increasingly large volumes of sensitive financial data. Ensuring compliance with regulatory requirements and maintaining the integrity of financial information are essential for successful digital transformation [10].

Sustainable Finance and Green Investments

The integration of sustainability into financial strategies is increasingly important for companies seeking to enhance their environmental and social responsibility. By pursuing green investments and sustainable finance options, companies can access new sources of capital, such as green bonds and grants, which are earmarked for environmentally friendly projects. These initiatives not only contribute to global sustainability goals but also enhance the company's reputation and compliance with regulatory requirements. Sustainable finance also reduces the risks associated with environmental liabilities and potential regulatory changes, ensuring long-term financial and operational resilience [11].

Cash Flow Monitoring and Analytics

Regular and detailed monitoring of cash flows is vital for maintaining financial health and identifying potential issues before they escalate. Companies develop comprehensive Key Performance Indicators (KPIs) to track various aspects of cash flow, such as liquidity ratios, capital turnover rates, and operational efficiency. The use of interactive dashboards and visualization tools allows financial managers to quickly assess the company's cash flow status and make data-driven decisions. This proactive approach to cash flow management enables companies to respond to financial challenges in real-time, ensuring continuous improvement and stability in their financial operations [12].

Conclusion

In conclusion, cash flow optimization represents a key aspect of maintaining the sustainability and development of corporations. This paper highlights a wide range of techniques and strategies that help to improve financial management. These techniques include forecasting and planning for financial needs, effective working capital management, implementation of modern financial instruments and technologies, and comprehensive risk management measures. Special attention is paid to digital transformation and the use of analytics to enhance operational control and transparency of financial transactions. It is important to understand that successful cash flow optimization requires an individual approach and a thorough analysis of the specifics of each company, which allows us to choose the most effective strategies and tools depending on the unique conditions and goals of the business.

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INTERNAL CONTROL SYSTEMS - DESIGN AND IMPLEMENTATION

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List of Abbreviations and Acronyms

AC	Audit Committee
AAA	American Accounting Association
AICPA	American Institute of CPAs
CCO	Chief Compliance Officer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COSO	Committee of Sponsoring Organizations of the Treadway Commission
FEI	Financial Executives International
FM	Financial Management
IA	Internal Audit
IAD	Internal Audit Department
IIA	Institute of Internal Auditors
IT	Information Technology
IMA	Institute of Management Accountants
IFA	International Federation of Accountants
MoMo	Mobile Money
MFS	Mobile Financial Services

Key terms

Organization	An organized group of activities, resources, and people working toward shared goals.
Stakeholders	Those groups and individuals whose interests are served or impacted by the organization.
Governing body	Those individuals who are accountable to stakeholders for the success of the organization.
Management	Those individuals, teams, and support functions assigned to provide products and/or services to the organization's clients.
Internal audit	Those individuals operating independently from management to provide assurance and insight on the adequacy and effectiveness of governance and the management of risk (including internal control).
The Three Lines Model	The model previously known as the Three Lines of Defense.
Internal control	Processes designed to provide reasonable confidence over the achievement of objectives
Assurance	Independent confirmation and confidence.

Executive Summary

As the business growth there exposes fraud, risk and other irregularities. Thus, Internal Controls are the essential part of any organization's financial, policies and procedures. As well as it is an important aspect of an organization's governance system which help to manage the risk and supporting the achievement of an organization's objectives and value. (IFAC, 2012)

Internal Controlling system can insure all procedures are in line that need to be taken by the company to protecting against inefficiency and ensuring accuracy in accounting and operating data.

In other words it will protect the resources against waste, fraud, inefficiency, ensuring reliability and accuracy in accounting and operation data. Securing compliance with policies and evaluating the level of performance in all units of the organization. It can summarize:

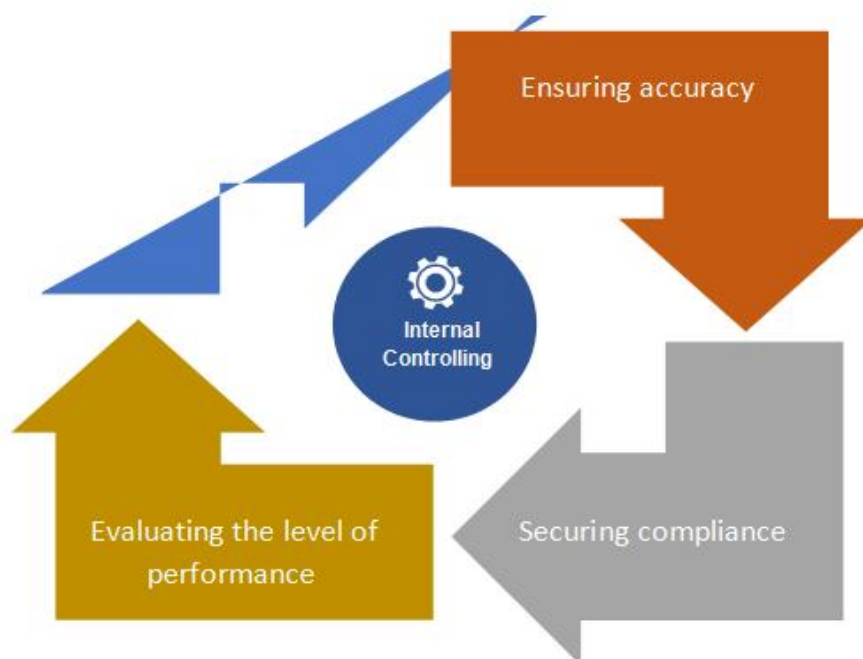


Figure 1. Goals of internal controlling

On 1949, in the United States the first term of Internal Control is defined by an Institute of accounting, further clarifications were on 1958 and 1972. on 1992, a group of companies sponsored the formation of the treadway commission to study and report on how to improve on the effectiveness of internal control systems, and more recently in 2002 the US congress passed the Sarbanes Oxley act¹ giving new directives on internal control systems. (Daniella & Lauren, 2017)

The relevance of the topic. The development of the businesses is reliant on the active and well-organized management of its resources. Under the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Framework, objective setting is measured a requirement to internal controlling system.

Setting objectives, will help management to identify the risks and to address these risks, management may need to implement specific internal controls. The effectiveness of internal control can then be measured by how well the objectives are achieved and how effectively the risks are addressed. More generally, setting objectives, budgets, plans and other expectations are the criteria for the internal control. Control itself exists to keep performance within what was expected, allowed or accepted. It takes place with a combination of interrelated components - such as social environment, effecting behavior of employees, information necessary in control, and policies and procedures. Related to the above statement this scientific article is seeks to address the following questions.

What is Internal Control System, definition, Objective, Components and types?

What is the framework of internal control?

What are the Characteristics of Internal Controlling System?

The theoretical and methodological framework for the article. The theoretical and methodological framework of the article is the research articles of domestic and

¹ The Sarbanes-Oxley Act of 2002 is a federal law that established sweeping auditing and financial regulations for public companies.

foreign authors on Internal controlling system, mechanisms of assessment tools of internal controlling system. Specifically, the standard mechanism which introduced by Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Literature review. A considerable amount of research has been published on the topic of internal controlling system. Among the authors that contributed to this area of study there are: Jason E. Mumpower - Comptroller of the Treasury and board members of COSO who are: Paul J. Sobel - COSO chair, Douglas F. Prawitt - American Accounting Association (AAA)¹, Charles E. Landes - American Institute of CPAs (AICPA)², Daniel C. Murdock - Financial Executives International (FEI)³, Jeffrey C. Thomson - Institute of Management Accountants (IMA)⁴, Richard F. Chambers - The Institute of Internal Auditors (IIA)⁵. They have key role in enterprises risk management concepts and frameworks. In the meantime, there are some accountant association which develop key requirement on internal controlling system i.e. International Federation of Accountants (IFAC), The Association of Accountants and Financial Professionals in Business IMA. The literature examination shows a variety of approaches and framework to applying internal controlling required to insure everything inside organization or business are in track. Via this scientific paper we will gather the required information to be sample apply in the business.

The goal of this article. Since the internal controls help a company present reliable financial reports to stakeholders, comply with laws and regulations, and have efficient and effective operations. It will help to inline the business as per requirements.

Article objectives: To help a company present reliable financial reports to stakeholders, comply with laws and regulations, and have efficient and effective operations. To ensure individuals within the company do not attempt to use information for personal use. The object of the article is the Business companies, Mobile Financial Services (MFS)⁶, Mobile Money (MoMo)⁷ associations and Non-governmental organization (NGO).

The subject of the article is Internal Control system, its framework, mechanisms and assessment tools as it relates to business objective.

Definition. Internal Control system is a group of defenses and procedures that a company apply to protect its business from potential threats. These controls are the components of a risk management plan that allow you to identify potential risks and de-

¹ The American Accounting Association (AAA) is an organization that supports worldwide excellence in accounting education, research, and practice.

² The American Institute of Certified Public Accountants (AICPA) is a non-profit professional organization representing certified public accountants (CPA) in the United States.

³ Financial Executives International connects financial leaders through exchanging ideas about best practices, defining the profession, educating Members and stakeholders and working with the government to improve the general economy.

⁴ Institute of Management Accountants is the worldwide association of accountants and financial professionals in business.

⁵ The Institute of Internal Auditors is an international professional association. It provides educational conferences and develops standards, guidance, and certifications for the internal audit profession.

⁶ MFS is the use of a mobile phone to access financial services and execute financial transactions. This includes both transactional and non-transactional services, such as viewing financial information on a user's mobile phone.

⁷ Mobile Money is a service in which the mobile phone is used to access financial services.

termine how best to prevent or mitigate those risks. Control is not the same as compliance. (Reciprocity, 2022)

In order words “internal controls are accounting, and auditing processes used in a company's finance department that ensure the integrity of financial reporting and regulatory compliance.

Internal controls help companies to comply with laws and regulations and prevent fraud. They also can help improve operational efficiency by ensuring that budgets are adhered to, policies are followed, capital shortages are identified, and accurate reports are generated for leadership.” (Will Kention, 2022)

Objective. Based on standard mechanism each organization must have a system of internal control in place for achieving the goals. The objective of internal controls is to help protect an organization and its objectives. Its to minimize risks, shield assets, guarantee accuracy of records, indorse operational effectiveness, and inspire loyalty to policies, guidelines, rules, and laws. (Michigan Technological University). In another words we can say the main objectives of internal control are as follows:

1. Monitoring,
2. Controlling Activities,
3. Risk Management,
4. Controlling environment

Types of Internal Control.

We can define Internal Control system from two different prospective, General view and risk management:

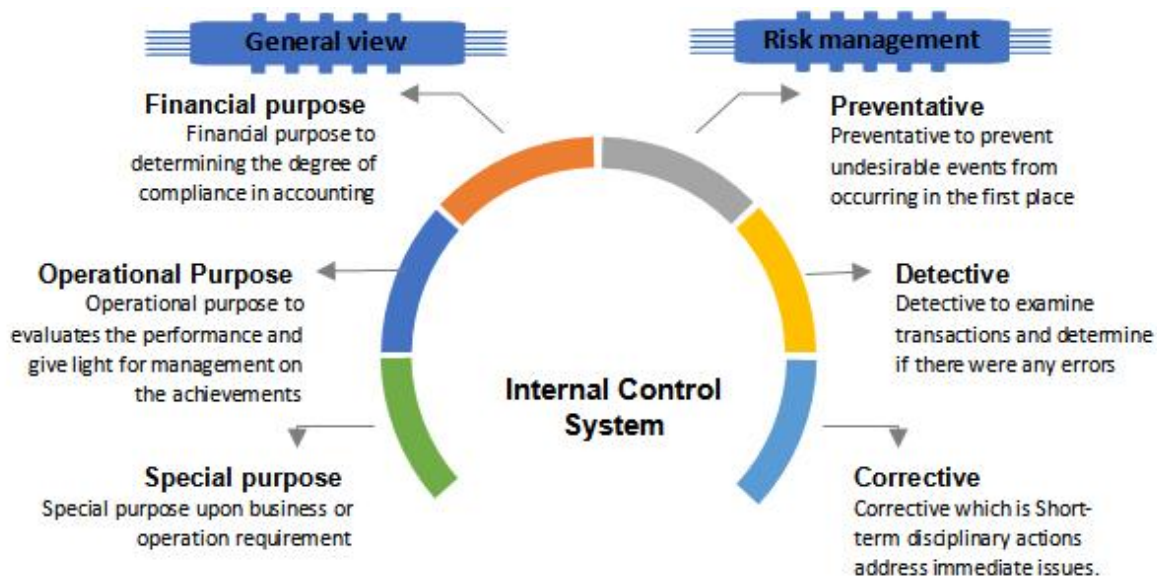


Figure 2. Internal control systems from general view and risk management perspective

General view

1. Financial Internal Control

This involves proper review of financial operations, accounting lists and records relating to determining the degree of compliance and other regulatory requirements. (Atared, 2021, P.16)

2. Operational Internal Control:

A comprehensive process by which an operating unit or an entire organization

evaluates its various systems, administrative controls, and performance. (Atared, 2021, P.16)

3. Internal Control for Special Purposes:

This refers to the controls carried out by the internal auditors according to new subjects given to management or in accordance with the way they are carried out. (Atared, 2021, P.16)

Risk management prospective

1. Preventative

Preventive controls are measures designed to prevent undesirable events from occurring in the first place. Preventive controls are implemented after risk assessment identifies risks that can affect different areas of the business. (Reciprocity.2022)

2. Detective

Detective controls are used to examine transactions and determine if there were any errors. This will help to remove and fix problems before they cause more problems, but as the name suggests, detective controls only discover problems after they have taken root. Performance, Quality checks, bank statement reconciliations, inventory counts, internal audits, and external audits are examples of detective controls. (Reciprocity, 2022)

3. Corrective

After detective controls determine why an event occurred, corrective controls are implemented. (Reciprocity, 2022)

Corrective management includes:

- Implement a more active training process
- Update policy
- Investing in new technologies to protect against new threats.

Role and Responsibilities

The behavior and interactions of people like the board of directors, management, and other workers have an impact on internal controls. Management is still ultimately responsible for the internal control system even when external parties are hired to carry out certain internal control tasks. The Institute of Internal Auditors (IIA) announced a major update in July 2020 to the widely accepted Three Lines of Defense Model (IIA, 2020, p.1).

The Three Lines Model¹ supports organizations to determine the frameworks and procedures which support goal accomplishment, effective administration, and effective risk management.

¹ The model previously known as the Three Lines of Defense. Individuals in the first line own and manage risk directly. The second line oversees the first line, setting policies, defining risk tolerances, and ensuring they are met. The third line, consisting of internal audit, provides independent assurance of the first two lines.

The IIA's Three Lines Model

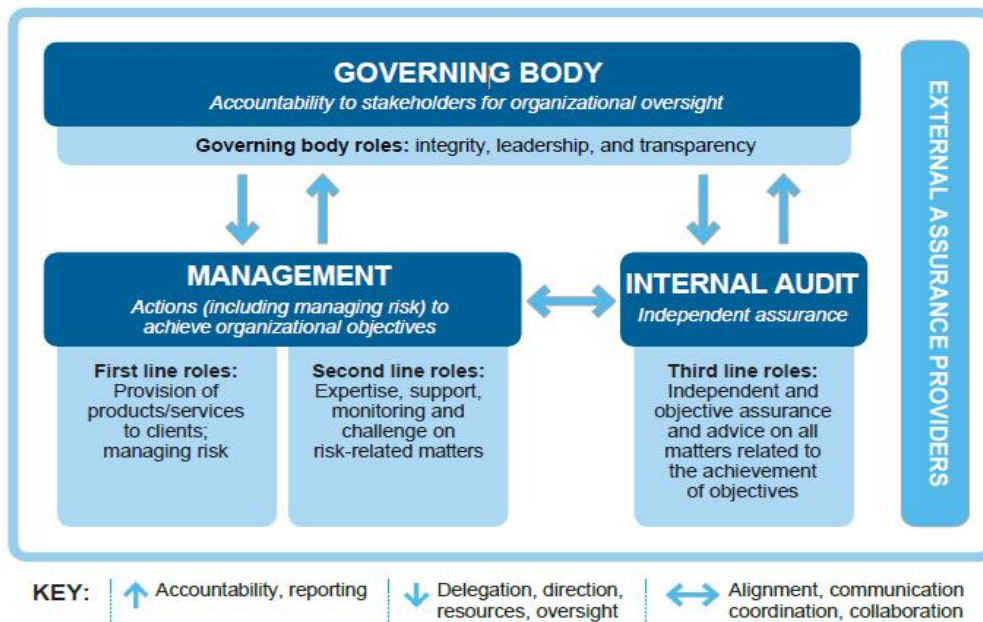


Figure 3. The IIA's Three Lines Model (Source: The Institute of Internal Auditors)

Responsible Parties

Everybody with any level in an organization contributes to internal control system. The level of their involvement differs depending level of their roles and responsibilities. (University of Mississippi, 2021, p.5)



Source: SOCO

Figure 4. Responsible parties

1. The Board

The Board and its committees should consult with senior management to oversee and monitor business operations, approve policies and procedures, and determine the importance of having an adequate internal control system for the organization.

2. Management

The management team of an organization, led by the CEO, is accountable to the board and responsible for the execution of the internal control system. The management's role is to design, implement, and sustain effective internal control.

3. Business-Enabling Units

Functions such as risk, compliance, legal, and quality control represent the entity's business-enabling units. They are responsible for providing guidance and internal control assessments in their respective areas of expertise. They also monitor, share and address internal issues and external trends related to their expertise.

4. Personal

Each organization employee has responsibilities toward internal control. Which should be aligned with the organization's objectives. The quality of activities performed by the entity's personnel directly correlates with the effectiveness of the internal control systems.

5. Internal Audit

The main responsibility of internal audit is to evaluate the suitability and effectiveness of internal controls. The internal audit function, regardless of its structure and size and whether it is outsourced or in-house, is expected to be performed by competent professionals.

6. External Parties

External parties can also influence a company's ability to achieve its goals. Outsourcing service providers, external auditors, vendors, consultants, suppliers, and customers can all influence a company's internal control system (IFC, 2021)

The Process (framework) of Internal Control

There are five interrelated components of an internal control framework. These components make up the minimum level of internal control needs.

1.1 Control environment

Its the set of standards, processes and procedures which provide the foundation for carrying out internal control across the organization. The control environment includes the integrity and ethical values of the organization; the parameters enabling the board of directors to carry out its governance and the process for attracting, developing, and retaining competent individuals; and the care around performance measures, incentives, and rewards to drive accountability for performance. (University of Houston System, 2013)

1.2 Risk assessment

This is obvious that each entity will face a variety of external and internal from different sources. It will affect the achievement of objectives. Risk assessment involves a dynamic process for identifying and assessing risks to the achievement of objectives.

Therefore, risk assessment forms the basis for determining how risks will be managed. (University of Houston System, 2013)

1.3 Control activities

Its related to the actions established through procedures and policies which help ensure that management's directives to mitigate risks to the achievement of objectives are carried out. Control activities will perform at all levels of the entity, at different stages within business processes. (University of Houston System, 2013)

1.4 Information and communication

Information is the fundamental part of each entity to support the achievement of its objectives carry out by internal control responsibilities. Management will be received relevant and quality information from both internal and external sources to support the functioning of other components of internal control. Communication is the continual process of providing, sharing, and obtaining necessary information. It enables personnel to receive a clear message from senior management that control responsibilities must be taken seriously. (University of Houston System, 2013)

1.5 Monitoring

Monitoring through enduring evaluations are used to determine whether each of the five components of internal control is present and functioning. Ongoing evaluations, built into business processes at different levels of the entity, provide timely information and let the board of management and directors decide appropriately (University of Houston System, 2013).

The Characteristic of Internal Controlling system. Knowing important characteristics of Internal Controls help strengthen the company. Effective internal controls depend on good organization. By reducing error, control system objectives can be successfully achieved. Now let's get to know the characteristics of a good internal control system.

1. Organization Plan

The basic character of the internal control system is the organizational plan. To be effective, it must be simple and flexible. The plan should clearly outline the activity of each unit and its staff. First, an internal control plan should have clearly defined mechanism that integrate the activities of all parts of the organization. Second, you need an organizational chart that defines areas of responsibility and accountability within your organization to coordinate each department. (Juan Pablo Calle, 2022)

2. Segregation of functions

For an organization, its important to separating the duties of the individual. This is essential for an effective internal control system as it ensures that no one here is held accountable at all stages of the operation. In this case, each process contains some stages which should be handle by separate person for execution, approval or registration. (Juan Pablo Calle, 2022)

3. Control of access to assets

On the other hand, the effective internal control depends on the security of the processes and procedures. This will happen when access to each data is limited to the level of personal on the assets or accounting record. (Juan Pablo Calle, 2022)

4. Authorization system and procedure

One of characteristic of effective internal control is to add methods that to monitor the records of operations and transactions. This means that there we should have procedures involved in an activity and must include periodic audits and reviews, as well as obtaining control information. (Juan Pablo Calle, 2022)

5. Methods for processing data

In order to reduce possible errors and complexity of an organization, it is advised to have clear data processing that can be manual or automatic (Juan Pablo Calle, 2022)

Importance of Internal control and mitigation risk. As described before, internal controls will help to prevent risk events and to enable the organization to continue operating when events occur. These systems prevent loss of profits and help grow the business. Clearly in the definition we said that, the internal controlling system is a group of defenses and procedures that a company applies to protect its business from potential threats and these controls are the components of a risk management plan that allow you to identify potential risks and determine how best to prevent or mitigate those risks. (VComply Team Jan 30, 2023) In addition, internal control will help us to:

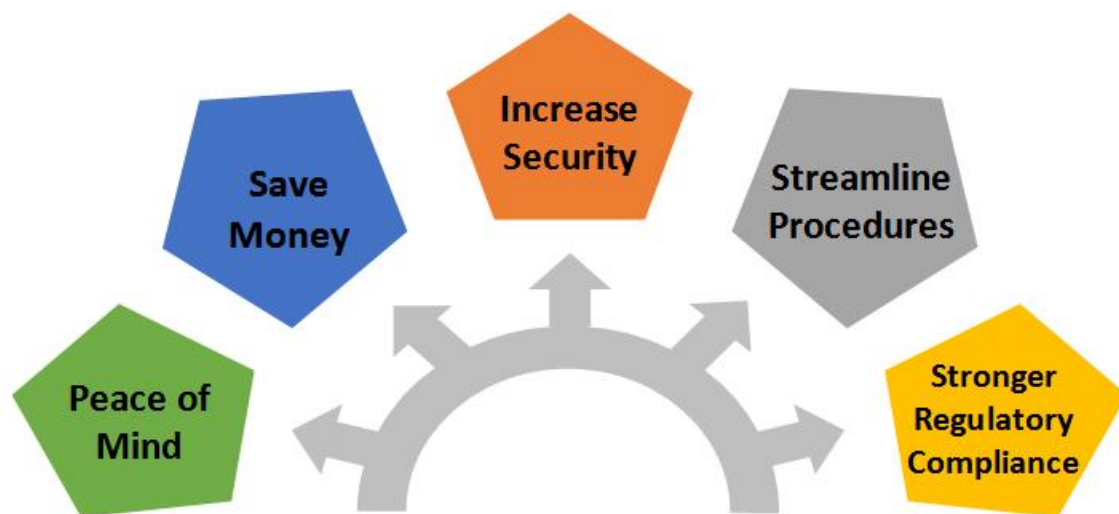


Figure 5. Benefits of Internal Control

1. Increase Security

The most obvious advantage of internal controls is the protection they provide. Having a defense plan in place greatly reduces an organization's weakness. It will help business moving forward.

2. Streamline Procedures

You may have already taken some control measures. Yet, without formal frameworks and systems, it can be difficult to know how these controls perform across the risk environment.

3. Save Money

Best financial record is correlative with good internal controls if in place. Additionally, the ability to identify what is being done to avoid losses can help improve those efforts and allocate funds better.

4. Stronger Regulatory Compliance

Of course, many laws and regulations require companies to establish internal controls to achieve specific results. These regulatory make companies much stronger from complaint prospective.

5. Peace of Mind

Having internal controls in place allows you and your colleagues to move forward with the confidence that your business can recover if something goes wrong. This confidence influences how your business operates overall and helps you find opportunities to grow your business. (Reciprocity, 2022)

Conclusion

It is clear as much as business growth; there exposes fraud, risk and other irregularities. Thus, Internal Controls are the necessary for each organization. It will help to ensure accuracy, secure compliance, evaluate level of performance and protect the resources.

The objectives of Internal controlling system are to help management identify the risks and to address these risks.

As defined it is a group of defenses and procedures that a company apply to protect its business from potential threats and main objective is to do - monitoring, controlling activities, risk management and control environment.

Specifically, there are components that are essential for internal controlling system and defined as Control Environment to provide the basis for internal control across the organization. Risk Assessment for identifying and assessing risks affecting the achievement of objectives, Control Activates to help ensure management's directives to mitigate risks affecting the achievement of objectives, Information and communication which is main part to support achievements and last one is monitoring activities which used to determine whether each of the five components of internal control is present and functioning or not.

Knowing important characteristics of Internal Controls help strengthen the company. Effective internal controls depend on good organization. By reducing error, control system objectives can be successfully achieved.

It is important for each company or organization that plans to implement internal controlling system is to have an organizational plan. To be effective, it must be simple and flexible. In the meantime, each organization should segregate the functions of the employees, their duties should be clear. Control of access to assets need to be clear as well as Authorization system and procedure to be clear for all.

It is important to understand anytime we prepare to have internal controlling system, first we should ask our self what are our objectives? What challenges are you facing? What does reporting look like at your organization?

If an organization implements good internal controlling system, what results does it expect to receive. First, we will insure achieving objectives, mitigates risk and improves process performance, reduce external audit fees and last one indicates greater confidence in your finances record and performance.

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FORMATION AND DEVELOPMENT OF STRATEGIC PLANNING AT ENTERPRISES OF THE REPUBLIC OF KAZAKHSTAN

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Introduction

The key factor in the sustainable development of an enterprise in modern conditions is the strategic planning of its activities. In Kazakhstan, enterprises began to use it in the 1990s in connection with the transition to a market economy, widely using foreign experience. At the same time, real practice has also revealed the peculiarities of the formation and development of strategic planning at domestic enterprises.

As it is known, the term «strategic planning» appeared in science and practice abroad at the turn of the 50-60s of the 20th century. As a new approach to management, strategic planning was formed mainly in the 70-80s due to the need to adapt enterprises to rapidly changing operating conditions and ensure their sustainable development.

In educational and scientific literature there are many definitions of strategic plan-

ning of an enterprise (organization). They all agree on the main thing: the essence of strategic planning is drawing up a specific plan based on an analysis of the state of the enterprise and its environment, formulating long-term goals and prospects, and determining strategies for implementing plans. Thus, M.H. Mescon, M. Albert and F. Khedouri gave the following definition: «Strategic planning is a set of actions and decisions taken by management that lead to the development of specific strategies designed to help the organization achieve its goals» (Mescon, Albert and Khedouri, 1992, p.255).

Strategic planning creates important advantages for enterprises: it makes it possible to focus on key areas of development, allows for a comprehensive analysis of existing and expected problems and threats in the activities of the enterprise, provides preparation for the use of possible favorable conditions for the successful operation of the enterprise, improves internal coordination and regulation, creates the preconditions for development of strategic thinking among enterprise managers, ensures more efficient distribution of enterprise resources, etc.

Modern educational literature, including domestic literature, comprehensively and in detail examines the general characteristics of strategic planning of an enterprise (organization): its essence, role in ensuring sustainable development of enterprises, advantages and disadvantages, stages of the strategic planning process, etc. (Mescon, Albert and Khedouri, 1992; Petrov, 2019; Vihansky, 2019; Mardas and Gulyaeva, 2020; Tulembayeva, 2017; Ilyas, 2020).

Main body of the research

The formation of strategic planning at enterprises of the Republic of Kazakhstan took place in unique conditions.

Firstly, this process began in our country much later than in other countries (excluding the post-Soviet space) - in the 90s of the last century.

Secondly, the formation of strategic planning took place during the transition from a planned economic system to a market economy, in conditions of economic uncertainty and the lack of personal experience of market transformations.

Thirdly, in 1991 Kazakhstan became a sovereign state. This required a huge amount of work to form its own political system, government bodies, including those responsible for economic development at the macro and micro levels, etc.

Accordingly, fourthly, legislation in the economic sphere also changed fundamentally, including the formation of enterprise strategies.

Fifthly, the sociocultural traditions of Kazakh society also had a great influence on this process. In this regard, in our opinion, the model of G. Hofstede is interesting (Hofstede's cultural dimensions, 2022).

It shows that in Kazakhstan there is a high «power distance» (the degree of inequality between people), centralization and an authoritarian style of management. At the country's enterprises, «male values» predominate (opportunities for success, career, recognition, material well-being). Leaders and managers strive to avoid uncertainties. Respect for tradition is still of great importance. At the same time, individualism is increasingly observed in Almaty, Astana and large cities, while collectivism is more developed in the regions. These characteristics also change over time.

The formation and development of strategic planning in the Republic of Kazakhstan, as noted in the domestic literature, can be divided into main stages (Sarsenova M., 2020).

The first stage occurred at the end of the 20th century. During this period, privati-

zation was carried out, the private sector of the economy was quickly formed, and foreign capital came to Kazakhstan.

The formation of strategic planning at the state level has begun. In 1997, the Development Strategy «Kazakhstan-2030» appeared, which provided development guidelines for enterprises. Some enterprises, primarily large ones with the participation of foreign capital, began to use strategic planning that copies foreign experience. This was the stage of formation of strategic planning at a number of enterprises in the Republic of Kazakhstan.

The second stage took place in 2000-2009. This is already a stage in the development of strategic planning at many large and medium-sized enterprises in the country, especially key sectors of the economy (oil and gas, mining, metallurgical industries, etc.). Corporate governance standards began to be introduced at them, and modern development strategies were created. Examples of this are the national companies of the Republic of Kazakhstan.

At this time, the Strategy for Industrial and Innovative Development of the Republic of Kazakhstan for 2003-2015 appeared, and the decree «On the system of state planning in the Republic of Kazakhstan» was signed (2009). This stage can be designated as a period of expansion of the scope of strategic planning at enterprises in the country and its quantitative growth.

The third stage began in 2010 and continues to this day. This is a stage of improving the quality of strategic planning to the level of the best world practices and further expanding the scope of its application. The role of the state in the economy of Kazakhstan has strengthened.

Accordingly, enterprises of the state and quasi-state sectors have developed, for which strategic planning, according to the law on joint stock companies (JSC), is a necessity. Strategic planning has also come to enterprises in the form of limited liability partnerships (LLPs). A certain culture of strategic planning was formed at enterprises.

In 2012, the «Kazakhstan-2050» Strategy appeared. State programs for industrial and innovative development for 2010-2014, 2015-2019 and 2020-2025 (SPFIID, SPIID) were consistently adopted. All these documents stimulated the development of strategic planning at enterprises of the Republic of Kazakhstan.

In general, the process of formation and development of strategic planning at Kazakh enterprises shows the presence of two interrelated trends. It relies, firstly, on global experience and takes into account changing global trends. And secondly, on the state of the economy of Kazakhstan, the changes taking place in it, and the development of domestic legislation. In this case, a special role belongs to government strategies and programs, including innovation-oriented ones.

Practice has also shown that enterprises need to take into account the industry specifics of strategic planning. For example, the oil and gas sector of the economy, which is most important for Kazakhstan, is highly dependent on rapidly changing environmental factors (dynamics of energy prices, partners in the logistics of products to the world market, etc.). Accordingly, at enterprises in the oil and gas sector of the economy it should be flexible, based on the development of various behavior scenarios depending on the occurrence of certain conditions.

In general, the process of formation and development of strategic planning at enterprises of the Republic of Kazakhstan revealed a number of difficulties due to the peculiarities of the historical development of the country. Firstly, heads and managers of enterprises, as a rule, with little experience in strategic planning, prefer to deal with op-

erational management and current production tasks. Secondly, at most enterprises in the country there are very few specialists who can competently use foreign developments and adapt foreign experience to the conditions of Kazakhstan. Thirdly, in some leading sectors of the country's economy, difficult to predict external economic factors (price levels, logistics, etc.) play a major role, which also affects enterprises.

In connection with the consideration of the formation and development of strategic planning at enterprises of the Republic of Kazakhstan, of great interest, in our opinion, are the results of a sociological survey of managers of national companies (Ahmet-taev D.D., 2020). It was attended by 57 respondents from 10 national companies («KazMunayGas», «Kazakhstan Temir Zholy», etc.). He showed, in particular, the following results.

In terms of applicability, the implementation of the strategy is considered by the management of national companies as a process with little impact on the activities of the enterprise. The company's strategy is usually reviewed once a year at meetings of the Board of Directors and final meetings. At the same time, many top managers understand their role as overseeing the implementation of formal regulations.

Many managers fail to fully realize their knowledge in the field of strategic planning. At the same time, they maintain a strong tendency towards operational management.

At the same time, managers in national companies generally show an average level of strategic awareness, but have relatively little direct involvement in strategy development. In addition, the strategy itself was not always revised based on the results of the enterprise's activities.

There are conflicting ideas about personnel involved in strategic planning. On the one hand, it is characterized by recognition of the need for strategic planning and a willingness to participate in strategy development. On the other hand, in many cases this process has degenerated into its imitation and has become a complex «ritual», the full observance of which is characterized by the terms «long», «expensive», «unreliable».

Analysis of the existing experience of strategic planning at enterprises of the Republic of Kazakhstan also allows us to generalize its main problems.

First of all, this is the weak strategic thinking of many executives and managers of enterprises, the lack of basic competencies among specialists involved in this process.

There is also a mechanical borrowing of foreign experience in strategic planning without taking into account the characteristics of Kazakhstan, its traditions, culture, etc. As a result, many enterprise employees may have hidden resistance to ongoing changes.

In addition, many executives and managers of enterprises do not sufficiently understand the features of strategic planning of enterprises in Kazakhstan and the factors that determine them.

To solve these problems, it is first of all necessary in the field of education to strengthen the practical training of management personnel in close cooperation with leading enterprises in regions and industries. At the same time, it is necessary to teach managers to work taking into account the economic, legislative, political, cultural and other characteristics of the country.

Further, in an enterprise, especially a large one, there must be a department or a group of motivated employees of departments responsible for the strategic planning of its activities. At the same time, it is necessary to increase the awareness and involvement of management personnel at all levels in the development and implementation of strategic planning.

To date, quite a lot of examples of successful strategies implemented by enterprises have appeared in the Republic of Kazakhstan. They are especially visible at large enterprises in key sectors of the economy of Kazakhstan. This primarily concerns the oil and gas, mining and metallurgical industries, as well as transport.

This is especially important, since in these sectors of the economy of Kazakhstan there is a great influence of difficult to predict, sometimes unexpected, rapid and significant changes in the external environment, world economy and politics.

The leader of the oil and gas industry in Kazakhstan is KazMunayGas (KMG). This is a national company, which accounts for 25% of production, 56% of transportation and 82% of oil refining in the Republic of Kazakhstan («National company «KazMunayGas» official website, 2024).

Another large oil and gas enterprise specializing in the development of the Tengiz field in Kazakhstan is Tengizchevroil (TCO). Chevron, ExxonMobil, KazMunayGas and Lukoil participate in the company. In 2023, oil production there amounted to 28.9 million tons, gas production - 7.9 billion m³ («Tengizchevroil» official website, 2024).

One of the world's leading companies in the field of mining and processing of mineral resources is ERG (Eurasian Resources Group). The bulk of its assets are located in Kazakhstan, where the Group accounts for a third of the country's mining and metallurgical complex, including the production of iron, aluminum, etc. (Eurasian Resources Group (ERG) official website, 2024).

Titanium produced by the «Усть-Каменогорский титано-магниевого комбинат» («УКТМК») occupies 11% of the world market, 18% of the titanium market in the aerospace industry, and is used in high-tech production. Its partners are Boeing, Airbus, Nippon Steel, General Electric, etc. Part of the company's shares (45.03%) belongs to Specialty Metals Holding Company (Belgium) («Ust-Kamenogorsk titanium-magnesium plant» official website, 2024).

Kazakhstan Temir Zholy (KTZ) is the national railway company which is a transport and logistics holding, operator of the main railway network of the Republic of Kazakhstan, national railway carrier of goods and passengers responsible for the development and management of the country's railway infrastructure («National company Kazakhstan Temir Zholy» official website, 2024).

Among the examples presented, there are both large state-owned enterprises (national companies KMG and KTZ) and private ones (TCO, ERG, УКТМК), with the participation of foreign capital.

All of them make a significant contribution to the socio-economic development of the country and are well known both in Kazakhstan and abroad.

Each of these enterprises has its own strategies (strategic goals, priorities) that take into account the specifics of the industry, as well as global trends and the characteristics of Kazakhstan.

Strategies of the mentioned enterprises are presented in Table 1.

Table 1. Examples of strategies of big enterprises in the Republic of Kazakhstan

Enterprise	Strategies of the enterprise
KazMunayGas (KMG)	<ul style="list-style-type: none"> - a sufficient resource base to ensure the company's growth; - increasing the efficiency of the company's value chain; - business diversification and expansion of product portfolio; - sustainable development; - progressive reduction of carbon intensity of production.

Tengizchevroil (TCO)	<ul style="list-style-type: none"> - development of innovative technologies to improve the efficiency of oil and gas production; - sustainable development, including measures to reduce environmental impact; - cooperation with local and international partners to ensure stability of production and expansion of sales markets.
ERG (Eurasian Resources Group)	<ul style="list-style-type: none"> - stable growth and development of the asset portfolio in Kazakhstan and abroad; - efficiency in everything; - sustainable development of regions of presence; - financial stability; - providing opportunities for professional and personal growth for employees and concern for their safety and well-being.
Усть-Каменогорский титано-магниевый комбинат (УКТМК)	<ul style="list-style-type: none"> - expanding the range and quality of products; - introduction of new technologies; - improvement of automation of production processes; - increase in production capacity; - modernization of main technological equipment; - creation of joint ventures with leading manufacturers of titanium products; - development of the social environment.
Kazakhstan Temir Zholy (KTZ)	<ul style="list-style-type: none"> - increasing the efficiency of railway transportation; - development of transit transportation; - increasing customer satisfaction; - digitalization; - implementation of ESG principles (taking into account environmental, social and governance aspects); - guaranteeing safety of the movement of the trains.

All of the listed strategies of large enterprises in Kazakhstan correspond to the best world practices and the specifics of the modern, third stage of the formation and development of strategic planning at enterprises in the country.

Analysis of the strategies (strategic goals, priorities) of the indicated large enterprises of the Republic of Kazakhstan - KMG, TCO, ERG, УКТМК, KTZ - allows us to highlight the common features of their strategic planning.

This is, first of all, the facts that:

- companies aim to increase efficiency, improve product and service quality, and create competitive advantage;
- they strive to diversify their activities.

These strategies are applied by all five considered enterprises.

The next most applicable strategy is:

- companies pay special attention to sustainable development, stable growth.

It is allocated by four out of five enterprises (with the exception of KTZ).

The strategies identified by three (out of five) enterprises include:

- enterprises pay great attention to the introduction of new technologies and innovations (TCO, УКТМК, KTZ);
- companies interact with local and global partners, participate in international

projects (TCO, ERG, YKTMK);

- they pay attention to reducing the environmental impact of production (KMG, TCO, KTZ).

Lastly, strategies include:

- social responsibility (for two companies - ERG and KTZ).

Conclusion

Overall, the analysis shows that large enterprises in Kazakhstan are paying great attention to their sustainability and actively adapting to changing conditions, applying modern strategies to achieve their goals, primarily to increase the efficiency of their activities and diversification.

Thus, strategic planning at enterprises of the Republic of Kazakhstan has passed the stage of formation and is currently developing based on taking into account global trends and the characteristics of the country. It is widely used in various enterprises, primarily large and medium-sized ones, especially in key sectors of the country's economy, with the participation of foreign capital.

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GENDER MAINSTREAMING IN AFGHANISTAN: CHALLENGES, OPPORTUNITIES, AND BEST PRACTICES

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Introduction

Gender mainstreaming has emerged as a critical strategy for achieving gender equality, especially within non-governmental organizations (NGOs). This approach involves integrating gender perspectives into all policies, programs, and activities, ensuring that both women and men benefit equally. This article examines the conceptual framework, significance, and implementation of gender mainstreaming within Afghanistan's NGOs, drawing from extensive research and historical context to provide a nuanced understanding of the strategies and best practices that can enhance gender equality efforts in Afghanistan.

Conceptual Framework of Gender Mainstreaming in NGOs

Definition and Importance

Gender mainstreaming is defined by the United Nations Economic and Social Council (ECOSOC) as a process of assessing the implications for women and men of any planned action, including legislation, policies, or programs, in all areas and at all levels. This strategy aims to make women's as well as men's concerns and experiences an integral part of the design, implementation, monitoring, and evaluation of policies and programs. The ultimate goal is to achieve gender equality (United Nations Economic and Social Council [ECOSOC], 1997).

In the context of NGOs, gender mainstreaming is particularly significant as these organizations play a crucial role in development and humanitarian efforts. NGOs often work closely with marginalized communities and can address gender disparities more effectively at the grassroots level compared to governmental bodies. However, implementing gender mainstreaming in NGOs presents unique challenges and requires tailored approaches.

Theoretical Underpinnings

The theoretical underpinnings of gender mainstreaming lie in feminist theories and development studies. Feminist theories highlight the systemic nature of gender inequalities and the importance of addressing these through structural changes. Development studies emphasize the need for inclusive growth and the role of gender equality in achieving sustainable development. By integrating these perspectives, gender mainstreaming seeks to transform institutions and policies to be more equitable (Moser, 1993).

Historical Development of Gender Mainstreaming in Afghanistan

Afghanistan's efforts toward gender equality have been shaped by its complex history and socio-political dynamics. Two critical periods significantly impacted gender dynamics and women's status in Afghanistan: the reign of Amanullah Khan in the 1920s and the communist-backed People's Democratic Party of Afghanistan (PDPA) era.

Amanullah Khan's Reforms

During the reign of Amanullah Khan, Afghanistan saw rapid reforms aimed at

improving women's lives and their position in the family. Amanullah Khan introduced progressive laws that raised the age of marriage, allowed women to divorce under specific circumstances, and granted women rights to their father's and husband's property. Despite these efforts, resistance from tribal leaders and traditionalists limited the long-term impact of these reforms.

Amanullah's reforms were revolutionary for their time, seeking to modernize Afghanistan and improve the status of women. However, the pushback from conservative factions demonstrated the deep-seated patriarchal values that dominated Afghan society. These values were particularly strong in rural areas, where tribal laws and customs held sway over formal legal frameworks.

PDPA Era and Gender Mainstreaming

The second significant period occurred under the PDPA, which forced an agenda of social change to empower women, leading to the ten-year war between Afghanistan and the Soviet Union. This era saw attempts to institutionalize gender mainstreaming, but the reforms were met with severe backlash from conservative factions, ultimately leading to the decline of women's status during and after the Mujahideen's rise to power.

The PDPA's policies included efforts to promote women's education, employment, and political participation. However, these efforts were seen as foreign impositions and were fiercely resisted by many Afghans. The subsequent rise of the Mujahideen and later the Taliban reversed many of these gains, highlighting the fragile nature of gender progress in Afghanistan.

Significance of Gender Mainstreaming in the Non-Governmental Context

Gender mainstreaming in NGOs is essential for several reasons:

1. Promoting Gender Equality: Gender mainstreaming ensures that gender perspectives are integrated into all aspects of an organization's work, promoting gender equality in all areas.
2. Effective Policy Implementation: By considering the different impacts of policies on men and women, NGOs can develop more effective and inclusive programs.
3. Addressing Root Causes of Inequality: Gender mainstreaming helps identify and address the structural causes of gender inequality, leading to more sustainable development outcomes (Mehra, 2006).

Comparative Analysis: Governmental vs. Non-Governmental Approaches

While both governmental and non-governmental sectors aim to promote gender equality, their approaches differ significantly. Governmental efforts often involve top-down policies and legal frameworks, while NGOs typically employ bottom-up, community-based strategies. This section explores these differences in detail, highlighting the unique challenges and opportunities faced by each sector (Cornwell, 2012).

Challenges of Gender Mainstreaming in Afghanistan NGOs

Cultural and Traditional Barriers

One of the primary challenges in implementing gender mainstreaming in Afghanistan is the deep-rooted cultural and traditional norms that perpetuate gender inequalities. Tribal laws and sanctions often take precedence over Islamic and constitutional laws, particularly in rural areas. These traditional norms restrict women's mobility, access to education, and participation in public life (Moser, 1993).

Cultural resistance to gender equality is often rooted in long-standing patriarchal values that view women as subordinate to men. In many rural communities, women's roles are confined to the domestic sphere, and any deviation from this norm is met with strong resistance. Efforts to promote gender equality must therefore navigate these cultural sensitivities carefully.

Political Instability and Security Concerns

The ongoing political instability and security concerns in Afghanistan pose significant challenges for NGOs working on gender mainstreaming. The volatile security situation often limits the reach of NGOs to rural and conflict-affected areas, where gender disparities are most pronounced.

Political instability also affects the consistency and sustainability of gender mainstreaming efforts. Frequent changes in government and policies can disrupt ongoing programs and lead to a lack of continuity. Additionally, the threat of violence and insecurity can deter women from participating in public life and accessing services (Sweetman, 2012).

Limited Resources and Capacity

NGOs in Afghanistan often face limited resources and capacity to effectively implement gender mainstreaming initiatives. Financial constraints, lack of gender expertise, and inadequate training for staff hinder the integration of gender perspectives into their programs and policies.

Limited funding affects the scale and scope of gender mainstreaming efforts. NGOs often rely on grants and donations, which may be insufficient or inconsistent. Moreover, building the capacity of staff to understand and implement gender-sensitive approaches requires ongoing training and support, which can be resource-intensive (Moser, 1993).

Opportunities for Enhancing Gender Mainstreaming

Leveraging Local Knowledge and Networks

NGOs can enhance their gender mainstreaming efforts by leveraging local knowledge and networks. Engaging with community leaders, women's groups, and local organizations can help NGOs understand the specific gender issues faced by communities and develop more contextually relevant interventions (Mehra, 2006).

Local knowledge is crucial for designing effective gender mainstreaming programs. Community leaders and women's groups can provide insights into cultural norms, power dynamics, and specific needs of women and men in their communities. By involving these stakeholders, NGOs can ensure that their interventions are culturally sensitive and more likely to be accepted.

Capacity Building and Training

Investing in capacity building and training for NGO staff is crucial for effective gender mainstreaming. Training programs should focus on enhancing understanding of gender issues, developing skills for gender analysis, and implementing gender-sensitive approaches in program design and implementation.

Capacity building initiatives should include gender training for all levels of staff, from leadership to field workers. Training should cover topics such as gender analysis, gender-responsive budgeting, and participatory approaches. Additionally, ongoing sup-

port and mentoring can help staff apply their learning in practice (Moser, 1993).

Advocacy and Policy Influence

NGOs can play a critical role in advocating for gender-responsive policies and influencing government actions. By building coalitions with other organizations and stakeholders, NGOs can amplify their voices and push for legislative and policy changes that promote gender equality.

Advocacy efforts can include public campaigns, policy dialogues, and lobbying. NGOs can work with government agencies, international organizations, and other stakeholders to raise awareness of gender issues and push for policy reforms. Additionally, NGOs can provide evidence-based recommendations and share best practices to inform policy development (Cornwell, 2012).

Best Practices for Gender Mainstreaming in Afghanistan NGOs

Context-Specific Approaches

Given the diverse cultural and socio-economic landscape of Afghanistan, NGOs should adopt context-specific approaches to gender mainstreaming. Tailoring interventions to the local context ensures that they are culturally sensitive and more likely to be accepted by the community.

Context-specific approaches require a deep understanding of the local context, including cultural norms, power dynamics, and specific needs of women and men. NGOs should conduct thorough gender analysis and engage with community members to design interventions that address the unique challenges and opportunities in each community (Moser, 1993).

Participatory Methods

Using participatory methods in program design and implementation can enhance the effectiveness of gender mainstreaming efforts. Involving community members, particularly women, in the planning and decision-making processes ensures that their needs and perspectives are adequately addressed.

Participatory methods can include community consultations, focus group discussions, and participatory planning workshops. These methods help to build ownership and buy-in among community members, ensuring that interventions are relevant and responsive to their needs. Additionally, participatory approaches can empower women by giving them a voice in decision-making processes (Mehra, 2006).

Monitoring and Evaluation

Establishing robust monitoring and evaluation mechanisms is essential for assessing the impact of gender mainstreaming initiatives. Regularly tracking progress, identifying challenges, and making necessary adjustments can improve the effectiveness of gender mainstreaming efforts.

Monitoring and evaluation should include gender-sensitive indicators that measure the impact of interventions on women and men. NGOs should collect and analyze sex-disaggregated data to assess the effectiveness of their programs and identify areas for improvement. Additionally, involving community members in monitoring and evaluation can provide valuable feedback and enhance accountability (Sweetman, 2012).

Collaboration and Partnerships

Collaboration and partnerships with other NGOs, government agencies, and international organizations can strengthen gender mainstreaming efforts. Working together allows for sharing of resources, knowledge, and best practices, leading to more coordinated and impactful interventions.

Collaborative efforts can include joint projects, knowledge-sharing platforms, and advocacy coalitions. By working together, organizations can pool their resources and expertise to address complex gender issues more effectively. Additionally, partnerships can help to build a stronger and more cohesive movement for gender equality (Mehra, 2006).

Case Studies: Successful Gender Mainstreaming Initiatives

Case Study 1: Women's Empowerment Program in Rural Afghanistan

One successful example of gender mainstreaming is a women's empowerment program implemented by a local NGO in rural Afghanistan. This program focused on providing vocational training, literacy classes, and small business support to women in remote villages. By engaging community leaders and gaining their support, the program was able to navigate cultural barriers and significantly improve the economic and social status of participating women.

The program's success was due to its context-specific approach and strong community engagement. By involving community leaders and addressing cultural norms, the program gained acceptance and support. Additionally, the program provided comprehensive support, including training, mentoring, and financial assistance, to help women establish and sustain their businesses.

Case Study 2: Gender-Responsive Budgeting in NGO Projects

Another notable example is the adoption of gender-responsive budgeting by an international NGO operating in Afghanistan. This approach involved analyzing the impact of budgeting decisions on women and men and ensuring that resources were allocated in a way that promoted gender equality. As a result, the NGO was able to implement more equitable and effective programs that addressed the specific needs of both women and men.

Gender-responsive budgeting helped the NGO to identify and address gender disparities in resource allocation. By involving women in the budgeting process and considering their needs and priorities, the NGO was able to develop more inclusive and impactful programs. Additionally, the NGO provided training and support to staff to enhance their capacity to implement gender-responsive budgeting (Mehra, 2006).

Conclusion

Gender mainstreaming is a vital strategy for achieving gender equality in Afghanistan, particularly within the NGO sector. Despite the challenges posed by cultural norms, political instability, and limited resources, there are significant opportunities for NGOs to enhance their gender mainstreaming efforts. By adopting context-specific approaches, leveraging local knowledge, investing in capacity building, and advocating for policy changes, NGOs can play a crucial role in promoting gender equality and empowering women in Afghanistan. Successful case studies demonstrate that with the right strategies and commitment, gender mainstreaming can lead to substantial improvements in the lives of women and contribute to the overall development of the country.

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**ASSESSMENT OF THE APPLICATION OF AI TECHNOLOGY IN THE
FINANCIAL MARKET OF KAZAKHSTAN**

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Financial institutions, including commercial banks, play a key role in modern economies by providing access to financial services and products. To effectively meet customer needs and achieve business goals, banks rely on well-structured and efficient business processes. Financial business processes are the backbone of banking operations, ensuring the smooth functioning of various financial services and products. These processes include functions such as accepting deposits, issuing loans, processing payments, managing risk, and complying with regulatory requirements. They also help maintain liquidity, provide access to capital, and help clients realize their financial goals. It is important to note that effective management of financial business processes is critical to the success of banking operations.

Artificial intelligence (AI) technology has attracted significant attention worldwide in recent years, becoming a key driver of digital transformation in various industries, including the financial sector. Kazakhstan, striving to become a regional leader in innovation and the digital economy, is actively exploring the potential of AI to strengthen its financial market. This introduction provides an analysis of the current status, prospects and challenges associated with the application of AI in the financial market of Kazakhstan, and also assesses the regulatory approaches and strategies required for its successful integration.

AI opens the door to a world of automated solutions, advanced analytical methods and individualized client offers for the financial sector of Kazakhstan. In a country where the financial industry strives for technological leadership, AI can be a key element in providing competitive advantage to national banks and financial institutions on the global stage. The use of AI in banking covers a wide range of activities: from credit scoring and asset management to customer service automation and financial fraud detection systems. These innovative tools allow banks to process data sets with high accuracy, improve the quality and speed of services provided, and effectively minimize operational risks.

In recent years, Kazakhstan has seen a significant increase in interest in the use of AI in the financial sector, which is confirmed by a number of studies and reports.

According to a recent report by the National Bank of Kazakhstan, more than 30% of the country's financial market participants are already implementing AI in their activities. Second-tier banks are especially active in this direction, 60% of which use AI for various purposes. The application of AI in the financial sector covers a wide range of functions, including customer support, risk management, compliance, operations, marketing and sales, as well as cybersecurity and product and service development [1]. Figure 1 shows the use of AI in the activities of financial institutions.

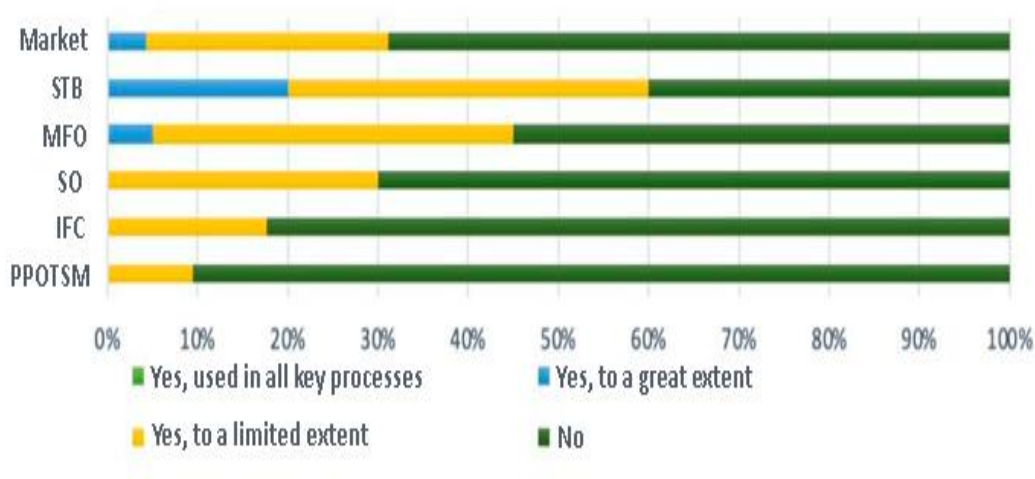


Figure 1. Use of AI in the activities of financial organizations

The latest data from a survey of finance professionals shows a trend towards increased adoption of artificial intelligence (AI) technologies in the coming year, with about 45% of respondents expressing intention to deepen and expand the use of AI in their operations. This indicates a desire for greater adoption of AI, particularly among those organizations that already have experience with the technology and wish to further develop their capabilities in this area, emphasizing the importance of initial investment and accumulated experience.

It is interesting to note that this year, insurance companies are showing less activity in the use of AI compared to microfinance organizations. However, they are showing significant interest in integrating AI into their systems in 2024, which may indicate their desire to innovate and keep up with trends in this market segment. It may also indicate that insurance companies are willing to invest in new technologies to improve their services and become more competitive. As such, we can expect AI to become an integral part of strategic development in the financial sector in the near future as companies look to streamline their processes and offer more personalized and efficient solutions to their clients. The presence or absence of plans to implement AI in 2024 is presented in Fig. 2.

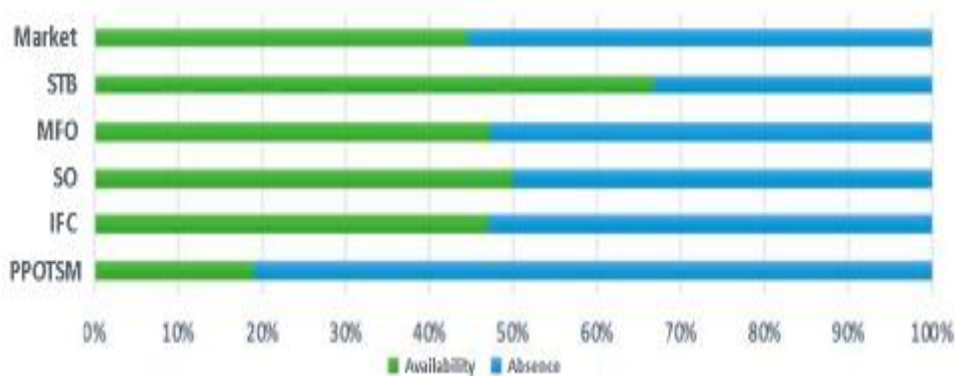


Figure 2. Presence or absence of plans to implement AI in 2024

A recent study highlighting the penetration of artificial intelligence (AI) into the business environment reveals compelling evidence of how AI is beginning to reform the corporate world.

The report shows that 17% of respondents are already seeing a significant increase in the automation of their internal processes thanks to AI, demonstrating its ability to simplify complex operations and improve overall operational efficiency.

Approximately 15% of respondents note that AI has contributed to improving customer service and strengthening risk management, which underscores its role in creating a more reliable and customer-centric business environment.

Additionally, 9% of respondents highlight increased data accuracy, which is critical for informed decision making and strategic planning.

Equally important, 7% of study participants report significant improvements in streamlining decision-making processes and increasing the effectiveness of marketing efforts, indicating the potential of AI to enhance companies' strategic vision and marketing acumen.

In the context of global achievements such as NVIDIA data, which shows that AI contributes to operational efficiency by 43%, competitive advantage by 42%, improved user experience by 27% and the creation of new business opportunities by 23%, the results of Kazakhstani companies may seem modest.

However, this highlights the growing awareness among Kazakh companies of the significance of AI and its potential as a catalyst for the development and improvement of various business aspects, paving the way for innovation and sustainable growth in the future [2]. This demonstrates the Kazakh market's commitment to not only recognizing the importance of AI, but also actively integrating it into their business models to achieve long-term success. Figure 3 clearly demonstrates the improvements in the performance of financial institutions achieved through the use of artificial intelligence technologies.

Diving into the world of artificial intelligence (AI) for business reveals a complex landscape of obstacles and opportunities. An analysis of the current state of AI integration found that financial costs are the most significant barrier, with 35% of organizations citing the high cost of implementing and maintaining AI technologies. These costs cover everything from hardware acquisition to software licensing and staff training.

Issues of confidentiality and information heterogeneity, affecting 20% of organizations, highlight the complexity of data management in the era of digitalization [3]. Limited and poor data quality, cited by 19% of respondents, calls into question the ability of companies to fully use AI for analytics and decision-making.

Difficulties in attracting and retaining talent, reported by 18% of organizations, reflect the global shortage of AI talent, challenging companies to not only find but also retain talented employees.

In an international context, issues of confidentiality and information heterogeneity are even more pressing, with 38% of leading financial institutions facing these issues.

Kazakh companies face unique challenges in the quality and volume of data needed to effectively train AI. This highlights the need to build better data management systems and invest in human resource development to ensure the successful integration of AI and its subsequent scaling into business processes. The challenge of attracting and retaining qualified AI talent remains a pressing issue for both local and international businesses, highlighting the importance of creating an attractive work environment and opportunities for professional growth [4]. These factors together form an ecosystem in which AI can thrive, driving innovation and improving business processes at every level. Figure 4 shows the main internal barriers to AI integration.

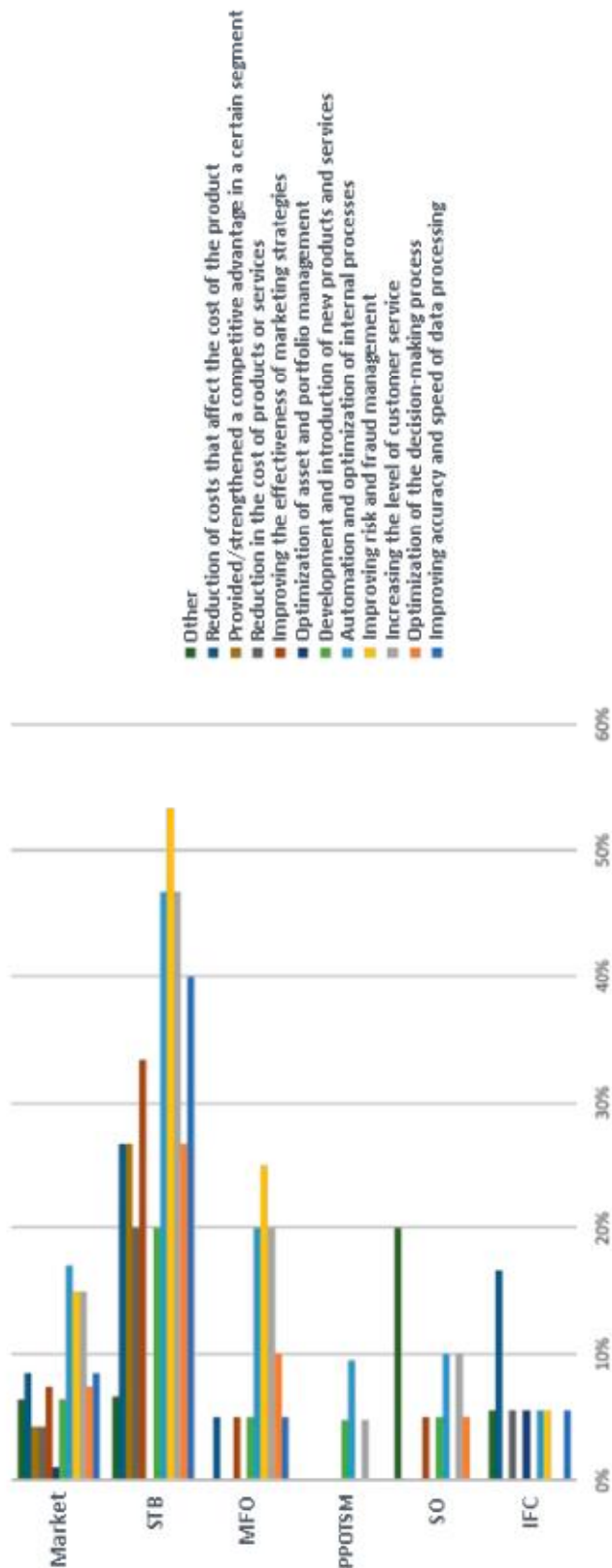


Figure 3. Artificial intelligence has contributed to increased efficiency of operations in financial institutions

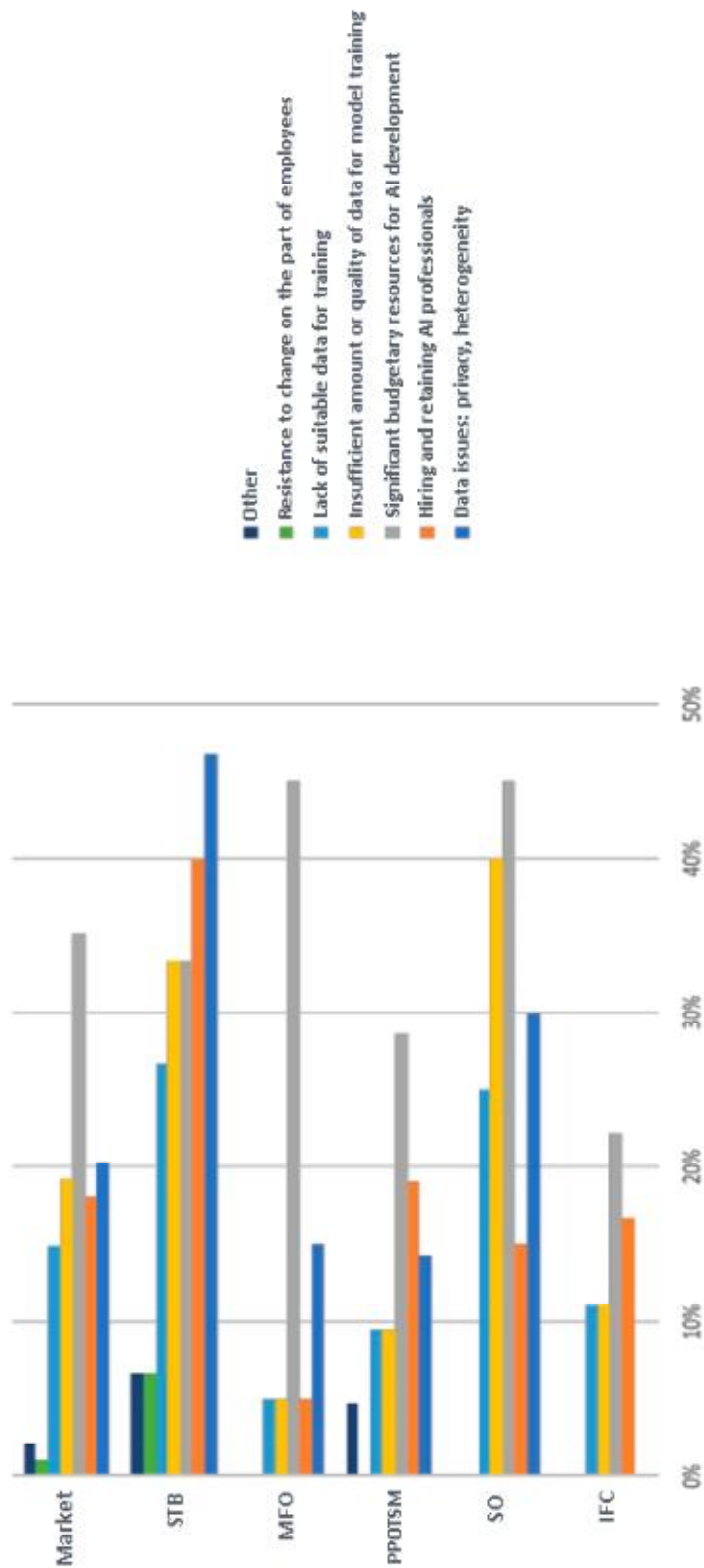


Figure 4. Key internal barriers to AI integration

Artificial intelligence (AI) in Kazakhstan is opening a new chapter in the history of technological progress, providing unprecedented opportunities for innovation and improvement of business processes. This cutting-edge technology has the potential to revolutionize the country's economic landscape, promoting sustainable growth and long-term success both domestically and internationally. AI can be the catalyst that accelerates Kazakhstan on its path to becoming a leader in the digital economy and innovation.

To fully unlock the potential of AI, an integrated approach is required, including not only recognition of its strategic importance, but also active implementation in various areas of the economy. This includes being willing to invest in emerging technologies, building infrastructure that supports innovation, and developing educational programs that will prepare the next generation of AI professionals.

Overcoming existing barriers such as financial constraints, data protection and lack of qualified personnel is key to the successful integration of AI. This requires not only domestic investment, but also international cooperation, as well as the creation of a favorable regulatory climate that will stimulate the development and application of AI.

In the long term, AI can be the basis for creating new products and services, optimizing operations and improving data-driven decision making. This, in turn, can lead to an increase in the quality of life of citizens, improved customer service and strengthened economic security of the country.

Thus, AI is not just a technological trend, but is becoming a fundamental element of the strategic development of Kazakhstan. With the right strategy and support, AI promises to open up new horizons for business, education and government, helping to create a prosperous, innovative and competitive future for the country.

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**RISK MANAGEMENT IN CONDITIONS OF UNCERTAINTY IN THE
DEVELOPMENT AND IMPLEMENTATION OF NEW PROJECTS IN
MODERN KAZAKHSTAN**

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The relevance of the topic is confirmed by the developed strategies of Kazakhstan (the Strategy of Kazakhstan-2030 and 2050, the Roadmap for the development of state statistics), as well as the growth trend of small and medium-sized enterprises in Kazakhstan, in which projects (time-limited activities to achieve a certain result [1, p.7]) play a key role in the implementation of a particular strategy, ensuring the growth and sustainable development of the business.

The Concept of Public Administration Development in the Republic of Kazakhstan until 2030: building a "human-centered" model - "People first" provides that "proactive policy is closely integrated with risk management systems and implies timely allocation of resources to reduce the likelihood of threats [2, p.211]".

In addition, the topic is controversial in many countries, as it becomes an integral part of any business community. It becomes particularly relevant in the context of economic globalization, where even more risks and changes in environmental conditions arise. The standards on which project management in Kazakhstan is based are borrowed international practices, as well as practices of other countries such as the United Kingdom and the United States.

Changeable environmental conditions, inability to manage risks, or in-effective management strategies directly affect the quality of the project: meeting all expectations, deadlines, and project time. Risk management is an integral part of achieving the best results.

In the process of implementing risk management tools, the following problems were identified: a low level of organizational culture, lack of experience, insufficient information about risk and the difficulty of determining the level of risk acceptability, blurring of responsibility [2, p. 212].

The article examines the current PMBoK (Project Management Body of Knowledge) standard, as well as groups of stages (initiation, planning, execution, monitoring and control, closure) taken as the basis of the law on project management in the Republic of Kazakhstan.

The article also examines the 7th edition of this standard, which gives a new look at project management, telling about the valuable principles of modern leadership and project execution domains that replaced the 10 areas of knowledge of the 6th version, as well as its translation into the state language.

The simplest way to assess the success of a project is the triple restriction method.



Figure 1. The triple restriction method

According to this figure, it can be seen that the quality of any project is influenced by three components of any project: cost, time and content. Each side of the triangle is one of the components. Any change in at least one of the sides in the triangle changes the value of the other side. For ex-ample, if we shorten the project time by moving this side closer to the circle, other sides will also change, changing the cost and content of the project [1, p.8].

Incorrect risk assessment or lack of it is one of the main reasons for the failure of projects. However, achieving the successful completion of a project and its intended goals does not always depend simply on meeting the criterion of the "iron triangle". With the expansion of the prospects for project productivity, according to some authors, an improperly managed project can become successful and, conversely, it may not achieve the expected results, despite being well managed [3, p. 137].

Risk is an uncertain event that, if it occurs, has a positive or negative impact on at least one of the goals of the project [1, p.8].

As V.E. Shkurko, author of the textbook on project risk management, notes, the transition to something completely new leads to a large number of risks, which, in turn, make it necessary to make changes to the project: “the more risks, the more changes, the more changes, the more risks” [1, p.7]. The risk has two parameters and is calculated using the formula:

Calculating Risk Exposure

$$P \times C = RE$$

P = the **probability** of occurrence for a risk
 C = the **cost** to the project should the risk occur

Figure 2. The formula for calculating risk exposure

As designations for the impact (cost) of risk and the probability of occurrence, each risk is assigned its own exposure, a scale from 0 to 1 is used, where 0 is an event that will definitely not happen, 1 is an event that will definitely happen, while 0 and 1 are extreme values [1, p. 9]. It is worth noting that when we multiply the degree of influence and the probability of occurrence on each other, the limits always remain the same.

The risk impact levels can be estimated using the following table, as-signing them the appropriate values from 0 to 1.

	0.0-0.2	0.2-0.4	0.4-0.6	0.6-0.8	0.8-1.0
Cost	Insignificant cost increase	<5% cost increase	5-10% cost increase	10-20% cost increase	>20% cost increase
Schedule	Insignificant schedule slippage	Overall project slippage <5%	Overall project slippage 5-10%	Overall project slippage 10-20%	Overall project slippage >20%
Functionality	Functionality decrease barely noticeable	Minor areas of functionality are affected	Major areas of functionality are affected	Functionality reduction unacceptable to the client	Project end item is effectively useless
Quality	Quality degradation barely noticeable	Only very demanding applications are affected	Quality reduction requires client approval	Quality reduction unacceptable to the client	Project end item is effectively unusable

Figure 3. The method of assessing the impact of risk

Having estimated the degree of influence in this way and assigned quantitative designations, we will find only 1 multiplier in our formula. Let's move on to assessing the likelihood of a risk.

Scale	Probability	Probability score	Impact on Project			
			Schedule	Cost	Scope	Impact score
VLO	<10%	0.1	<2 weeks	<1%	Temporary defects, causing minor short term consequences	0.05
LO	10 to <30%	0.3	2 weeks to <1 month	1% to <2%	Product performance shortfall in area of tertiary (minor) importance	0.1
MED	30 to <50%	0.5	1 month to <2 months	2% to <4%	Product performance shortfall in area of secondary importance	0.2
HI	50 to <70%	0.7	2 months to <4 months	4% to <8%	Minor product performance shortfall in area of primary (critical) importance	0.4
VHI	70% plus	0.9	4 months plus	8% plus	Significant failure of product to meet one of its primary (critical) purposes	0.8

Figure 4. The method of assessing the probability of risk

Having thus determined the degree of influence and the probability of occurrence for each risk, multiplying them by the formula and we get the amount of risk. Then these values can be used in the construction of a decision tree, the method of using analogues, the method of scenarios and other methods. However, knowing the magnitude and probability of the risk, we can also use the risk matrix.

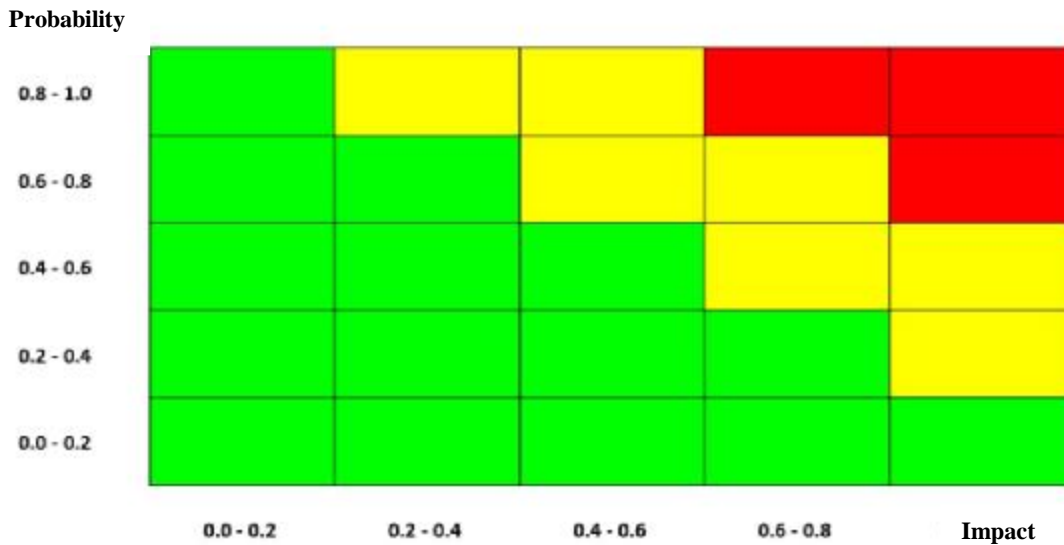


Figure 5. Risk matrix

Having thus determined the degree of influence and the probability of occurrence for each risk, multiplying them by the formula and we get the amount of risk. Then these values can be used in the construction of a decision tree, the method of using analogues, the method of scenarios and other methods. However, knowing the magnitude and probability of the risk, we can also use the risk matrix.

By placing the risks at the intersection of the corresponding values, we can assess the degree of their impact on the project, as well as assess which risks should be given special attention. In the figure, the green color indicates that no intervention is required, the yellow color indicates that an intervention is required to eliminate, and the red color indicates that special intervention is required.

In each project, there are stages at which such a risk assessment is carried out. Having studied the law of September 1, 2023 "On approval of the Standard Regulations for Project Management of state Bodies", it can be noted that process groups and their consistency in this regard are in many ways similar to the American PMBoK standard of the 6th edition, which has the following groups and areas of knowledge [4].

Table 1. Project groups and areas of expertise

Areas of expertise	Project Management Process Groups				
	Initiation Process group	Planning process group	Execution process group	Monitoring and control process group	Completion process group
1. Project Integration Management	1.1 Development of the project structure	1.2 Development of a project management plan	1.3 Management of project activities	1.4 Monitoring and control of project activities 1.5 Integrated	1.6 Closing a project or phase

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				change control	
2. Project content management		2.1 Content management planning 2.2 Collecting requirements 2.3 Definition of content 2.4 Creation of the ISR		2.5 Confirmation of the content 2.6 Control contents	
3. Project timeline management		3.1 Schedule management planning 3.2 Definition of operations 3.3 Defining the sequence of operations 3.4 Assessment of operations resources 3.5 Estimation of the duration of operations 3.6 Schedule development		3.7 Schedule control	
4. Project cost Management		4.1 Cost management planning 4.2 Valuation 4.3 Budget definition		4.4 Cost control	
5. Project Quality Management		5.1 Quality management planning	5.2 Quality assurance	5.3 Quality control	
6. Project Human Resource Management		6.1 Human Resource Management Planning	6.2 Project Team recruitment 6.3 Project team development 6.4 Management the project team		
7. Project Communications Management		7.1 Communications management planning	7.2 Communications management	7.3 Communications control	
8. Project Risk Management		8.1 Risk management planning 8.2 Identification of risks		8.6 Risk control	

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		8.3 Qualitative risk analysis 8.4 Colinostone anvillizriokov 8.5 Risk response planning			
9. Project Procurement Management		9.1 Procurement management planning	9.2 Procurement execution	9.3 Procurement control	9.4 Closing of purchases
10. Project Stakeholder Management	10.1 Identification of stakeholders	10.2 Stakeholder management planning	10.3 Stakeholder engagement management	10.4 Control of stakeholder engagement	

This table shows that risk management occurs at the planning stage, where risks are identified, assessed, and based on these assessments, a response plan is made; as well as at the monitoring and control stage, where risks are reviewed and audited.

Since our state applies "various standards, methods and tools for project management, including hybrid management technologies and agile methods of its choice in order to expand the benefits of using the best practices of project management on an international scale to achieve the desired result [5, paragraph 50]" the new edition of PMBoK 7, developed and suitable for various models, methods and artifacts will be an excellent addition to the existing methods that are used in Kazakhstan. If organizations have invested heavily in technology, hoping to gain competitive advantages in today's dynamic market, then they should make significant changes and introduce new practices more adapted to reality, including the use of project management approaches [3, p. 139].

The use of new practices will instill a culture of being more open to change, in other words, they are not afraid of uncertainty and always consider the company's strategies as the value of development and transition to a new level and adaptation to environmental conditions.

If we identify risks as answers to the question: "What can go wrong?", each of the 12 principles of PMBoK project management, if ignored, can become a risk that will lead to team discord, project failure and unjustified expectations of investors.

Table 2. Possible identifiable risks in accordance with the new standard

Contravention of the principle	Potential risk
1. Responsible management	Project loses momentum, being disrespectful can lead to breakdown in team, creating division.
2. Team	The feeling of being left out and less likely to provide the input needed.
3. Stakeholders	Failure at the project planning stage, inaccuracies in the expectations of stakeholders in the project, which leads to forced

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	changes at late stages, and as a result of large financial losses.
4. Value	The risk of the product being a useless consumer, resulting in large financial losses.
5. Systems thinking	Non-holistic thinking leads to the inability to adapt the project to new conditions and consumer requirements.
6. Leadership	Conflicts in the team, the inability to solve them.
7. Adaptation	Without adapting the methodology to any project, it will be poorly planned and implemented.
8. Quality	If a product or service does not match what the company offers, it can lead to customer dissatisfaction, bad reviews, and a drop in reputation.
9. Difficulty	Inability to complete the project, loss of image.
10. Risk	There will be no maximization of positive risks and minimization of negative ones, which will lead to complete uncertainty.
11. Adaptability and sustainability	The inability to adapt can lead to increased costs and project deadlines, as well as increase the risk of missed opportunities for additional benefits.
12. Change	The risk of not achieving the set goals due to failure to accept the required changes.
Note: The table was made manually by the author of the article.	

From this table, it can be highlighted that these are completely new risks not related to identification and assessment at the planning stage, which opens up new spaces for project management managers.

One of the variants of the proposed interpretation of the new standard is presented below.

PMBOK 7th Edition (2021): Methodologies

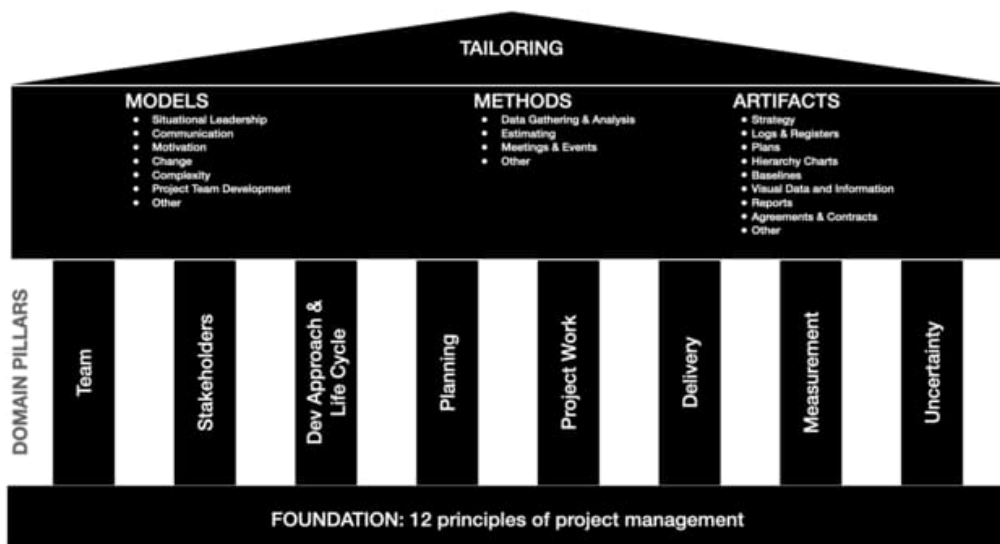


Figure 6. Visual representation of the new PMBoK 7 standard

Note: the drawing is taken from the article PMBOK Guide 7th Edition - What you need to know by Marina Garrison and translated into Russian

As you can see in the diagram, adaptation is the highest component - only by adapting the methodology used in a specific project can you really understand the entire operational environment of the project, and therefore timely and competently assess possible risks, adapt methods and make the right decisions. The 12 principles laid down in the foundation, as well as the 8 execution domains, are the basis of all projects and what every man-ager should get acquainted with [6].

The Financial Monitoring Agency of the Republic of Kazakhstan and PMI Kazakhstan Chapter (the official regional division of the PMI Institute, which developed the PMBoK standard) signed a memorandum on co-operation and joint translation of the PMBoK 7 edition into Kazakh in July 2023. Therefore, it can be expected that project management will receive good recognition among young people and increase the number of young personnel in the field of project management. Now every citizen of Kazakhstan can access the site pmi.org.kz and become a sponsor in this project.

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STRENGTHENING CULTURAL ACTIVITIES IN TIMES OF CRISIS: EXPLORING STRATEGIES FOR PROMOTING CULTURAL ACTIVITIES DURING CHALLENGING PERIODS

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Afghanistan, with its rich natural and historical significance, showcases a diverse cultural landscape shaped by various ethnic groups, languages, and traditions. Notable historical sites like the Bamyán, Logar, Kapisa, and Balkh regions hold immense significance, with the world-famous standing Buddha statues of Bamyán serving as major tourist attractions until their unfortunate destruction by the Taliban in March 2001. The promotion of these treasures and the promotion of cultural activities have played a vital role in attracting tourists, supporting cultural preservation, and benefiting local communities through the income generated from the tourism sector.

Afghanistan's tumultuous history has been marked by frequent regime changes

over the past century, each with its own approach to arts and cultural activities. However, the period from 2002 to 2021 stands out as a notable era for the advancement of arts and cultural endeavors in the country. Regrettably, the two periods of Taliban rule, from 1996 to 2001 and their current government since August 2001, represent some of the darkest chapters in Afghanistan's history. The Taliban's governance system, rooted in outdated principles, and their implementation of an archaic version of Sharia law have had a devastating impact on the nation's culture and cultural activities.



Photo of Bamiyan and broken Budda Statue ©Baba Arts and cultural Organization (BACO)

(Note: Women Empowerment through cycling was one of the activities implemented by BACO)

Despite periods of advancement in arts and cultural endeavors between 2002 and 2021, Afghanistan's history has also been marred by the dark chapters of Taliban rule. The Taliban's governance system, rooted in outdated principles and an archaic interpretation of Sharia law, has inflicted significant damage on the nation's culture and cultural activities. Their strict perspective, influenced by underdeveloped tribal societies and radical Madrasa education, opposes cultural diversity and women's participation in social events. These restrictions, along with other factors, have forced many artists and cultural activists to cease their activities and flee Afghanistan.

However, amidst these challenges, efforts to adapt cultural activities and preserve Afghanistan's cultural heritage have persisted. Organizations like Baba Arts and Cultural Organization (BACO), dedicated to enriching the cultural fabric of the community, have faced immense obstacles but continue to strive for resilience. The research done for this article aims to explore strategies for BACO to overcome the Taliban-imposed restrictions, including the implementation of remote work strategies, to ensure the continuity of cultural initiatives and mitigate risks. By fostering adaptability and resilience,

BACO and similar organizations can play a crucial role in preserving Afghanistan's cultural heritage and promoting cultural expression, despite the prevailing challenges.

During the period of 2002 to 2021, the Baba Arts and Cultural Organization (BACO) played a significant role in promoting cultural activities in the central highlands of Afghanistan. Through initiatives like ROWZANA production, BACO organized festivals and awareness-raising activities, and handicrafts developments aiming to attract tourists and support economically disadvantaged regions. However, with the Taliban's rise to power in August 2021, BACO's operations were severely impacted, leading to the displacement of its management and key staff as the new government put restriction on artistic and cultural activities, which made continuation of activities challenging to the artistic institutions and cultural organization. Considering the importance of cultural preservation and enhancement to keep the nation's identity alive, finding constructive ways of work to overcome the challenges became crucial. To address these challenges, research was conducted to find and develop a resilient crisis management strategy for BACO, focusing on remote work strategies and quality management to strengthen and sustain cultural activities while mitigating risks.

Through extensive research and consideration of community perspectives, this study provides practical recommendations for the Baba Arts and Cultural Organization (BACO) to overcome the limitations imposed by the Taliban and ensure the continuity of their cultural initiatives. By embracing remote work strategies and utilizing technology effectively, BACO can sustain its operations and maintain quality standards. The study highlights the importance of crisis management, addressing specific challenges and risks faced by BACO and their impact on the organization's mission. It proposes a comprehensive approach encompassing crisis response protocols, remote collaboration, improved communication channels, alternative cultural activity methods, crisis management training, partnerships, and adaptable solutions.

The findings and recommendations put forth by the study aim to establish a primary objective, which is the establishment of a robust crisis management strategy that empowers the Baba Arts and Cultural Organization (BACO) to surmount obstacles and sustain its crucial cultural endeavors in Afghanistan. By acknowledging and tackling the difficulties presented by the restrictions imposed by the Taliban and implementing effective adaptive measures, BACO can uphold its mission, provide assistance to local communities, and actively contribute to the preservation and promotion of Afghanistan's diverse cultural heritage, with a specific focus on the Hazaragi culture.

The primary focus of this article lies in providing guidance to the Baba Arts and Cultural Organization (BACO) on the establishment and maintenance of a value-driven organizational culture. Several challenges, including staff resistance to change, limited leadership support, resource limitations, cultural barriers, and the constraints imposed by the Taliban government, must be effectively addressed. Drawing upon practical theories, insights gained from other non-governmental organizations (NGOs), and successful practices observed within the arts and cultural sector, the article will present a range of strategies and recommendations to assist BACO in overcoming these challenges.

Within contexts marked by political instability and security challenges, such as Afghanistan, crisis management assumes a critical role in ensuring organizational resilience. These findings, rooted in research and drawing on scholarly expertise, aim to construct a strong crisis management strategy tailored to the unique circumstances faced by the Baba Arts and Cultural Organization (BACO). By implementing this strategy, BACO can effectively navigate the turbulent environment, maintain cultural activities,

and actively contribute to the artistic resilience and continuity of Afghanistan's diverse cultural landscape.

The significance of BACO's role in promoting the arts and safeguarding Afghanistan's cultural heritage cannot be understated, yet the restrictions imposed by the Taliban pose substantial hurdles. In response, concerted efforts have been made to identify strategies that empower BACO to adapt, navigate these restrictions, and maintain resilience. The study places particular emphasis on the potential of remote work strategies as a viable approach, aiming to provide valuable insights not only for BACO but also for similar organizations operating in challenging environments. By employing a mixed-methods approach, the article offers a comprehensive understanding of BACO's achievements, challenges, and strategic considerations in adapting cultural activities within the Afghan context.



Cultural Festivals were attended by men and women in Bamyan ©Baba Arts and cultural Organization (BACO)

The findings derived from extensive research and in-depth studies recommend a comprehensive examination of crisis management theories to identify strategies that can be employed by BACO to continue implementing cultural activities in Afghanistan. The article assesses the challenges and risks posed by the Taliban's restrictions and explores options such as remote work, improved communication channels, alternative approaches to cultural activities, and crisis management training. Moreover, the study underlines the significance of partnerships, cultural diplomacy, and regular strategy review in ensuring the continuity of BACO's cultural initiatives. To achieve the set objectives and provide constructive and actionable recommendations, the article incorporates various theories and offers contextualized suggestions based on their adoption. Some of the prominent theories considered in this article include:

- 1) The Theory of Change guides with valuable ways that empowers local organi-

zations in Afghanistan to implement their plans in an effective manner including the implementation of cultural activities, mitigate risks for staff, and promote a secure environment for cultural expression. By aligning activities with their mission and optimizing resources, organizations can pursue their cultural goals and contribute to the preservation of Afghan culture. The Theory of Change, strategic management, and the Integrated Crisis Management Model provide valuable frameworks for nonprofit cultural organizations in Afghanistan to navigate the complex and constrained operating environment. By aligning their activities with their mission, optimizing resources, and effectively managing crises, these organizations can continue to promote cultural expression and contribute to the preservation of Afghan culture, even in the face of adversity.

2) For implementing an effective and useful crisis management strategy, it is important to consider various aspects of the challenges that organizations may face, evaluate the situation, and apply adaptive approaches through interconnected procedures. Therefore, organizations need to have an Integrated Crisis Management Model that offers them a comprehensive and interconnected framework for understanding and managing crises. The integrated crisis management model of each organization may differ in its contents, but all must be able to highlight the importance of proactive planning, effective response, and learning from crises to strengthen organizational resilience and improve crisis management strategies.

3) Strategic management plays a crucial role for nonprofit organizations in Afghanistan that implement cultural activities despite the restrictions imposed by the Taliban. Firstly, it enables these organizations to align their goals and activities with their mission and vision in the rapidly changing environment. By formulating a clear and coherent strategy, they can identify their primary objectives and prioritize initiatives that have the greatest impact while staying true to their cultural mission. This strategic alignment helps optimize the limited resources available to them, both in terms of finances and human capital, ensuring that efforts are focused and effective within the constraints imposed by the Taliban. Additionally, strategic management allows these organizations to conduct a thorough risk assessment and develop strategies to mitigate the unique risks they face. By anticipating security threats, limited access to venues, or potential societal backlash, they can proactively develop contingency plans, implement security measures, and establish protocols to safeguard the well-being of staff and participants. Furthermore, strategic management helps identify potential sources of support, both domestically and internationally, to strengthen the resilience of cultural organizations operating in Afghanistan and mitigate risks effectively.

4) In the book "Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach" (2013), Joan E. Pynes presents the theory of Strategic Management for Nonprofit Organizations. This theory offers a framework for strategic planning specifically tailored to the unique needs and challenges of nonprofit organizations. Strategic Management for Nonprofit Organizations theory recognizes that nonprofits operate within a distinct context, balancing mission-driven goals with limited resources and a diverse range of stakeholders. The theory emphasizes the importance of aligning organizational strategies with the mission and values of the nonprofit while also addressing the needs and expectations of stakeholders. The theory highlights the significance of strategic thinking and planning in nonprofit organizations. It emphasizes the need for nonprofits to engage in systematic analysis of internal and external factors, such as the organization's strengths and weaknesses, the opportunities and threats in the external environment, and the changing needs of the communities they serve. This

analysis serves as the foundation for developing strategic objectives and action plans. Strategic Management for Nonprofit Organizations theory also emphasizes the importance of effective resource management. It recognizes that nonprofits often face resource constraints and the need to optimize the use of financial, human, and other resources. The theory advocates for strategic decision-making that balances short-term needs with long-term sustainability, ensuring the efficient allocation of resources to achieve organizational goals. Furthermore, the theory highlights the role of leadership and stakeholder engagement in strategic management. It emphasizes the need for strong leadership that can guide the organization's strategic direction and foster a culture of collaboration and innovation. The theory also emphasizes the importance of actively involving stakeholders, such as board members, staff, volunteers, donors, and the community, in the strategic planning and decision-making process.

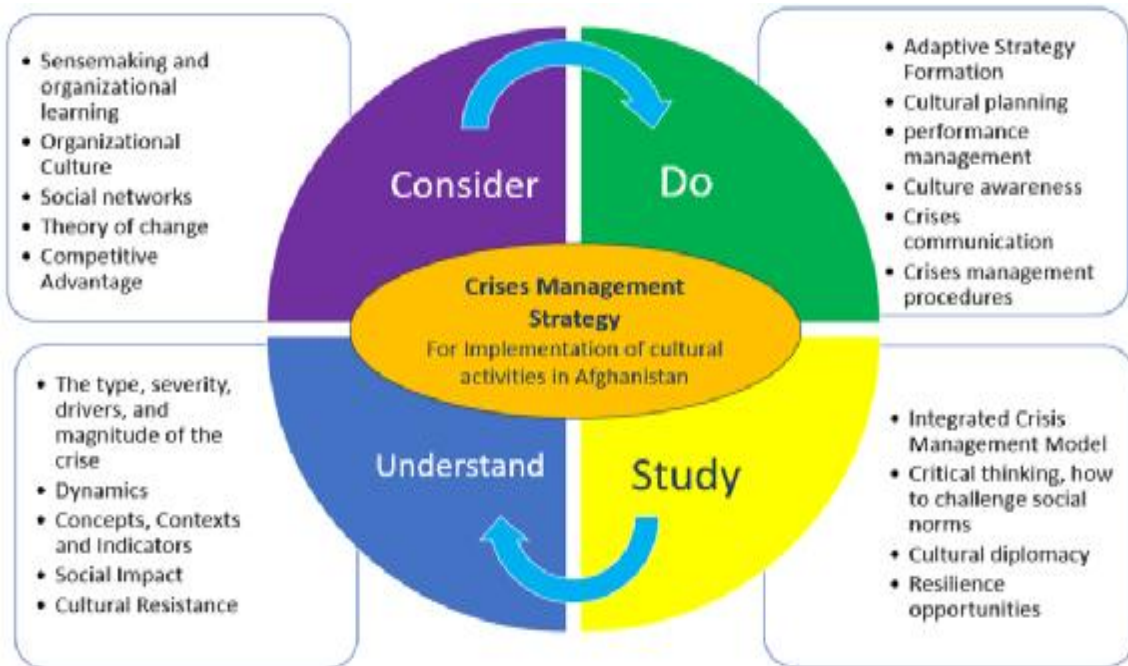
5) The interplay between goal alignment and resource optimization, along with risk assessment and mitigation, is essential for the success of nonprofit cultural organizations in Afghanistan. By adopting a strategic management approach, these organizations can navigate the constraints imposed by the Taliban and continue promoting cultural expression and enrichment in the country. Strategic management ensures that their activities remain focused, impactful, and aligned with their mission while making the most efficient use of their limited resources. Furthermore, by proactively identifying and mitigating risks, cultural organizations can enhance their resilience and sustain their operations in a challenging environment. Overall, strategic management empowers nonprofit cultural organizations to overcome obstacles, seize opportunities, and contribute to the preservation and promotion of cultural activities in Afghanistan, even amidst the restrictions imposed.

6) The Integrated Crisis Management Model, presented by Johan Eriksson and Håkan Håkansson (2009), offers a comprehensive framework for understanding and managing crises. The model emphasizes a holistic and integrated approach to crisis management, recognizing the interconnectedness of various dimensions within an organization. The model consists of four interrelated dimensions.

- a) Pre-crisis dimension: This dimension focuses on proactive measures taken before a crisis occurs, such as risk assessment and crisis planning. Organizations need to identify potential crises and develop strategies to prevent or mitigate their impact.
- b) Crisis response dimension: This dimension deals with the immediate response to a crisis, emphasizing quick decision-making and effective communication. Organizations need to establish clear roles and responsibilities, activate crisis management teams, and implement communication strategies to address the crisis promptly.
- c) Post-crisis dimension: This dimension addresses the aftermath of a crisis, including recovery, learning, and adaptation. Organizations need to assess the impact of the crisis, identify lessons learned, and make necessary adjustments to improve their crisis management strategies and overall resilience.
- d) Macro dimension: This dimension recognizes that crises do not occur in isolation but are influenced by broader societal, political, and economic factors. Organizations need to consider the external environment and engage with relevant stakeholders, such as government agencies, media, and the public, to effectively manage crises.

By adopting an integrated crisis management model, nonprofit cultural organizations in Afghanistan can enhance their preparedness and response to crises. The model helps the organizations take proactive measures to identify and mitigate risks, establish effective crisis response mechanisms, and learn from past crises to improve future

strategies. It also highlights the importance of considering the broader context and engaging with external stakeholders, which can be particularly relevant in a challenging environment like Afghanistan.



Crises Management Strategy (Study, Understand, Consider and Do process)
Prepared and adopted by author (student) from different theories referenced below.

In conclusion, the comprehensive studies and recommendations gathered here aim to offer a comprehensive understanding of BACO, its past and ongoing projects, and propose strategies to ensure the continuity of the organization's activities in the face of challenging circumstances imposed by the Taliban. The article evaluates the impact of BACO's initiatives, analyzes the organizational culture, and provides recommendations for strategic enhancements. Additionally, the study explores crisis management theories and their relevance in the Afghan context, emphasizing the significance of proactive planning, efficient communication, and adaptable decision-making processes.

During times of crisis, organizations often seek to learn from case studies and examples across various sectors to draw lessons from past experiences. For the Baba Arts and Cultural Organization (BACO), it is essential to consider the specific context of Afghanistan, including the cultural activity restrictions imposed by the Taliban. While finding directly comparable experiences from other countries may present challenges, seeking guidance from organizations such as the Aga Khan Foundation and UNESCO can offer valuable insights into effective crisis response strategies. In addition to crisis management, the findings of the article also highlight BACO's community engagement processes, which encompass art-based outreach programs and cultural festivals. These initiatives play a crucial role in fostering social cohesion, facilitating intercultural dialogue, and empowering marginalized communities through arts and culture. Given the current circumstances in Afghanistan, these projects hold particular significance and can contribute to the overall well-being and resilience of the society.

Finally, the article offers recommendations and propose a strategic approach for BACO's arts and cultural projects in Afghanistan. It emphasizes fostering shared vision,

training, collaboration, and effective communication. Building partnerships, advocating for support, and ensuring diverse representation are important. Adaptability, monitoring, and crisis management updates are highlighted. By addressing Taliban's imposed challenges and implementing a solid strategy, BACO can continue cultural work and contribute to Afghanistan's heritage.

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MANAGING DONOR PARTNERSHIPS TO DRIVE NGO PROGRAM IMPLEMENTATION IN AFGHANISTAN

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Introduction

The Taliban takeover of Afghanistan on the 15th of August, 2021 has added challenges to Afghanistan's social, economic, and health crisis, which caused the highest number of people in emergency needs in the world. The number of people in urgent need has increased because NGOs are facing a lack of funds for their projects as donors (fundraisers) are mistrustful of the Taliban (de facto government) which affects the NGO's ability to carry out their mission.

Many NGOs have proven their commitment to Afghanistan and have decided to stay and deliver assistance to deprived people. At this time, some donors agreed to fund the project and help people. However, some other donors stopped funding the project, mostly projects jointly implemented with the government, because they did not want to work and transfer any money to the de facto government.

This research will examine how different Non-governmental organizations raise funds and manage their relationship with donors after the Taliban took control of Afghanistan. It will look at the challenges NGOs have faced in raising funds and managing donor relationships since the Taliban takeover and how currently addressing them. At the end, there will be some recommendations for managing donor relationships.

Relevance of the topic

Relationship is the connection and interaction between individuals, groups, or entities that involve mutual understanding, trust, and communication. Managing donor relations in Afghanistan is a multifaceted challenge, and donors play a vital role in supporting Afghanistan's efforts to address humanitarian needs, rebuild infrastructure, strengthen institutions, and promote peace and stability. Non-governmental organization's relationship with donors is essential for advancing Afghanistan's economic sustainability and improving the lives of its people amid ongoing challenges and transitions. Nowadays, it is disheartening to see how much time and effort NGOs have to put into managing their donors to keep them motivated to fund projects, especially amidst the ongoing crisis in Afghanistan. Surprisingly, most NGOs don't have effective strategies for building these relationships and implementing humanitarian programs in Afghanistan. We must find ways to streamline the donation process and ensure that these organizations have the resources they need to make a difference in the lives of those affected by the situation. We must find ways to increase funding for these projects to ensure that basic needs, such as food, water, and shelter, are given to those who are most vulnerable. It is more important to have a solid strategy to ensure donors feel appreciated and motivated to continue their support.

Research Methodology

To reach the goal of this research work based on primary data collection, I used the qualitative research method, the most common data collection approach individual interviews. During interviews, I used an open-ended or semi-structured questionnaire that allowed the participants to be more flexible in their answers and at the same time emphasized what they found important. Moreover, if questions are unclear the participants can ask for elaboration and clarification to be given.

In this research, I interviewed six respondents representing 5 different NGOs to get a perspective on the different NGOs managing their relationships with donors.

For Analysis of the data, After the interviews, I transcribed the interviews. After transcribing the interviews, I read through the transcriptions of all seven interviewees and used thematic analysis. Thematic analysis used to examine the data, ideas, and patterns of meaning that come up repeatedly to find themes. I read over the main transcript before, during, and after the analysis, and tried to see links between the different themes. I then went through each theme to see what the participants said about each theme and used this in my analysis.

Discussion of research finding

According to the United Nations, an NGO is a not-for-profit, voluntary citizen group organized on a local, national, or international level to address issues in support of the public. NGOs perform different social services and humanitarian functions, bring citizen's concerns to governments, monitor policy and program implementation, and encourage the participation of civil society stakeholders in the community. Similarly, Folger, J. (2021) states that a non-governmental organization (NGO) is an independent group established at community, national, and international levels to work toward public or social welfare goals and focus on human rights to enhance social conditions. Non-governmental organizations (NGOs) rely on diverse funding sources, including private donations, membership dues, and government grants.

According to Elbers and Art, 2021, Donors are those organizations that provide official private development funding, and this definition includes private aid agencies and charitable foundations.

Management of donor relationships involves the systematic cultivation and stewardship of connections between a nonprofit organization and its supporters, which results in a stronger community, increased donations, and success in fulfilling your mission. As Richard Water, (2011), stated that the non-profit organization donor relationship management is vital to the maintenance and longevity of the non-profit sector. For non-profit organizations to continue the provision of programs and services to the community, they must invest resources in building strong relationships with all their donors. The organization needs to prioritize developing relationships with its donors. According to Stephanie Clough (2018), Whereas NGOs and donors do have similar goals, such as during a humanitarian crisis when relieving suffering is of the utmost importance, there may be a divergence in how to accomplish these goals (p.39).

Donations from generous donors are vital when funding programs, projects, and initiatives aim to bring positive changes to social, environmental, and humanitarian issues. Without the support of donors, many of these initiatives would not be possible, and countless individuals and communities would go without much-needed support. That's why it is so important to recognize and appreciate donors' vital role in creating a better world for all of us. Once a donor works for an organization, they are much more likely to donate again if they feel connected to the organization and its mission. So, retaining current donors and maintaining relationships is highly valuable, especially when considering potential lifetime contributions. According to Shaker, G. G., & Nelson, D. (2021), A more comprehensive comprehension of the relationships that facilitate fundraising is essential to empower fundraisers to engage more effectively and efficiently with current donors, conduct holistic assessments of their overall donor portfolios, and formulate personalized strategies for cultivating new donors.

Management of Donor relations within NGOs is crucial for fostering long-term

connections with donors and cultivating a culture of engagement that is vital for sustaining and growing donations over time. Management of Donor relations significantly impacts the implementation of the vision and mission of NGOs and effective management of donor relations helps secure funding for program implementation.

It is concerning to hear that funding in Afghanistan is decreasing while the humanitarian needs are increasing. The drought hurts the country, leaving millions starving and in dire need of assistance, which requires immediate action and support from all of us. It is alarming that almost 28.3 million people now live in acute crises. The situation in Ukraine, the humanitarian catastrophe in Gaza, and the de facto authority's (Taliban) interference in the humanitarian aid projects are the key contributing factors to the low donor funds in Afghanistan. Maintaining a healthy relationship with the donors in such a competitive environment is important and requires a proportionate strategy for keeping donors motivated to fund projects in Afghanistan.

So, we know it is important to build and maintain relationships with donors, but we should also consider that if we fail to manage donor relationships effectively then we will hurt this relationship with the organization. Donors draw their competencies and expectations to make the implementing partners fully committed. If the implementing partners neglect to comply with their requests, it will drastically impact their relationship. The implementing organizations must comply with donor requests to avoid any challenges with donor relations.

Most non-profit organizations rely on various funding sources, including large foundations or corporations, government agencies, individual philanthropists, and smaller donors. These donors are crucial to achieving the organization's mission and implementing projects that benefit vulnerable communities. Building and maintaining good relationships with donors is vital to the success of any non-profit. After conducting interviews with several organizations, I gained insight into how Afghanistan-based non-governmental organizations (NGOs) manage their donor relationships and raise funds. I interviewed high-ranking staffs who are responsible for donor relations. It's interesting to see how non-governmental organizations (NGOs) in Afghanistan can keep their donors engaged and committed to their cause. The analysis sheds light on the strategies and tactics that Afghanistan NGOs used by these organizations to maintain donor relationships. It's important to remember that donors are partners in creating a better world and deserve appreciation for their support.

The interviewee from the DRC organization Khalil Ahmad Karimi, (2024), explained, "If the implementing partners neglect to address on-time donor reporting, provision of necessary support documents, financial transparency in the implementation phase, the Protection from Sexual Exploitation and Abuse (PSEA) & Gender-Based Violence (GBV) policies to protect the beneficiaries, proportionate response to the comments, failure on timely activity delivery, failure to adhere the humanitarian principles, fraud, and similar practices are hurting the relationship with donor/ or even lead to termination of the partnership. The implementing organizations must carefully comply with policies and address all necessary requests. Similarly, to another interviewee from (UN IOM Regional Coordinator – Durable Solution Advisor), Aaron Manyumbu, (2024), donor relationship management is crucial to establishing trust and ensuring continued support for a cause or organization. So, it should be managed and maintained well. Otherwise, poor relationships will affect lots of things. Below are some of the things that can be affected negatively by poor relationships: Donor confidence will be lost, resulting in loss of future funding, If the project does not meet the implemented

within the designed timeframe, it makes it hard to secure either a cost or no-cost extension, the affected donor may communicate with other fellow donors to report the NGO's performance which may result in losing funding from the rest of the donor community, Project implementation will be tightly monitored, with regular audits, in some cases, funding from donors can be stopped or withdrawn during project implementation due to the poor performance of the NGO.

So, through this analysis, I found that managing donor relationships is important, and gaining a comprehensive understanding of how diverse organizations raise funds and manage donor relationships and impact projects' sustainability NGOs in Afghanistan is crucial. Collecting data and Analyzing these relationships from multiple perspectives is effective in achieving the desired goal. To analyze, I break down the data into eight dimensions for evaluation, a highly commendable approach ensuring a comprehensive assessment. These dimensions include: gaining insight and knowledge from your donors, personalizing your communication, setting clear goals and reliable policies, guidelines, and standards of procedures (SOPs), collaboration and coordination, keeping donors updated, transparency and accountability, and expressing gratitude.

The first dimension is gaining insight and knowledge from your donors by Visiting their website, surveying donors, or meeting in person to learn about their interests and priorities, which increases your chances of success in raising funds and donor relationship management (DRM). In the initial stage, it is important to know your donor's needs, goals, and values and see how they align with your mission and vision, which fosters stronger partnerships and support for your cause.

The second dimension is personalization in communication. Personalized communication is a powerful way to foster a sense of connection and to show that you value their support. This relation based on donor interest can be through in-person or face-to-face interaction, mobile calls, email, etc... Try not to write or engage with donors only when there is a fund requirement, and do not look to donors as money-minting machines. (Aaron Manyumbu, 2024). When you contact them personally, it demonstrates that you have taken the time to appreciate their support and, it is a good practice for nurturing your relationship and this allows them to understand your organization's work in a better way.

The third dimension is setting clear, realistic, achievable objectives, policies, and guidelines. To communicate effectively, be as clear, direct, and honest as possible, verbally and in writing. (Ghulam Farooq Usmani, 2024).

The next dimension is collaboration and coordination in all project aspects during project implementation which is essential to ensure that all team members share a common understanding of the project's objectives, timelines, and milestones. This connection, possible face-to-face interaction, acknowledgment of roles, responsibilities, program activities, and expectations, and involving donors in decision-making foster community and encourage active participation. It is important to stay in touch with donors through launch meetings, regular updates, newsletters, and personalized communications. (Ahmad Azizi, 2024).

The fifth one is to keep donors updated about your organization's activities, events, successes, and the challenges you face while implementing your project. Donors are always interested in seeing the result and impact of their contributions and how they have brought about positive changes through their intervention. So, valuing follow-up interaction and sharing project success through videos, pictures, and regular documentation to maintain a strong relationship with their donors. Providing regular follow-ups

can help your donors feel proud of their contributions and motivate them to continue supporting your organization. (Omid Ali, 2024).

The fifth dimension is documenting and reporting. It is critical to show that project implementation is based on what is described in your proposal. During your project implementation, update your donors regularly and share your monthly and annual reports to show the donor's instances of financial management or use of funds within the organization. (Abdul Rahman, 2024).

The sixth dimension is transparency and accountability. It is true that in places like Afghanistan, NGO programs can have a significant impact on people's lives when executed effectively. Donors are essential in helping organizations achieve their goals by providing the necessary financial resources. To secure ongoing support and maintain program implementation, NGOs must prioritize transparency in reporting and keep donors updated on project progress and obstacles encountered during project implementation. (Abdul Rahman, 2024).

The last dimension is expressing gratitude with personalized messages of thanks (Writing handwritten thank you notes, hosting appreciation events, providing gifts, calling donors) and combining them with requests for additional support to ensure donors feel valued which builds relationships and improves the chance of another donation. (Hamed Atarud, 2024).

In sum, managing donor relations is crucial for the success of NGOs that can secure funding, shape program strategies, ensure sustainability, and enhance their organizational reputation. NGOs often seek long-term partnerships with donors to ensure continuity of funding and support effective donor relationship management to help ensure program sustainability. By following, NGOs can establish a good reputation among donors, which can help them gain new supporters strengthen existing relationships, and, ultimately, achieve better results.

Based on the interviews conducted among these international organizations, it is unfortunate to hear that NGOs in Afghanistan are facing challenges with managing donor relationships and funding projects within the organization. It is also concerning that the new government is making this even more difficult, which results in reduced funds, delays in aid distribution, and poor donor relationship management. These issues must be addressed so that NGOs can continue providing much-needed assistance to Afghanistan's people.

The New Government

Since the Taliban takeover of Afghanistan in August 2021, the situation in Afghanistan has been very complex, and NGOs operating in areas under Taliban control are facing many challenges in maintaining their organizational principles and values, while donors are reluctant to fund projects that comply with Taliban policies and ideology, which makes it even more challenging. However, all of the NGOs have mentioned that they do not let the Taliban influence their hiring process, beneficiary selection, or program implementation. But handling all these things is challenging.

Coordination and Collaboration

It can be challenging to collaborate with government authorities and other stakeholders in Afghanistan, especially in regions controlled by the Taliban. As Hamed Atarud, 2024, from SDAO said, to work with the government, NGOs often have to sign a Memorandum of Understanding (MOU), which can take several months to a year to finalize due to disagreements over specific points. This process can significantly delay

project implementation and create unfair expectations from individual employees at line ministries. Unfortunately, since many Taliban representatives lack relevant experience, it can be hard to establish a good working relationship with them.

Quality check

Another challenge that Organizations face with the new government is asking for quality checks of the items, which takes a long time to get clearance from the quality check office. As an interviewee from NRC, Omid Ali, (2024) said, the government should be involved in program implementation and monitoring the programs before they are allowed to be implemented, then visit during the implementation of the projects to check up on them. Furthermore, they sometimes have opinions on whom to hire and which beneficiaries should receive assistance. He mentioned, that the Taliban has also asked for beneficiary details, which violates humanitarian principles.

Government Taxes

The Taliban's demands for taxes from NGOs are causing further limitations in delivering essential humanitarian aid in Afghanistan. Donors have implemented strict policies to ensure that aid is not misused and does not fall into the wrong hands if any projects that do not adhere to these policies may need to be postponed to ensure that they meet the requirements.

Project selection

The government has permitted NGOs to work on their projects, and it is required to register themselves and their projects with the government and get approval from the departments that would represent the area the projects were working with. According to Ghulam Farough Osmani, 2024, while many proposals were approved, some were denied. Projects that concern women's rights, gender equality, and individual freedom are not allowed to be implemented. Consequently, this will increase challenges in the design of projects, approval, and implementation.

Women's Participation in the Workplace

The government doesn't allow women to work in organizations with male staff, and NGOs had to resort to having their female staff work from home. Also, requiring female employees to have a Mahram while traveling for work is another challenge. These issues can cause delays and extra costs for NGOs.

Addressing the challenges with the New Government

NGOs indeed face numerous challenges in implementing their projects dealing with the government. But, there are several strategies that NGOs can use to navigate this complex relationship. Firstly, NGOs can build a good relationship with government officials to establish open lines of communication and build trust, then they can better understand government policies, advocate for change, and address concerns constructively. This approach can help both parties to work collaboratively towards achieving common goals. Secondly, Public awareness campaigns are another effective strategy for NGOs to influence government actions. Thirdly, NGOs engaging in international advocacy can amplify their voices, increase their impact, and create a more favorable environment for their advocacy efforts. Overall, navigating the relationship between NGOs and the government requires a combination of strategic approaches, collaboration, and persistence.

Effective donor relationship management can be a challenging task for non-profit

organizations. Apart from the challenges mentioned earlier, other potential challenges include; Poor or lack of strong network, Lack of Strategic Planning to pursue long-term objectives, Time delivery, Donor expectation Vs. Organization delivery, Lack of Transparency, Failure to Deliver Promised Results, Mismanagement of Funds. Addressing these challenges requires a proactive approach, effective communication, and a willingness to adapt to changing circumstances. Non-profit organizations can benefit from developing a comprehensive donor relationship management strategy that helps these challenges and identifies appropriate solutions.

Poor or lack of strong network

NGOs need to see communication as a way to efficiently achieve their goals, as poor communication or infrequent updates between the organization and its donors about goals, progress, challenges, and outcomes impact financial status and can lead to donor dissatisfaction and mistrust. Without a strong network, organizations may struggle to secure the resources needed to sustain their operations, fund programs, or invest in growth and innovation, which hinder their ability to achieve their mission). To improve their network, organizations can take these proactive steps:

1. Build relationships with individuals, organizations, and stakeholders who share their values and goals.
2. Actively engage with the community through outreach activities, events, and communication channels.
3. Leverage technology and digital platforms to expand reach and connect with stakeholders.
4. Seek strategic partnerships with potential collaborators who can amplify their impact.
5. Invest in capacity-building initiatives to strengthen leadership, governance, and communication skills. (Abdul Rahman, 2024)

Lack of Strategic Planning to pursue long-term objectives

A lack of strategic planning can lead to challenges for organizations in achieving their long-term objectives. It is crucial to have a clear direction by defining the mission, vision, values, and goals. Sometimes, numerous brilliant ideas emerge, but they can also lead to confusion and deviation from the original goal. While many good ideas surface, they may not always align with the established goals. So lack of a strategic plan may cause project failure and miss an opportunity for another donation. Therefore, it is crucial to set clear and measurable goals that align with the organization's mission, values, and vision for the future. (Ghulam Farooq Usmani, 2024)

Time delivery

Time delivery is indeed a crucial aspect of project management. It involves ensuring that all tasks are completed within the specified timeframe or deadline to ensure the projects are completed on time. If the implementing partners neglect to address on-time donor reporting, provision of necessary support documents, and financial transparency in the implementation phase, it will hurt the relationship with the donor/ or even lead to termination of the partnership. (Khalil Karimi, 2024)

Donor expectation Vs. Organization delivery

Donors have specific expectations regarding their contributions, such as transparency, accountability, measurable results, and alignment with the organization's mission and values. Failure to meet these expectations can lead to challenges in the donor-

organization relationship. Donors may feel disappointed, disillusioned, or misled, which leads to a loss of trust in the organization's credibility and integrity. (Hamed Atarud, 2024).

Lack of Transparency

Donors expect transparency from organizations about how their donations are being used. Organizations should prioritize transparency in delivery as a core value, which includes establishing clear policies and procedures for disclosing information, being accountable for actions, and proactively communicating with donors. Transparency is essential for any NGO that seeks to build a strong relationship with its donors. Lack of transparency in finances, programs, decision-making, and communication processes can cause mistrust, confusion, and dissatisfaction. (Khalil Karimi, 2024)

Failure to Deliver Promised Results

If NGOs fail to achieve the results promised to their donors, it damages the trust and impacts their ability to secure future funding. To regain trust and maintain support, organizations need to set realistic goals and make every effort to achieve them. They must take proactive measures to prevent potential problems address underlying issues and communicate transparently with donors about challenges and lessons learned. This involves implementing stronger financial controls, enhancing monitoring and evaluation practices, conducting thorough audits, and communicating openly with donors about corrective actions taken. Through responsible stewardship and ethical conduct, organizations can rebuild relationships with donors and regain their support over time. (Omid Ali, 2024)

Mismanagement of Funds

If an organization fails to effectively and responsibly handle the financial resources entrusted to it by donors, it can lead to a loss of confidence and support from those donors. Mismanagement of funds hurts an organization's ability to deliver on its mission and meet its goals. To ensure the effective allocation of resources define clear financial objectives, create a plan, and track progress toward attainable goals. (Aaron Manyumbu, 2024).

Conclusion

This thesis has explored how NGOs manage their relationship with donors and how it positively affects NGOs' ability to implement their projects and deliver humanitarian assistance. Since the Taliban took over power in Afghanistan, NGOs have faced some challenges as this new government has not been recognized as an official government by world countries. Also funding from donors (fundraisers) is challenging as they are unwilling to work with an unofficial government. This makes it harder for the NGOs to raise funds and manage their relationship with donors to implement their projects. Building and maintaining strong relationships with donors cannot be overstated. The success of any organization is dependent on its ability to build and maintain strong relationships with its donors. Organizations that prioritize donor relationships and proactively address challenges are more likely to achieve long-term success and sustainability. Through such efforts, organizations can guarantee fulfillment.

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GLOBAL PERSPECTIVE ON STRESS MANAGEMENT STRATEGIES FOR HEALTHCARE PROFESSIONALS

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Introduction

In a period characterized by accelerated industrial growth, swift technological progress, and widespread globalization, there is an increased expectation for employees to enhance their work intensity and output. Prolonged exposure to stress can diminish an individual's productivity and potentially lead to adverse effects on their health, as well as their familial and social relationships. Certain careers, particularly those that necessitate frequent interpersonal interactions and swift, impactful decision-making often with significant financial, social, or other implications are considered to be among the most demanding in terms of stress [1].

Professions within the healthcare sector rank among the top six in terms of stress levels, largely due to the high-stakes nature of the work and the critical need for rapid, accurate decision-making [1]. In the realm of healthcare, professionals routinely encounter occupational stressors, including extended work periods, multifaceted duties, and exposure to challenging patient narratives. The advent of the COVID-19 pandemic has exacerbated these stressors, compelling frontline responders to endure protracted shifts, reduced familial interaction, and an intensified workplace atmosphere.

Healthcare workers are frequently subjected to elevated job demands and stress. Conventional health interventions often do not effectively serve this demographic owing to organizational barriers. Healthcare practitioners encounter numerous occupational stressors that can negatively impact their mental and physical wellbeing, as well as diminish their engagement at work [2]. The Stress System, which is situated in both the central and peripheral nervous systems and is generally triggered when any stressor surpasses a certain threshold, serves a crucial coordinating function in restoring homeostasis by prompting a multifaceted behavioral and physical adaptive reaction. Research findings have underscored the influence of stress on the incidence of infectious diseases and cancer [3], [4]. In this discourse, we delve into the intricacies of stress, particularly its nature and the resultant outcomes within the realm of healthcare professionals. We

aim to shed light on the multifaceted aspects of stress, its triggers, and its profound impact on those in the healthcare sector. The objective is to foster a comprehensive understanding of stress dynamics in healthcare settings, thereby paving the way for effective stress management strategies.

The Concept of Stress and Occupational Stress

Occupational stress, a worldwide health concern, predominantly impacts individuals in the workforce, with healthcare professionals being particularly susceptible. Occupational stress manifests when individuals are confronted with work expectations and pressures that surpass their skills and knowledge, thereby testing their coping mechanisms. While stress can arise from various work situations, it tends to exacerbate when employees perceive a lack of support from their supervisors and peers, coupled with minimal control over their work procedures [5].

Stress, in essence, is the body's reaction to a challenge or problem. It can be advantageous for brief durations, such as when it helps us evade peril or fulfill a time-sensitive obligation. Nonetheless, if stress is sustained over an extended period, it may adversely affect an individual's health. As underscored by Birhanu [6] and colleagues, stress can be bifurcated into two primary types: eustress, which is beneficial stress, and distress, which is detrimental. Conversely, individuals experiencing distress may feel compelled to diminish the quality of their professional lives due to their inability to meet job-related demands, leading to feelings of dissatisfaction and compromised ethical standards. Indeed, the repercussions of persistent stress are substantial. It influences an individual's mental state, health, efficiency at work, and interpersonal relationships.

Types of Stress

The American Psychological Association (APA) identifies three principal categories of stress that individuals may encounter: acute, episodic acute and chronic stress [7]. Each category is characterized by distinct attributes, symptoms, durations, and therapeutic approaches. The following discussion provides an in-depth exploration of these stress types.

Acute Stress: Acute stress is a physiological response to new or challenging circumstances. It manifests rapidly, potentially causing an individual to feel unsettled. This type of stress can arise when an unexpected threat is perceived, leading to symptoms such as anxiety, irritability, headaches, stomach discomfort, increased heart rate, and perspiration [8]. In response to acute stress, the brain initiates the release of various stress hormones, including cortisol, into the bloodstream. These hormones activate the body's fight-or-flight response, which may involve an increase in heart rate, respiration, and the metabolism of carbohydrates and fats, as well as fluctuations in blood pressure. This acceleration of certain bodily processes can concurrently slow down others. For instance, blood flow to the digestive system may decrease, significantly impacting appetite and food consumption.

Episodic Acute Stress: Episodic acute stress is characterized by its frequent occurrence within short time frames. This form of stress often emerges when an individual is burdened with excessive responsibilities, potentially leading to a state of intense exhaustion, commonly referred to as burnout [9]. It is particularly common among individuals who impose unrealistic expectations or objectives upon themselves, thereby inducing stress as they strive to fulfill these self-imposed targets. The manifestation of episodic acute stress can be observed through various symptoms such as episodes of intense pain, heartburn, uncontrolled anger or irritability, and unintentional aggressive

behavior. If not addressed promptly, this form of stress can escalate into serious health conditions including heart disease, hypertension, and recurrent migraines. Episodic acute stress also impacts the cognitive and mental health of the affected individuals. Despite its transient nature, it is associated with a spectrum of physical health issues including joint pain, hypotension, and cardiovascular diseases. Furthermore, psychological and emotional disturbances such as anger, frustration, and depression are frequently observed in individuals experiencing this type of stress.

Chronic Stress: as described by Chandola and colleagues [10], is a type of stress that not only occurs but also continues for a long duration. It is considered the most harmful form of stress to our well-being [8]. This stress type can lead to both physiological and physical health consequences, including burnout. It shares similarities with episodic acute stress in that it can result in joint discomfort, fluctuations in blood pressure, and cardiovascular diseases (physical and physiological stress). Chronic stress, characterized by its enduring and continual nature, exerts significant detrimental effects on the immune, neuroendocrine, central nervous and cardiovascular systems. The primary sources of chronic stress are often the difficulties and pressures we face in our professional lives and work settings, along with relationship stress, which includes tension in relationships with friends, colleagues, partners, and family members.

Stress Management

Kema and colleagues propose that understanding the nature and origin of stress is a prerequisite for finding a solution [11].

Consequently, comprehending the impact of stress on performance can aid individuals in managing and coping with stress. When an individual is aware of their stress symptoms, they can use this knowledge constructively rather than destructively. Thus, it is crucial for stress management to identify when individuals are nearing a state of destructive and unproductive stress. In a similar vein, Non et al. [12] argue that the initial step in stress management is self-awareness, which includes understanding one’s reactions in different situations, identifying stress triggers, and recognizing one’s behavior under stress. Examples of stress management include lifestyle adjustments in response to ongoing stress, stress prevention through self-care and relaxation, and controlling one’s reaction to emerging stressful situations.

In this context, stress management involves the use of various treatments and psychotherapies aimed at helping individuals manage their stress levels, particularly chronic stress, with the ultimate goal of improving daily functioning. As Tawfik et al. [13] suggest stress management encompasses a range of techniques designed to address stress and challenges in life. Furthermore, stress management is an intervention designed to mitigate the impact of workplace stressors. These interventions can be tailored to enhance an individual’s ability to cope with pressure. The primary objective of stress management is to safeguard individuals’ mental and physical health, quality of life, and daily productivity. The following table describe about the Comparative Analysis of Stress Management Interventions.

Table 1. Comparative Analysis of Stress Management Interventions

<i>Intervention</i>	<i>Description</i>	<i>Effectiveness</i>
Task Prioritization	This involves organizing tasks based on their importance and deadlines to manage workload effectively.	Can help in reducing stress by preventing work overload
Conflict	This includes strategies like open	Effective in reducing stress aris-

Handling	communication, negotiation, and compromise to resolve workplace conflicts.	ing from interpersonal issues at work.
Structure Adjustments	This refers to modifications in the organizational structure or policies to alleviate stressors. Examples could be enhancing communication channels or introducing flexible work schedules.	These changes can have a positive impact on employee stress levels in the long run.
Supportive Services	These are services provided to employees such as counseling or stress management workshops.	These services can aid employees in managing stress, but their effectiveness can vary based on individual needs and the quality of the services.
Mindfulness Training	This involves training employees to increase their awareness of stress reactions and develop healthier coping mechanisms.	This can help in reducing stress, but more research is needed to establish its effectiveness across different settings.

Stress management strategies can be broadly classified into two categories. The first category is sustainability management, which aims to establish a work environment that minimizes stress sources and equips employees with the necessary tools to effectively handle various stressful situations. The second category is personnel management, which places employees at the heart of the stress management strategy. This approach empowers employees to formulate a daily task list, prioritize the tasks, and schedule them appropriately. This strategy encourages employees to maintain a relaxed state during work, take regular breaks, and manage their time efficiently to meet deadlines, handle work pressure, and reduce stress.

Drivers of Stress in Healthcare Organizations

Trifunovic and colleagues [14] have highlighted that various personal factors can contribute to the stress levels experienced by employees in the workplace, particularly in healthcare settings. These factors include an individual’s physical health, the quality of their interpersonal relationships, their number of commitments and responsibilities, the extent of others’ dependence on them, their work expectations, the level of support they receive, and the number of recent changes or traumatic events in their life. Melaku and associates [15] have expressed that healthcare professionals frequently encounter stress in their work due to the demands of their workload, which often exceed their ability to manage them. This sentiment is echoed by Cleary et al. [16], who have pointed out that healthcare professionals operate under some of the most strenuous conditions, making them more susceptible to stressors compared to other professions. The COVID-19 pandemic has significantly increased the pressure on healthcare workers, highlighting the need for innovative stress management strategies. It has been suggested [17] that these professionals are exposed to a variety of stressors in their workplace that can have detrimental effects on their mental and physical well-being, as well as their job performance. The daily stress faced by healthcare professionals is largely attributed to their work environment. Several factors inherent to their work environment contribute to this stress. These include extended work hours, inefficient management

practices, personal life issues, interpersonal relationships, organizational factors, and the overall work environment. These factors have been recognized as common workplace stressors for healthcare professionals. The following sections provide a more detailed explanation of these factors.

Extended Duty Periods and Evaluating the Impact on Healthcare Professionals

The issue of extended working hours in organizations has been a subject of debate since the 1980s, triggered by an incident where a Japanese design engineer suffered a fatal brain hemorrhage after logging 2600 hours in a year [18]. This event ignited a series of studies examining the impact of long working hours on the health of employees across various sectors. Work overload is a prevalent issue in many organizations and businesses. It refers to situations where the time dedicated to work, encompassing primary tasks, related duties, commuting, and travel, is excessive and poses active or passive harm to the health of the workers. Caruso [19] suggests that extended work hours elevate the risk of insufficient sleep and sleep disturbances. This is particularly noticeable in healthcare institutions where professionals are often required to provide round-the-clock patient care. A significant 32% of healthcare professionals report experiencing sleep deprivation due to extended work hours, which can potentially lead to burnout among this group. Clark et al. [20] suggest that extended work hours without adequate sleep can disrupt the circadian rhythm, which is the natural sleep-wake cycle that aligns with the day-night cycle. The absence of sunlight prompts the brain to release melatonin when individuals work at night. This hormone induces sleep, and hence, healthcare professionals working night shifts disrupt their biological rhythm, leading to significant stress. This disruption can also result in mental fatigue, further contributing to stress.

Extended work periods are a common occurrence within healthcare institutions, as medical staff endeavor to augment patient safety and diminish the likelihood of adverse events. Notwithstanding the relentless dedication of these professionals to preserve life, the incidence of clinical errors continues to escalate, leading to significant morbidity and mortality, a consequence of the daily stress experienced. Similarly, research by West et al. [21] suggests that clinical inaccuracies associated with exhaustion and stress from prolonged work hours increase the susceptibility of healthcare workers to commit errors, thereby compromising the quality of care. The resultant stress poses a threat to patient safety. Healthcare systems may witness a range of stress-induced medical errors, including but not limited to, errors in medication, anesthesia, nosocomial infections, misdiagnosis or delayed diagnosis, unnecessary delays in treatment, suboptimal follow-up post-treatment, insufficient monitoring post-procedures, neglect in acting upon test findings, failure to observe necessary precautions, and errors in medical procedures.

Dysfunctional Leadership in Healthcare

Inadequate leadership within healthcare settings can lead to a detrimental and hostile work milieu, undermining the performance and well-being of medical professionals [22]. Factors such as excessive workloads, prolonged duty hours, stringent time limits, intricate responsibilities, insufficient rest periods, monotonous tasks, and subpar working conditions signal poor administrative practices. Such conditions often stem from deficient and self-centered leadership abilities. Furthermore, ineffective leadership is a significant contributor to emotional distress among staff; for example, nurses who report to non-leadership-oriented superiors may experience heightened stress levels. Karyotaki et al. [23] have highlighted the profound impact that inadequate managerial skills can have on both the efficiency and health of employees. Conversely, effective

management can galvanize individuals into a cohesive team, nurturing their dedication to the organization, whereas poor management can disengage staff, cultivating a harmful work environment that can precipitate stress.

Personal Life and Interpersonal Relationships

The personal lives of healthcare professionals, separate from their professional roles, can potentially lead to stress due to the challenge of maintaining a balance between work and life. Moustaka et al. [24] highlighted that interpersonal relationships at work can also contribute to stress. The presence of disagreements and conflicts among team members, coupled with insufficient social support from peers and superiors, can significantly increase stress levels. A work environment characterized by distrust and lack of camaraderie hinders the smooth operation of the organization. The importance of healthcare services necessitates effective and efficient teamwork, which can be compromised by strained relationships among staff. Patient care, being of utmost importance, relies heavily on the seamless collaboration of the healthcare team.

Institutional Elements

Research indicates that the strenuous nature of healthcare roles, combined with organizational and managerial aspects, significantly impacts the stress levels experienced by healthcare professionals in their work environment. Furthermore, studies by Konstantinos and Haque et al. [25, 26] reveal that a substantial proportion of potential stressors for healthcare professionals are linked to their work environment. These include addressing the physical and psychological needs of patients, meeting job requirements, dealing with competition between hospitals, and the absence of autonomy in task execution. These factors can lead to both emotional and physical fatigue. The absence of a standardized organizational structure can result in disorder.

The work Environment

Adverse working conditions can lead to significant distress and discomfort, particularly within healthcare settings. The prevailing organizational culture is a critical factor, encompassing elements such as suboptimal physical spaces, time constraints, excessive workloads, conflicts in roles, ambiguity in responsibilities, and strained relationships with colleagues across the hierarchy, as well as financial and social support considerations. An inefficient workplace heightens the risk of operational errors and incidents [27]. Notably, role ambiguity, role overload, and role conflict have been pinpointed as primary stress inducers in occupational settings. Consequently, the organization of the work environment is of paramount importance to mitigate stress among healthcare practitioners.

Conclusion

Healthcare professionals play a critical role in safeguarding public health, but their demanding work environment often exposes them to high levels of stress. The COVID-19 pandemic has exacerbated these challenges, underscoring the urgent need for effective stress management strategies tailored to healthcare workers. We explore key aspects of stress management and propose actionable steps to enhance well-being and resilience. Stress affects healthcare workers physically, emotionally, and cognitively. Prolonged exposure to stress can lead to burnout, compassion fatigue, and decreased job satisfaction. Acknowledging the toll stress takes is the first step toward effective management.

Healthcare professionals must prioritize self-care. This involves maintaining a

healthy lifestyle, including regular exercise, adequate sleep, and balanced nutrition. Mindfulness practices, such as meditation and deep breathing, can help reduce stress and promote emotional well-being. Balancing professional responsibilities with personal life is crucial. This review acknowledges potential biases in literature selection and publication process, which may overemphasize successful stress management strategies. It calls for more research in underrepresented regions and healthcare disciplines, and longitudinal studies to assess long-term effectiveness of these strategies. Despite providing a comprehensive overview of stress management for healthcare professionals, it emphasizes the need for continued research in this critical area. The ultimate goal is to contribute to the well-being of healthcare professionals worldwide. Healthcare workers often face long shifts, irregular hours, and emotional intensity. Setting boundaries, scheduling downtime, and seeking social support are essential for preventing burnout. Healthcare workers should not hesitate to seek professional help when needed. Counseling, therapy, and support groups provide valuable outlets for discussing stressors, processing emotions, and developing coping strategies. In the face of unprecedented challenges, healthcare workers must prioritize their well-being. By recognizing stress, embracing self-care, seeking support, and advocating for organizational changes, they can navigate their demanding roles while maintaining their own health. As a society, we owe it to these dedicated professionals to provide the necessary resources and support to ensure their resilience and longevity in the field.

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IMPROVING PROJECT MANAGEMENT BY IMPLEMENTING AGILE APPROACH AT LOCAL NGOS IN HERAT-AFGHANISTAN

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Non-governmental organizations (NGOs) play a critical role in addressing social, educational, medical, and environmental challenges. Each project undertaken by NGOs is unique, with specific needs, limitations, and risks. Effective project management - the application of knowledge, skills, tools, and procedures - is essential to meeting these needs. The five core phases of project management include initiating, planning, executing, monitoring and controlling, and closing, each contributing to the project's success [1]. For NGOs operating under tight budgets and facing erratic stakeholder expectations, mastering these phases is indispensable. This research investigates the adoption of agile project management in local NGOs in Herat, Afghanistan, focusing on how this approach improves efficiency and effectiveness, in addition to agile methodologies, integrating stakeholder feedback throughout the project lifecycle is essential for NGOs, as it ensures alignment with community needs and fosters a sense of ownership among local partners. Furthermore, this research also addresses barriers to implementing agile practices, such as resistance to change and the necessity for cultural shifts, aiming to identify strategies that promote a more adaptive and resilient NGO sector in Afghanistan.

NGOs often struggle with limited resources, shifting funding patterns, and the need to meet diverse stakeholder expectations. The agile approach offers an iterative, flexible methodology that allows NGOs to adapt to changing circumstances. This is particularly relevant for NGOs in Afghanistan, where political instability and economic challenges demand agile solutions. The long-term viability of an NGO's projects depends on the knowledge transfer between project teams and operational personnel. Including operational stakeholders like line managers and customer service agents in the project management process ensures that project advantages are sustained long after project completion. Additionally, monitoring and evaluation (M&E) practices system-

atically collect data on project performance, influencing future initiatives and supporting ongoing development efforts [2]. Moreover, fostering a culture of collaboration and continuous learning within NGOs can significantly enhance project effectiveness. By encouraging cross-functional teams and regular communication between project staff and operational members, NGOs can create an environment where lessons learned are readily shared and implemented. This collaborative approach not only improves the quality of project execution but also strengthens relationships among stakeholders, leading to more cohesive and responsive programming. Furthermore, integrating feedback mechanisms into M&E processes allows NGOs to remain attuned to stakeholder needs, thereby ensuring that projects evolve in line with community expectations and contribute to sustainable development outcomes.

This study employed a qualitative approach, including a literature review and case study analysis. Data were collected from local NGOs in Herat, with a focus on the Women's Independent Social Enterprise (WISE). Interviews with project managers and staff provided insights into the challenges and benefits of agile methodologies. Key metrics for assessing success included employee performance, decision-making efficiency, and economic impact. In addition to these metrics, the study also examined the role of team dynamics and organizational culture in the successful implementation of agile practices within NGOs. Understanding how collaboration, trust, and open communication among team members influence project outcomes is critical for fostering an environment conducive to agile methodologies. Furthermore, the research explored the impact of leadership styles on the adoption of agile practices, assessing how supportive leadership can facilitate adaptability and innovation. By considering these factors, the study aims to provide a more comprehensive understanding of how NGOs can effectively leverage agile methodologies to improve their project management processes and overall impact in the community.

Project management is one of humanity's most valuable and ancient achievements, as exemplified by the construction of the pyramids in Egypt and the Great Wall of China. In modern times, approximately half of all organizational tasks are completed through projects [3]. The application of agile methodologies in project management enables NGOs to enhance their efficiency and effectiveness by tailoring practices to align with organizational objectives and beneficiary needs. Agile methodologies focus on iterative processes and continuous improvement, allowing NGOs to adapt to dynamic challenges and achieve predictable outcomes [4]. Moreover, the integration of technology in agile project management further amplifies these benefits. Tools such as project management software and collaboration platforms facilitate real-time communication and tracking of progress, enabling teams to make informed decisions quickly. This technological support enhances transparency and accountability, allowing stakeholders to stay engaged and informed throughout the project lifecycle. Additionally, leveraging data analytics can provide insights into project performance and stakeholder satisfaction, helping NGOs refine their strategies and better meet the evolving needs of the communities they serve. By embracing both agile methodologies and technological innovations, NGOs can significantly improve their project outcomes and long-term impact.

To achieve these outcomes, NGOs must adopt project management practices that align closely with their operational environment and objectives [5]. The effectiveness of a project can be significantly impacted by choosing techniques tailored to the organization's mission, beneficiary needs, and working conditions. By modifying fundamental

project management ideas and principles to suit their specific operational demands and addressing challenges like erratic financing, NGOs can achieve increased efficacy and efficiency. This ultimately enhances their influence on the communities they serve. In addition to aligning practices with their operational context, NGOs should prioritize the development of a robust risk management framework. Identifying potential risks early and implementing strategies to mitigate them can help organizations navigate uncertainties more effectively, especially in volatile environments. This proactive approach not only safeguards project resources but also instills confidence among stakeholders and beneficiaries. Furthermore, fostering partnerships with other organizations and local entities can enhance resource sharing and collaborative problem-solving, addressing limitations in funding and expertise. By creating a network of support, NGOs can better position themselves to respond to challenges, ultimately maximizing their impact and sustainability in the communities they aim to serve.

In today's era, when the number of projects in organizations is increasing, their success or failure is also of great importance, in order to realize the success of projects, it is necessary to focus on the basic factors, which are called key success factors, without these factors, projects have little chance of success. Therefore, the importance of identifying these factors is felt. On the other hand, agility is the ability to be creative and respond to changes in order to achieve the desired benefits in a turbulent business environment. Moreover, fostering a culture of continuous learning within organizations can significantly enhance the identification and application of key success factors. By encouraging teams to reflect on past projects, share lessons learned, and adapt best practices, organizations can create a more resilient and innovative project management approach. This culture not only supports the recognition of success factors but also enhances agility, enabling teams to pivot quickly in response to unforeseen challenges. Additionally, incorporating stakeholder feedback into the project planning and execution phases ensures that the identified success factors align with the evolving needs of beneficiaries, further increasing the likelihood of project success in a dynamic environment.

Agile project management is an approach that uses iterative project management processes and includes continuous testing and responding to changes [6]. This method allows the teams involved in the project to execute and implement the project processes more quickly and within the specified time frame with the planned budget. Additionally, effective communication and collaboration among team members are crucial components of agile project management. By fostering an environment where open dialogue is encouraged, teams can share insights, address challenges promptly, and make informed decisions collectively. Regular stand-up meetings and feedback loops further enhance this collaborative spirit, ensuring that everyone remains aligned with project goals and can adapt to any shifts in scope or priorities. This emphasis on teamwork not only improves efficiency but also boosts morale, leading to higher levels of engagement and innovation within the project team. Ultimately, the combination of iterative processes and strong collaboration enables organizations to navigate complexities and deliver successful project outcomes more effectively.

The flexibility and evolutionary nature of Agile Project Management has made it a popular approach in the field of project management [7]. Although Agile was initially designed and produced for software development, over time and with the evolution of agile project management, this method could become a suitable and practical choice for many project managers [8, 9].

Due to the iterative and incremental nature of the agile approach, project teams can use it to advance project stages according to the demands and needs of customers or employers. Because agile project management consists of different approaches and methods, all of which are based on important concepts such as quality, flexibility, transparency and continuous improvement [10]. Furthermore, integrating user feedback at each stage of the project is essential for maximizing the effectiveness of the agile methodology. By actively seeking and incorporating input from stakeholders and end-users, project teams can ensure that the evolving product or service aligns closely with customer expectations. This practice not only enhances the final outcome but also fosters a sense of ownership among stakeholders, as they see their feedback directly influencing project development. Additionally, maintaining a strong focus on delivering minimum viable products (MVPs) allows teams to test ideas quickly and iterate based on real-world usage, ultimately leading to more refined and successful project results that better meet the needs of the market.

In addition, agile project management is one of the methods of project implementation and planning, which divides the different stages of the work into smaller parts so that finally the tasks and responsibilities are properly divided among all team members. In this practical method, instead of following a precise and specified planning, the approach of constantly responding to changes is supported [11].

The findings reveal several significant benefits of implementing agile project management:

1. Improved Employee Performance: Agile practices enhance team collaboration and accountability.
2. Organizational Development: Iterative processes foster continuous improvement, driving organizational growth.
3. Enhanced Decision-Making: Agile methodologies provide a framework for quick and informed decisions.
4. Economic Growth and Job Creation: Efficient project execution supports economic activities and employment.
5. Sustainability: Agile's flexibility ensures long-term project viability.

For example, WISE successfully leveraged agile practices to streamline its operations, align better with donor expectations, and improve resource management. By focusing on adaptability and iterative improvements, agile project management allows NGOs to integrate key principles essential for effective planning, execution, and completion of projects.

To maximize the benefits of agile project management, NGOs should consider the following steps:

1. Training and Capacity Building: Equip staff with knowledge of agile principles and tools.
2. Stakeholder Engagement: Involve stakeholders throughout the project lifecycle to ensure alignment with goals.
3. Iterative Planning: Divide projects into manageable stages, with regular reviews and adjustments.
4. Continuous Monitoring: Use agile's feedback mechanisms to track progress and implement improvements.
5. Adopt Agile Tools: Implement software and frameworks that support agile methodologies, such as Scrum or Kanban.

The research highlights the transformative potential of agile project management

for NGOs in Afghanistan, particularly for organizations like WISE. By embracing agility, NGOs can overcome challenges such as resource constraints and stakeholder expectations, ensuring better project outcomes. Building capacity and adopting agile practices will enable NGOs to deliver sustainable results and drive long-term growth.

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WAYS TO IMPROVE THE WAYS OF ORGANIZING ADVERTISING AND INFORMATION WORK OF THE TOURIST ENTERPRISE

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Tourism is not easy to imagine without advertising. It is an indispensable part in conveying information about tourism opportunities in a concise but attractive form, enriched with emotional content. It aims to draw the attention of potential customers to key aspects of tourism products and enterprises.

Advertising plays a key role in the marketing strategy of a tourist enterprise, having a significant socio-cultural and psychological impact on society. The approach to advertising, based on civilized principles, is not to manipulate public consciousness, but to form actual needs that contribute to the self-development of the individual. Advertising not only expands consumers' knowledge, but also increases their satisfaction with the purchase of a product. Associations and symbols of prestige invested in the tourist product through advertising have a beneficial effect on people's psyche. Creating additional value for the tourism product through advertising provides confidence to the customer in the correctness of his choice and brings additional satisfaction from the consumption of tourism services.

Advertising is a key tool for tourism enterprises in developing new markets. It not only increases competition, thereby stimulating improvements in the quality of tourism services, but also contributes to the expansion of sales.

Through advertising, tourism enterprises can reach new audiences, attract more customers and increase their customer base. This in turn leads to an increase in revenue, which provides stable income for the enterprise. Significant sales also contribute to more generous rewards for staff, a favorable working climate and confidence in the future. Thus, advertising plays an important role not only in attracting customers, but also in ensuring the sustainable development of a tourism enterprise, supporting its financial stability and socio-psychological well-being.

At present, the relevance of advertising is beyond any doubt, as it is an important element of the market economy and plays a key role in its development. If an enterprise is deprived of such an effective connection with consumers as advertising, it will stop investing money in the creation of new and improving old products. All this will lead to the fact that the desire for development will be lost, and competition in entrepreneurship will be absent.

In countries with a high standard of living and advanced manufacturing, huge amounts of money are invested in advertising. This is due to the fact that companies strive to maintain active interaction with consumers for fear of losing their interest. The phrase "advertising is the engine of commerce" illustrates the main function of advertising: informing about the product, introducing it to potential customers and convincing them to buy the product.

Due to the fact that the reliability of tourism companies depends on the effective use of marketing tools to attract customers, the methodology of advertising research becomes especially important. This methodology helps to identify deficiencies that can seriously affect managerial decision making. In developing advertising campaigns, the corrective and controlling functions of advertising offer opportunities to identify and prevent negative effects that may threaten the functioning of tourism enterprises in the market. If a tourism company does not consider the results of advertising research in its

marketing strategy, it may lead to competitive failure. Therefore, it is recommended to use the respondent survey instrument in advertising research.

The tourism industry, being one of the youngest and most promising business sectors, has a huge potential for development and success. However, this potential can only be fully realized if all available channels are effectively used to attract the main target audience - tourists themselves.

It is extremely important to realize that each tourist product is unique and has no absolutely corresponding analogues. Thus, for each specific tourist product it is necessary to develop a separate advertising strategy, which, of course, will require the use of a large number of resources that not every tourist organization has.

The creation of advertising of each product should be accompanied by a full theoretical justification of the relevance and effectiveness of the realization of this advertising. In case of insufficient quality elaboration any advertising campaign can fail, which is affected to varying degrees by such factors as, for example, seasonality, restrictions, statistical indicators of destinations in general and specific tourist objects. That is why it is necessary to calculate and analyze each point and factor that can affect the success of the advertising campaign and, unfortunately, not all organizations pay enough time and attention to this, which leads in some cases to ineffective advertising in tourism.

The next problem is the implementation of advertising in tourism activities. It consists in the fact that it is quite difficult to reach the necessary target audience with a campaign, which should assume full return on its realization. Advertising in tourism should be targeted clearly to a certain consumer, as a huge variety of tourist offer exists for different precisely defined target audiences. Of course, target audiences can overlap and combine for each specific tourist product, but this does not cancel the fact that each of them must be adjusted and select the closest possible channels of advertising communication. It is extremely difficult to do this, as most often communication with the consumer begins only at the stage of purchasing a tourist product, the next time - after receiving feedback on the purchased and realized product.

In addition, the implementation of advertising should take into account all the peculiarities of the competitive tourism market. With a large volume of similar in presentation and content advertising offer, the consumer may become disoriented, because of which he will either miss the most qualitative product or refuse to buy it at all. This situation can be considered on the example of the beach tourism market. Various tour operators offer vacations in a particular destination, city, say, in the hotels of the first line. The abundance of such an offer will make the client confused and miss favorable or necessary for him conditions when comparing two offers from different tour operators.

At present, the interest in the concept of event marketing in tourism is due to the fact that the competition for attracting the attention of tourists is becoming increasingly fierce. Old marketing methods are gradually losing their effectiveness, so cities, regions and countries are forced to develop new concepts that meet the demands of modern audiences. Governments of various countries are actively incorporating events into their economic development and territorial marketing strategies. Corporations and enterprises also use events as a key element of their marketing strategy and image. Thanks to the enthusiasm of community groups and individuals, a variety of events on various topics are organized on a regular basis, which are actively publicized in the media and occupy a significant part of free time, enriching life with bright and memorable moments. Event marketing becomes an important tool for retaining and attracting visitors and investors.

Many foreign cities and regions successfully apply this approach, as events have a significant impact on the development, marketing strategies and competitiveness of tourist areas.

Event marketing in tourism is the use of a valid event, to promote a particular area and attract consumers who do not find a tourist destination attractive enough to visit without an occasion.

Nowadays, the segment of event tourism is very popular, which attracts tourists with the participation of famous personalities. For example, it can be concerts of famous performers, fashion shows with the participation of famous models or personal events of famous personalities. Such tours attract many people who want to immerse themselves in the atmosphere of events and visit another country at the same time.

It is believed that the term "special event" was first used at Disneyland. It was the organization's way of naming events that were different from the norm and were designed to promote Disneyland.

The term "event tourism", which was first used by the New Zealand Department of Tourism and Community in 1987, establishes a link between the organization of events and tourism development. In the foreign literature, the term is seen as an important alternative for destinations, local entrepreneurs and state governments that seek to increase the flow of tourists.

Indeed, despite the similarity of the terms, "event tourism" and "event marketing" represent different concepts. In essence, event marketing in tourism involves the use of topical events to draw attention to a particular destination and attract tourists who might not otherwise visit that destination. Event marketing and event tourism are indeed related and partnering sectors.

It is also important to note the difference between event marketing and event marketing. In the case of event marketing, the emphasis is on using the event to promote a specific tourist destination, while event marketing is aimed at promoting the event itself, i.e. selling the event itself.

Thus, event marketing and event marketing have their differences, with the former aimed at promoting the tourist area through events, and the latter at promoting the event itself as a tourism product.

Digital marketing has become an integral element of the modern economy, representing a powerful means of promoting goods and services. In every significant market segment, digital technologies are used to increase sales, brand awareness and create trends related to the activities of a company or organization. Tourism, as well as other participants of the global economy, is actively implementing digital technologies in its practice, considering them as the most effective way to reach customers. In this sphere, digital promotion is especially important, given that the end consumer may be located at great distances from their travel destination.

"Today, 3.5 billion people have access to the Internet. This number includes people of all age groups, with different earnings and social status. This figure is growing every year. If earlier it was considered that the Internet is mainly used by young people, at the moment more and more adults and elderly people, especially abroad, use social networks and use the Internet to search for information on a daily basis," says Dulat Iman, Director of PR and Marketing Department of the national company Kazakh Tourism.

Digital marketing is an effective way to capture consumer attention, in part because it allows brands to engage with audiences without overt advertising. Instead of

simply offering their products or services, companies build relationships with potential customers by creating emotional connections and attracting users to their brand. Social media is the perfect platform for this interaction, allowing brands to give potential travelers an emotion and build a relationship with them.

Nowadays, having an account in popular social networks has already become the norm for serious business. However, for successful promotion it is important not only to promptly update the content of the account, including information about new services or changes in travel regulations, but also to respond quickly to comments and requests from users. It is also important to maintain a friendly tone of communication and pay attention to the aesthetics of the profile to attract the audience's attention. However, simply having a social media account is no longer enough. Promotional integrations with Influencers, bloggers and opinion leaders are also an important element of successful promotion. It is important to build such collaborations intelligently, taking into account the target audience of the brand and correlating it with the audience of the blogger or Influencer.

Sustainable development, ESG are global trends of the last 5 years in society and business. Involvement and interest in these topics is growing every year. Tourism has not been spared from this trend. Traveling in a more meaningful way while doing good is the main principle of sustainable tourism. Companies, which share these principles, base their products and services on this demand of tourists. It's a concept that has been purposefully promoted around the world for a decade and a half.

Sustainable tourism is an approach to tourism project management that seeks to preserve values and well-being for future generations. Three aspects are important in the modern understanding of sustainable tourism: reducing environmental impacts, minimizing negative impacts on local ecosystems and providing economic benefits to local communities. Effective sustainable tourism is only achieved when all three components work in concert.

Sustainability in different types of tourism, such as business travel, family vacations or ecotourism, depends on whether they meet certain standards that promote sustainable development. The organization responsible for setting such standards is the UN-backed Global Sustainable Tourism Council. Their website publishes criteria to determine whether a particular tourism project is sustainable. If a project is sustainable and recognized, this covers the flow of tourists and their trust.

Another eco-industry in tourism is virtual reality. Virtual Reality in tourism is one of the newest and most promising tools for demonstrating tourist places, resorts, hotels and other things in VR/AR mode. The effect of full immersion, high image quality, wide opportunities to demonstrate tourist sites and attractions - all this makes Virtual Reality a powerful marketing tool today.

Virtual Reality goggles in ROI calculation for tourism give excellent results. The tourist can really evaluate what awaits him in a particular country, at a particular site and at a particular time of year. It is at the same time a unique attraction, advertising and a way to convey information much better than any guidebook or video does. Virtual reality is already being hailed as one of the eight new technologies that will change the future.

A few years ago, the mobile game Pokemon GO blew the public away by becoming something completely new. It succeeded in augmenting the existing reality and did it in a truly immersive way. In tourism, the possibilities of using technology are just as great, and perhaps even wider. Now there are huge movie theaters that take up the entire

space of the cinema hall and immerse the audience in the atmosphere of another country.

One of the main directions of tourism development is the creation of applications for cell phones, of which about 20% are represented by applications in the field of tourism. A relatively new trend in the market of mobile applications for travelers is audio guides, which are a convenient way to independently get acquainted with city attractions. Compared to traditional guidebooks, audio guides have undeniable advantages. For example, unlike paper guidebooks, audio guides allow you to listen to information while moving freely and enjoying the sights around you.

Audio guides are widespread abroad, and more and more of them are appearing in Kazakhstan as well. They are created both by museums and independent developers. Audio guide services are provided by some mobile operators.

It should be noted that travelers not only book tickets, hotels, and vehicles on the Internet on their own, but also master new areas and tools that can make travel more convenient and interesting. As experts note, the main trend in tourism development is applications for cell phones.

Today, mobile applications created for tablets and smartphones are an innovative means of stimulating domestic tourism and promoting investment projects. The main advantages of mobile applications are: simplification of communication between the brand and the user, economic benefits and ease of use. Depending on the specifics of the company and current business priorities, mobile applications can become an effective marketing tool for attracting new customers or a convenient service for working with the existing customer base.

Interactive guides have the ability to geolocate and build routes, integration with social networks, virtual galleries, use the application without a permanent connection to the network, interactive menus, including video, animated graphics, 3D, audio comments, circular panoramas. It is possible to introduce marketing tools into applications - promotions, surveys. Special counters will allow you to analyze the user's interaction with the content in detail. You can also enter information about all types of infrastructure for people with disabilities.

The outlook for tourism development includes several key trends and potential studies. One of the main trends is the increasing use of digital technologies in tourism, such as mobile applications. The development and improvement of such applications can be an effective means of stimulating domestic tourism and promoting investment projects. It is important to explore ways to integrate new functionality into applications, such as interactive guides with geolocation, virtual galleries and the ability to use without a network connection.

Another promising area is sustainable tourism, which is becoming increasingly important in the context of preserving the environment and maintaining the socio-cultural integrity of local communities. Research in this area may include the development and implementation of new methods and standards for sustainable tourism, as well as analyzing its economic and social impact.

It is also worth paying attention to the trend of personalizing the tourism experience. Research in this area may include the analysis of consumer preferences and the development of personalized offers for tourists. This includes aspects such as personalized itineraries, leisure recommendations and the selection of specialized services and activities.

In addition, it is important to continue research into innovative forms of tourism,

such as space tourism, medical tourism and tourism in digital worlds. These areas offer new opportunities for the development of the tourism industry and may become key growth drivers in the future.

Overall, further research in tourism should focus on exploring new trends, developing innovative approaches and creating sustainable and in-demand tourism products and services.

Particular attention should be paid to the development of network platforms and blockchain technologies that can revolutionize reservation systems, ensure transparency and security of transactions, and create new opportunities for decentralized tourism services.

Finally, it is important to continue research on crisis and risk management in tourism. Analyzing past events and developing strategies to anticipate and manage crises will help to reduce potential threats to the industry and ensure its stable development in a volatile global environment.

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PROBLEMS OF ENSURING SECURITY IN HOTEL AND TOURIST ACTIVITIES

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Ensuring security has always been the most important problem of mankind in all spheres of activity. Since its inception, humans have been exposed to changing hazards of a natural, man-made, anthropogenic, biological, social, and environmental nature. Tourism development is carried out in a certain natural and social environment, which has a decisive impact on its results. This influence is not always favorable. The dangers of a physical and social nature should be taken into account by the subjects of the tourism industry, who should minimize and prevent various threats to the safety of tourism activities. The very concept of security is defined as the state of protection of vital interests of an individual, society and the state from internal and external threats. Vital interests are understood as a set of needs, the satisfaction of which reliably ensures the existence and opportunities for the progressive development of an individual, society, and the state. The safety of a tourist trip includes the personal safety of tourists, the safety of their property, as well as non-damage to the natural environment during the trip.

Harmful factors (risk factors) in tourism can be classified as follows:

- injury hazard;
- environmental impact;
- fire hazard;
- biological effects;
- psychophysiological stress;
- radiation hazard;
- chemical effects;
- increased dust and gas pollution;
- other factors;
- specific risk factors.

Injury risk may arise as a result of movement of mechanisms, objects and bodies; due to difficult terrain; movement of rocks (rockfalls, mudslides, avalanches); unfavorable ergonomic characteristics of the tourist equipment and equipment used, entailing injuries (tight sports shoes, unsuccessful design of fastening downhill skis, narrow straps of backpacks, etc.); dangerous atmospheric phenomena (static electricity, lightning, hail, etc.). Reduction of injury risk is provided by: protective devices and fences when using movable mechanisms, objects, dangerous areas of the territory (lifts, cable cars, sections of scree in the mountains, near reservoirs, ski slopes, etc.); the use of personal protective equipment (safety ropes, harnesses when crossing difficult sections of the tourist route, head helmets, ice axes, hooks and other safety equipment); compliance with ergonomic requirements for tourist equipment and inventory; compliance with the requirements of building codes and regulations for residential and public buildings and the requirements of relevant regulatory documents to the technical condition of vehicles used for the transportation of tourists (tour buses, watercraft, passenger trains, etc.); compliance with the rules of operation of the inventory and equipment used (elevators, lifts, trolleys, etc.), ensuring its safe operation; proactive informing of tourists about risk factors; measures to prevent injuries and to take emergency measures in case of injury. The environmental impact is caused by increased or decreased ambient temperatures, humidity and air mobility in the tourist service area, and sudden changes in barometric pressure.

Other risk factors include hazards associated with the lack of necessary information about the service and its nominal characteristics. It is necessary to provide: tourists with sufficient information about the tourist services provided in accordance with the requirements established by the current regulatory documentation; necessary safety briefings for tourists, taking into account the specifics of the type of tourist route. Specific risk factors in tourism are caused by: the possibility of natural and man-made disasters in the area of the tourist enterprise or route, as well as other emergency situations (including those related to the state of public order in the tourist service area); the technical condition of the facilities used (tourist hotels, bases, campsites, cable cars and lifts, tourist trails, including mountain hiking, skiing, water, riding and pack animals, various vehicles, including bicycles, small-sized and rowing vessels);

A tourist enterprise must have a set of valid regulatory documents on ensuring the safety of tourists and be guided by them in its activities. Travel agencies, who care about the safety of their clients, can count on the services of professional bodyguards. Tourist equipment used in the service of tourists must comply with the requirements established by the current regulatory documentation for these types of equipment. In each tourist enterprise, staff action plans should be developed and approved in emergency situations (natural disasters, fires, etc.), including interaction with local authori-

ties involved in rescue operations. The head of the tourist enterprise is responsible for the preparedness of personnel for emergency situations (natural disasters, hostage-taking, etc.). Group guides must be trained and physically prepared for the role of a security guard (neutralization of pickpockets, conflict resolution in a bar or restaurant, protection of a tour group from extortionists and beggars, etc.). Requirements for the safety of service for specific types of tourist services are established by regulatory documentation for the relevant types of services: state standards, rules, codes and others. Tourist enterprises are obliged to familiarize tourists with the risk elements of each specific tourist service and measures to prevent it. The information necessary for tourists in order to protect their life and health is provided in advance, before the start of the holiday and during the maintenance process. Information ensuring the safety of life and health of tourists during the service process is provided in accordance with the procedure established by the current regulatory documentation.

The control over the fulfillment of the safety requirements of tourists is provided by public administration bodies that monitor security in accordance with their competence. Control is carried out at the beginning of the season when checking the readiness of the tourist enterprise and the route for operation, as well as during ongoing inspections. Current checks to ensure the safety of tourists are carried out in accordance with the plans and schedules of technical inspections (tests) of buildings, structures, vehicles, beaches and bathing areas, tourist equipment and inventory. issued to tourists by rental points, inspections of cooking, terms and conditions of storage and transportation of food, checks of tourists' readiness to go hiking. The safety control of tourist services is carried out on the basis of the use of the following methods:

- visual, (by examining the relevant objects: the territory through which the route of a tourist hike passes, tourist equipment and inventory, etc.);
- using measuring instruments (monitoring the quality of water, air, etc., the technical condition of the route, lifting mechanisms, vehicles. etc.);
- sociological research (by interviewing tourists themselves and service personnel);
- analytical (analysis of the content of documentation: route passports; the medical journal of the inspection of tourists going on the route and other documents).

Speaking about tourism safety, it should be emphasized that this is a broad, complex and multifaceted concept. First of all, it is impossible to simplify the security measures of tourism and present them primitively as the protection of tourist sites or round-the-clock "watchmen" in hotels. A great many companies with security prefixes insist on the latter point of view. Such firms believe that at the head of tourism security is the question of the possibility of attaching a guard with a shaved head to each tourist, using as bait lists of bars, restaurants, which are supposedly safe and "risky" lists, where it is best to go with security and so on. The ideas of "escorting" tourists by security guards from airport to airport not only do not help tourism, but cause irreparable harm to it: under these conditions, who will go to such a country? The safety of tourism should be based on a carefully thought-out, purposeful and comprehensive system of measures in order to create conditions under which any incident with a tourist could not have happened.

Tourism security can be divided into a number of levels, starting with the security of accommodation and transport facilities, hotel and recreational complexes, tourist centers, as well as the country as a whole. At the same time, the introduced security measures should not harm the interests, infringe on the rights and freedoms of both tourists

and local residents. An example of such an activity is the Mexican tourism safety program. In April 1996, under the leadership of the Ministry of Tourism of Mexico and the Council for Tourism Development of the Metropolitan Municipality, a conference was held in Mexico City to develop a state program for tourism safety. The Mexican authorities have attached the most serious importance to this problem, considering it as an essential element of the overall national tourism development program in the country.

The conference participants called for the immediate development of a single comprehensive program to ensure the safety of foreign tourists, starting from the moment they cross the state border, if not from the moment they issue entry visas. The tourism security program includes the following measures: the establishment of information points at the points of entry of foreign tourists at airports, sea terminals and other border points to provide them with advice and other assistance. Part of this work will be entrusted to the embassies of Mexico in the countries of the world where the main flow of incoming tourists comes from, including in Russia; the publication under the auspices of the Ministry of Tourism of state information materials on Mexico, socio-cultural and national characteristics of its population. These publications will identify places of increased criminogenic situation in a number of tourist centers, and provide reviews of the practice of actions of local criminal elements against foreigners; adoption of legislative and other regulatory acts to toughen penalties for deception of tourists by taxi drivers, employees of hotels, restaurants, shops and other service enterprises; - creation of the "tourist police" - a single information center and mobile police service of Mexico City to provide urgent assistance to tourists. Upon entering the country, each tourist is given the coordinates and phone numbers of this center (the center's staff is fluent in six foreign languages (English, French, German, Italian, Swedish and Japanese)).

The main measures also include the need to increase the requirements for the reliability and safety of vehicles used by local travel agencies, as well as the safety of tourists' property in hotels. A separate security plan has been drawn up for Mexico City International Airport as the largest element of the tourism infrastructure, serving more than 20 million passengers per year. The creation of such programs to ensure the safety of tourism is typical for many countries. A similar task is facing the Russian tourism authorities, including in the constituent entities of the Federation. In the USA, the Air Transportation Security Enhancement Council was established, which developed the following measures to enhance air transportation security: the police were given the task to urgently introduce special checks of airport employees who have access to the "security zones" of air terminals for criminal records, current offenses and identification of negative behavior; airlines should carefully register and check the lists of departing passengers on international flights. In the event of an airplane crash, the airline is obliged to submit a full list of injured passengers to the relevant US services an hour after the first reports of the incident.

The list should include the identification data of each passenger, the passport number, the name of the country that issued it, as well as the data and phone numbers of any of the passenger's relatives or friends in case of "emergencies". At the same time, a rapid notification system is being developed for relatives of passengers injured on US domestic airlines; A single computer system should be introduced at all US airports to identify and identify possible terrorists. According to experts, the system will allow in real time from the flow of tourists to single out the most "interesting" from an operational point of view persons whose behavior or route of movement in cities and coun-

tries will give reason to suspect them of involvement in the organization of terrorist acts, and immediately form a dossier on them for taking into more thorough development with the connection the forces and means of the FBI; Install the latest explosive device detection equipment at 50 U.S. airports (the cost of each set is more than \$ 1 million); create a special fund of \$100 million from the federal budget and targeted contributions from airlines to develop fundamentally new types of explosive device detection equipment. At New York's JFK Airport, the C-T-X 5000 system is installed, which, by scanning objects and baggage items, ensures the detection of explosive devices of almost any type with a high degree of guarantee. It is believed that the measures taken in the United States will be approved in European countries, which will allow in the future to create an almost global system to combat international terrorism. After the events of September 11, 2001, the security system in the United States will be completely changed. From the point of view of international law, terrorist acts affecting the tourism sector are a multifaceted and extremely confusing phenomenon, especially in terms of perpetrators and their goals.

Terrorist acts cause enormous damage to the development of international tourism, complicate the process of making foreign trips, and force the introduction of more complex border and other formalities. In order to combat terrorism, the world community has concluded a number of international conventions. The decisions of these conventions define a terrorist act, which can be summarized as follows: "the behavior of a person or group of persons serving a strategy of direct violence affecting international relations, directed against the State and aimed at intimidating certain persons or the public using grenades, bombs, missiles and other weapons." When considering issues of tourism safety, one should not forget about measures to comply with the usual rules of conduct that exclude tourists from getting into emergency situations. Tourists from CIS countries abroad often find themselves in such situations precisely because they forget about basic caution.

The state's tourism policy is manifested in the development and implementation of organizational measures for the development of the tourism industry and tourism market entities (tour operators and travel agents), taking into account the combination of safe conditions for the provision of services and the implementation of tour tasks. It boils down to a set of forms, methods and directions for ensuring the high-quality functioning of the tourism sector in order to preserve and develop the economic complex. The mechanism of implementation of the tourism policy includes: development of tourism development concepts; preparation of target programs for individual territories and countries; development of measures to achieve the set goals.

The main objectives of regulation are: ensuring the right of citizens to rest, freedom of movement and other rights when traveling; protecting the natural environment; creating conditions for activities aimed at educating, educating and improving tourists; developing the tourism industry (accommodation facilities, transport, catering facilities, entertainment, wellness, sports and other purposes), providing for the needs of citizens when traveling, creating new jobs, increasing the income of the state; development of international agreements; preservation of tourist sites; rational use of natural and cultural heritage. The priority areas of regulation are: support and development of domestic, inbound, social and amateur tourism.

For the safe state of the human-environment system, it is necessary to coordinate the characteristics of a person and the elements that make up the environment. In cases where there is no such agreement, the following consequences are possible: decreased

performance; the development of general and occupational diseases; accidents, fires, explosions; injuries, etc. Mental factors, which include attention, thinking, will, emotions, memory, imagination and others, are of great importance for ensuring occupational safety. The combination of these qualities defines a person. Personal qualities of a person significantly affect the safety of travel. Sometimes they talk about a personal security regime. Due to their exceptional complexity, specific forms of accounting for personal characteristics are not yet sufficiently taken into account in practice. At the same time, based on intuitive considerations, it is necessary to pay attention to the significant preventive reserves hidden in the psychology of safe travel. The tourist violates the security requirements for the following reasons: ignorance of these requirements; unwillingness to comply with the security requirements known to him; due to the inability to fulfill the requirements; due to the inability to fulfill the requirements (for reasons beyond the control of the tourist). In the psychological classification of the causes of dangerous situations and accidents, there are three functional parts. A violation in any of these parts entails a violation of the actions as a whole.

A tourist trip almost always contains elements of a new and significantly different environment from the usual one, including something that may pose a certain danger to the traveling person. The practice of international tourism shows that with an increase in the number of travelers and the expansion of the geography of trips, the need for more complete consideration of the specifics of travel and compliance with security measures increases dramatically. First of all, this applies to regions with a difficult socio-political situation. In fact, we are talking about the risk of such trips, up to a real threat to the life and health of tourists. In addition, other security issues include epidemics, HIV infection, criminogenic situations and crime, drug distribution, prostitution, vandalism and other forms of violence, piracy, military complications and coups, terrorism, as well as consideration of all possible risks associated with tourists, local residents, travel agencies and the tourism industry in general. The safety of tourists and their well-being in tourist destinations cannot be considered in isolation from other public or national interests of the host country and the environment as a whole. When developing and implementing safety standards for the tourism sector and protecting tourists, the interests of those who visit and receive should be mutually harmonized. Ensuring the quality of services and safety in tourism is carried out at various levels, including: tourist enterprises; administration of tourist centers; local authorities; national tourism authorities and central authorities of States; international organizations and interstate bodies. Each of these levels should contribute to tourism.

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**FEATURES OF LEGAL REGULATION OF PLATFORM
EMPLOYMENT: FOREIGN EXPERIENCE AND THE REPUBLIC OF
KAZAKHSTAN**

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The International Labour Organization (ILO) identifies the rise of platform employment as one of the most important transformations in global employment of the last decade. According to estimates from the Organization for Economic Cooperation and Development (OECD), the share of the working population working through digital platforms is on average 0.5-2% worldwide [1, p. 12]. In this regard, the problems of platform employment have been reflected in ILO recommendations, OECD reports; efforts to improve working conditions on platforms include the European Commission Directives (2021) and the Fair Work Principles developed by the Fairwork Foundation.

The platform economy is based on the collective activity of online platforms, where online platforms are online services or marketplaces that facilitate the matching of supply and demand for services provided by platform workers [2]. However, the flip side of these processes is the increasingly acute problem of protecting the social rights of individuals employed on Internet platforms as service or work providers, which is primarily associated with weak legislative regulation of such social relations. Modern international experience shows that the key issue of this regulation is the correct legal qualification of the status of a platform worker.

At present, there are several approaches to the legal qualification of platform employment:

- the status of a platform employee is determined by judicial practice, which each time is based on the circumstances of a specific case: from the status of an independent contractor to the status of an employee of the platform or, less frequently, a client of the platform (Singapore, Malaysia, Indonesia, the Netherlands, and partly Sweden, Norway, Denmark);

- the presumption of employment relations is enshrined in law for a separate category of platform workers (Spain, some provinces of the PRC - Beijing, Zhejiang and Chengdu) or for platform workers over whom the platform exercises control (a recent EU initiative);

- legislative recognition of the intermediate status of platform workers - either on the basis of the self-employment institution (France) or as a special category of platform workers (India). In some countries, the intermediate status is recognized by judicial practice (United Kingdom) [3, p. 6].

A review of case law revealed different approaches used by national courts to determine the employment status of such workers. Courts reach different results not only in different countries, but even within the same legal system, even when it concerns the same platform. In case CA Lyon, ch. Soc. B of 15 January 2021 n° 19/08056, the Lyon Court of Appeal found the Uber driver self-employed and did not find sufficient grounds to qualify the relationship as an employment relationship. The court noted that only the driver decides whether to connect to the Uber application or not, that is, he has complete freedom not to join and to work outside this system with complete independence [4, p. 27].

In 2018, the Amsterdam court ruled that the relationship between a food delivery

platform and a courier could not be classified as employer-employee, and therefore classified the platform courier as self-employed - ZZP (Federation of the Dutch Trade Union Movement (FNV) v. Deliveroo) (Rechtbank Amsterdam (2018) [5].

However, in 2019, the same court reviewed its own decision and ruled that food delivery couriers are not self-employed without staff (ZZP), but are classified as employees [6].

Finally, on September 13, 2021, the Amsterdam court ruled that Uber drivers are official employees of the company and not self-employed contractors [7].

Classifying workers as independent contractors allows platforms to avoid typical employer obligations – in the areas of social security (such as social security payments, mandatory pension contributions), labor protections (such as paid leave, minimum wages, and restrictions on layoffs), and collective representation, including collective bargaining.

At the same time, they retain a fair degree of control over affiliated workers like a traditional employer. The platforms organize work shifts by dictating routes, quality standards, deadlines, and equipment specifications; monitor worker productivity using electronic means (primarily for rating systems); and sometimes go so far as to impose sanctions on performers (e.g., suspending or deactivating accounts). As a result, although platforms seek to eliminate the perception that they are employers, they benefit from the tools provided for in the employment contract without incurring the costs (both financial and organisational) associated with employment and social security rights.

The question arises here as to what criteria can be used to classify platform workers as employees. The ILO Employment Relationship Recommendation, 2006 (No. 198), provides specific guidance that can be used to develop mechanisms for classification of employment. Clause 8 states that these classification mechanisms must not interfere with “genuine civil and commercial relations”. This is important given that the Recommendation not only aims to combat hidden employment, but also provides mechanisms and criteria for reducing the number of workers in ambiguous forms of employment [8].

The main indicators for classification as workers, as defined in ILO Recommendation No. 198, are:

- whether the work is being carried out in accordance with the instructions and under the control of the other party;
- does the work involve the integration of the employee into the organization of the enterprise;
- whether the work is performed solely or primarily in the interests of another person (the employer);
- should the work be performed by the employee personally;
- whether the work is performed during specified working hours or at a work location specified or agreed upon by the party requesting the work;
- does the work have a certain duration and a certain continuity;
- does the job require the presence of the employee;
- whether the work involves the provision of tools, materials and equipment by the party requesting the work.

With regard to employee remuneration, the Recommendation states that the frequency with which remuneration is paid to the employee, whether such remuneration is the employee's sole or main source of income, and whether payment in kind, such as food, accommodation or transport, is relevant. Other important indicators include the

right to weekly rest and annual leave, payment of travel expenses for the performance of work and the absence of financial risk for the employee. Determining which elements are important or even decisive is a question that must be addressed through constantly evolving national policies [9].

Also in December 2022, the EU put forward a proposal to adopt a Directive on improving working conditions in platform work, which proposes criteria indicating the existence of employment-like relationships.

On the other hand, there is an opinion that regulating platform employment within the framework of traditional labor legislation may cause an increase in the costs of digital platforms and will have a negative effect on both clients and performers, and as a result may lead to a reduction in platform employment, the release of such workers and a decrease in the income of this group of the population [10].

In Kazakhstan, digital labor platforms are also developing quite rapidly. At the same time, as in other countries, it is difficult to calculate the real scale of labor force involvement in platform employment in Kazakhstan. Experts estimate the number of people employed on digital labor Internet platforms to be between 500,000 and 900,000, while an analysis of official statistics has shown that there could be around 525,000 potential platform workers, of which around 175,000 are regular workers for whom platform employment is the main source of income [11, p. 38] (with a working-age population of 9,557,543 people, the number of hired workers is 6,916,121 people – according to official statistics).

The legal insecurity of digital freelancers, coupled with the massive development of platforms, has quite naturally led to increased protests and regular outbreaks of conflict. In recent years, there have been many strikes and protests by workers hired by platforms in various parts of Kazakhstan due to the instability of wage conditions and the “rules of the game”.

For example, in 2021, Wolt couriers organized “strikes” in Almaty on May 12 (50 people), July 7 (80 people), October 21 (12 people: appeal to the authorities). Also, Yandex Go service drivers went out to protest on December 6 (400 people) in Shymkent and on March 31 in Almaty (video message) [12].

This is why the President of Kazakhstan has taken special control over the development of the platform segment of the economy in order to guarantee the protection of citizens and legalize this significant layer of the shadow economy in the interests of the development of the entire society.

For the first time in the Republic of Kazakhstan, the concept of "platform employment" was introduced in the Social Code of the Republic of Kazakhstan adopted on April 20, 2023. In accordance with Article 102 of the Code, platform employment is a type of activity for the provision of services or performance of work using Internet platforms and (or) mobile applications of platform employment.

The parties to platform employment are:

1) internet platform operator - an individual entrepreneur or legal entity providing, using an Internet platform, services for the provision of technical, organizational (including services involving third parties to provide work or services), information and other capabilities using information technologies and systems for establishing contacts and concluding transactions for the provision of services and the performance of work between contractors and customers registered on the Internet platform;

2) customer – an individual or legal entity registered on the Internet platform and placing an order for the provision of services or the performance of work;

3) contractor - an individual, sole proprietor or legal entity registered on the Internet platform, providing services to customers or performing work using the Internet platform on the basis of a public contract.

Article 1 of the Social Code introduces the concept of “independent worker” – an individual who independently carries out activities in the production (sale) of goods, works and services for the purpose of generating income without state registration of their activities, with the exception of individual entrepreneurs, individuals engaged in private practice, founders (participants) of a business partnership and founders, shareholders (participants) of a joint-stock company, members of a production cooperative. It is precisely these types of workers that comprise the majority of people employed on platforms.

It is envisaged that in order to carry out platform employment, the customer and the contractor register on the Internet platform or in a mobile application.

The relationship between the operator and the customer, as well as the contractor, is regulated in accordance with the Civil Code of the Republic of Kazakhstan.

The Social Code also provides that in the event that a contractor - a legal entity - engages workers to provide services and perform work using Internet platforms or mobile platform employment applications, labor relations with them are formalized in accordance with the Labor Code of the Republic of Kazakhstan.

Corresponding amendments were also made to the Labor Code. In particular, it was supplemented by Article 146-1, which defines the specifics of regulating the labor of employees hired by an individual entrepreneur or legal entity operating using Internet platforms or a mobile platform employment application.

Thus, it has been established that an employment contract between an employee and an individual entrepreneur or legal entity operating using Internet platforms or a mobile platform employment application must be concluded for a specified period, but without limitation for a period of at least one year.

At the same time, for employees carrying out work activities using Internet platforms and (or) a mobile application for platform employment, a different duration of daily work (work shift) may be established in accordance with the labor legislation of the Republic of Kazakhstan, acts of the employer, a collective or labor agreement.

In 2023, the country began implementing a pilot project on platform employment to cover independent workers with the social security system, initiated by the Ministry of Labor and Social Protection of the Population. Currently, integration work is underway between the information systems of tax authorities, the Ministry of Labor and Social Protection, the Ministry of Digital Development and the Yandex Internet platform, with which an agreement has already been signed.

Taxi drivers registered on the Yandex Internet platform can voluntarily participate in the pilot project by registering as individual entrepreneurs using a special tax regime through the e-Salyq Business mobile application. The application will automatically calculate 1% income tax plus social payments (pension contributions, social contributions and health insurance). In order to implement the instructions of the Head of State, for persons employed through Internet platforms, within the framework of the new Tax Code (from 2025), it is planned to introduce a simplified tax regime, with the establishment of a single fixed percentage rate of taxes and social payments.

At the same time, the platforms themselves are taking steps to establish social guarantees for platform workers. In 2022, Glovo Kazakhstan LLP launched the global initiative “Commitments to Couriers”. The platform was one of the first in Kazakhstan

to begin providing social guarantees for couriers (workers). Thus, according to forbes.kz, since 2022, maternity (paternity) payments have been launched, as well as compensation for illness and payments to the courier's relatives. Also, together with Impact Hub Almaty, an educational program “Start for Couriers” was launched, within the framework of which you can undergo training in the basics of entrepreneurship for the further development of your business [11].

Simply borrowing the regulatory experience of other countries does not seem possible: to date, not a single country in the world has implemented a model for regulating the platform economy that would be recognized as successful and sustainable. It is necessary to develop our own targeted and flexible changes taking into account the context of each individual country, the developed and diverse platform economy, and existing legislation on the self-employed. It is important to remember that the adoption of strict regulatory frameworks can lead to negative consequences, namely, the withdrawal of part of the economy into the shadows or the complete withdrawal of individual players from the market. There are also risks of rapid regulatory obsolescence due to rapidly evolving technologies and economic relations. At the same time, when developing regulation of platform employment, the benefits and costs of all stakeholders should be taken into account: platforms, the state and platform workers.

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DIGITALIZATION AND ARTIFICIAL INTELLIGENCE IN THE CONTEXT OF THE PROVISION OF PUBLIC SERVICES IN THE REPUBLIC OF KAZAKHSTAN: REVIEW OF LEGISLATION AND INTERIM STATUS

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According to one definition, artificial intelligence is a computer simulation of human intelligence. The theoretical basis is the assumption that all cognitive functions (learning, thinking, calculation, perception, memory, scientific discovery or artistic creation) can be described with accuracy that allows a computer to program them to reproduce.

Over the past twenty years, technological progress in the field of artificial intelligence has been characterized by the introduction of innovations, the prerequisites of which were the acceleration of the spread of the Internet and the creation of large computing infrastructures providing access to a huge amount of data (Big data). Due to this, as well as the development of deep learning methods, artificial intelligence has achieved some success in such areas as visual recognition, document analysis, and machine translation.

Nevertheless, most of the tasks of understanding and decision-making for modern artificial intelligence systems remain inaccessible. Unlike the human brain, which often studies a specific situation with very few examples and is able to apply the knowledge gained in other conditions, the performance of artificial intelligence depends on the availability of a large amount of information about certain events and significant computing power for learning.

However, at present, the introduction of modern digital technologies into various spheres of life and production is on a large scale. Artificial intelligence transforms industries and creates new opportunities, which allows not only increasing labor productivity and the quality of decisions, but also significantly improving the quality of institutions, minimizing corruption risks and ensuring the rule of law, which are important factors for sustainable economic growth and achieving state goals.

Currently, the basic foundation of the legislative framework has been laid, a huge array of regulatory documents in the field of digitalization and the development of artificial intelligence, data management, information security, infrastructure and communications development. In particular, these are laws on informatization, personal data pro-

tection, electronic digital signature, communications, public services and by-laws adopted in their implementation:

- The Constitution of the Republic of Kazakhstan dated August 30, 1995 regulates the provision that state bodies, public associations, officials and mass media are obliged to provide every citizen with the opportunity to familiarize himself with documents, decisions and sources of information affecting his rights and interests [1], which is also directly related to infrastructure facilities in the field of informatization, digitalization and with the use of artificial intelligence, since we are talking about sources of information, including in the context of the provision of public services.

- The Law of the Republic of Kazakhstan dated November 24, 2015 "On Informatization" defines provisions related to the use of "open data", "personal data", structures the development of state and non-state information resources and systems, contains provisions on the regulation of informatization facilities (creation, industrial and pilot operation, life cycle, integration, classifier, implementation, maintenance of facilities) related to critical infrastructure facilities, etc. The objectives of regulating public relations in the field of informatization are to form and ensure the development of information and communication infrastructure, create conditions for the development of information and communication support for social, economic development and competitiveness of the state.

- The Law of the Republic of Kazakhstan "On Personal Data and their Protection" dated May 21, 2013 regulates legal relations in the field of personal data, as well as defines the purpose, principles and fundamentals of activities related to the collection, processing, storage and protection of information, personal data (including biometric data), both state and private non-governmental personal data access control services.

- The Law of the Republic of Kazakhstan "On Electronic Document and Electronic Digital Signature" dated January 7, 2003 is aimed at regulating relations arising from the creation and use of electronic documents certified by electronic digital signatures (hereinafter – EDS) aimed at establishing, changing or terminating legal relations in the field of circulation of electronic documents and when performing legally significant actions in civil circulation, since EDS is equivalent to a handwritten signature of the signatory and leads to similar legal consequences if the relevant requirements are met.

- The Law of the Republic of Kazakhstan "On Communications" dated July 5, 2004 contains norms aimed at providing infrastructure for providing access to communication services.

- The Law of the Republic of Kazakhstan "On Public Services" dated April 15, 2013 is aimed at regulating legal relations in the field of public services. The provision of public services in electronic form is carried out through the e-Government web portal in accordance with the legislation of the Republic of Kazakhstan, 98% of public services have been automated to date. At the same time, the e-Government web portal is an information system that represents a "single window" of access to all consolidated information, including the regulatory framework, and to government and other services provided in electronic form. The gateway of "E-government" is an information system designed to integrate state and non-state information systems within the framework of "E-Government". National Information Technologies Joint Stock Company acts as the operator of the information and communication infrastructure of the "Electronic Government" of the Republic of Kazakhstan.

The payment gateway of the "Electronic Government" is an information system

that automates the processes of transmitting information about payments within the framework of providing paid services provided in electronic form. The Electronic Government payment gateway provides transmission of requests for payments to the subject of receiving the service in electronic form and informing the subject of providing the service in electronic form about the payment for the provision of the service in electronic form.

Today, public services play an important role in the development of modern society. Having been born, each person receives his first public service – a birth certificate. Subsequently, we apply for public services more and more often: we get an education, go to hospitals, build houses, open a business, get married, raise children, send them to school, receive benefits, register real estate, etc. All these are public services. Our whole life is built on constant interaction with the state through receiving public services.

In 2022, in the UN ranking on the e-government Development index, the Republic of Kazakhstan ranks 28th worldwide and continues to introduce innovative solutions, in particular, such as KazLLM, a national language model based on artificial intelligence.

In order to increase the convenience for citizens with the opportunity to choose platforms for obtaining public services among the population, eliminate dependence on a single point of service provision represented by the E-Government portal, as well as in order to increase the level of service provision, the Ministry of Digital Development, Innovation and Aerospace Industry together with interested government agencies - service providers are working to bring public services and services to external platforms/mobile applications of second-tier banks (for example, the following services and services have been withdrawn: re-registration of vehicles, registration of sole proprietors, assignment of child care and birth allowances, marriage registration, etc.). In 2022, more than 17 services were brought to external platforms and 10 million were provided, in 2023 more than 51 and more than 33 million were received.

Along with this, digital technologies and solutions are being implemented everywhere in various spheres of public administration from agriculture and education to ensuring national defense and security, as it is due to the automation of state functions, the interaction of public administration bodies with legal entities and individuals in an online format.

It should be noted that some of the measures necessary for the development of artificial intelligence have already been outlined in the current Concept of Digital Transformation, development of the information and Communication technologies and Cybersecurity industry for 2023-2029, approved by Decree of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 269, which contains measures to implement the E-Government platform model, which provides aggregation of up-to-date online data for the possibility of using artificial intelligence tools in scenario modeling and decision-making, to create a national artificial intelligence system based on Smart data Ukimet, which will make it possible to predict and make decisions based on reliable data, as well as determine directions for the development of cybersecurity, etc.

The Concept of Artificial Intelligence Development for 2024-2029 was also adopted, approved by Decree of the Government of the Republic of Kazakhstan dated July 24, 2024 No. 592, which defines the strengths of the state in the use of artificial intelligence, such as data accessibility, digital potential and adaptability of the legal framework to digital business models. Weaknesses are the lack of strategic vision, insufficient technological maturity (lack of data quality, insufficient digitization of data, data duplication, etc.) and infrastructure development, low innovation potential and hu-

man capital. The concept also provides an overview of gaps in the legislation of the Republic of Kazakhstan in the field of artificial intelligence that require legislative regulation, namely in terms of:

- there is no consolidation of the conceptual apparatus associated with the use of artificial intelligence, there is no direct definition, definition of the concept of "artificial intelligence";
- the scope of regulation of artificial intelligence, the competence of state bodies, as well as the legal status and responsibility of subjects are not defined;
- There are no technical regulations and national standards for products and technologies.

In general, ensuring the security of artificial intelligence is a multifaceted task and requires an integrated approach that includes technical, ethical, legal and social aspects.

In general, as international experience shows, the systematization and codification of legislation in the field of digitalization is becoming an objective necessity, but it is at different stages. At the same time, when studying international experience, it is necessary to take into account the peculiarities of national legal systems and established traditions of rule-making and law enforcement practice.

The experience of the Kyrgyz Republic is of particular interest. International experts and the UNCITRAL working group note the uniqueness of the developed Digital Code and its special importance for the development of the digital economy. Kyrgyzstan is one of the first states to develop a digital code consisting of general and special parts. The main purpose of the Digital Code of the Kyrgyz Republic is to combine digital norms into a common legal framework to improve the lives of citizens and protect rights in the digital environment, the content of which includes the regulation of such legal relations in the digital environment as digital data and resources, registries; digital services and ecosystems; technological systems, artificial intelligence systems. The Digital Code also contains provisions of previously adopted laws, including the laws "On Electronic Management", "On Electronic Signature", "On Biometric Registration of Citizens", "On Personal Information", "On Electrical communication", as well as instructions, regulations and procedures governing the "analog environment". An innovation for the legal system of Kyrgyzstan is the introduction of the concepts of "digital rights", "objects of digital law" or "objects of digital legal relations", "data principal". At the same time, the innovation is both the very concept of "object of digital law" and those things and benefits that will be recognized as such objects [2, p.109].

The objects of digital rights are: certain information or so-called digital data (including personal data), digital records (and in the form of digital documents) and digital resources; digital environment maintenance system - digital services and digital ecosystems (a set of digital systems, digital resources and digital services); processing devices themselves data, that is, digital technological systems, including data centers and telecommunication networks; infrastructure, which includes lands, buildings, structures, structures and other similar objects in terms of access to them by owners of digital technological systems.

The types of subjects of digital legal relations are classified depending on which of the designated objects the subject has the authority for and what functions they perform in the digital environment. Among the set of rights realized by subjects in the digital environment, one can distinguish: the right to access digital data; the right to create, distribute and use digital data, process it in any way not prohibited by law; the right to possess digital rights to objects created or otherwise obtained in the digital environment;

the right to create digital communities and participate in defining their rules; the right to determine their identity (including by specifying a name, title, and other identifiers); the right to withdraw from any digital community with the ability to delete any data related to their identity within the digital community [3].

The Digital Code of Azerbaijan also aims to establish rules, frameworks and standards for digitalization in the country, which will increase the efficiency of using public resources.

The main idea of the draft Digital Code of the Russian Federation is to establish a systematic and functionally complete legal regulation of public relations arising from the formation, turnover, consumption and protection of information, including through the use of information and communication technologies and communications. It is assumed that structurally the draft Code will consist of General and Special parts.

The general part includes norms defining general provisions, subjects of relations and their legal status; objects of information relations (information, information and communication technologies, communications).

The special part includes:

- Information. Legal bases for regulating information relations: forms, types and categories of information; creation, dissemination, use, storage, destruction of information; legal bases of media activities; legal status of data, information resources, regulation of data processing relations in certain types of legal relations, special (sectoral) principles of digital data processing; features of data processing using big data technologies and the Internet of Things;

- The legal regime of personal data: the processing of personal data, including the establishment of the turnover of depersonalized personal data, the regulation of the basics of the creation and functioning of a digital profile;

- Legal basis for regulating the creation and application of information and communication technologies (including digital): definition of the concept and types of information and communication technologies, the procedure for their creation, development and operation, the procedure for their application by government agencies, legal entities and individuals;

- Legal bases for regulating certain types of digital technologies: cloud services, digital services and platforms; distributed data registry systems; blockchain, artificial intelligence (legal bases for the development, training and application of artificial intelligence systems, including related principles, restrictions and responsibilities arising in connection with this; definition of user responsibilities and responsibilities artificial intelligence systems and other persons, in particular, responsibilities for disclosure of information in the application of certain types of artificial intelligence systems);

- Legal basis for regulating relations in the field of communications: quality, accessibility and security of communication services and the Internet; postal communication;

- Information protection. Information security: regulation of the information security infrastructure, establishment of liability mechanisms for non-compliance with the requirements for the information security infrastructure, the order of interaction of subjects in the process of the activity under consideration, as well as in case of violation of information protection and information security requirements; establishment of the legal regime of electronic signature;

- The legal basis for the regulation of critical information infrastructure facilities and the requirements for ensuring their information security.

In Italy, in 2005, the Code of Digital Administration or the Digital Administrative Code was adopted and is in force, aimed at digital interaction of public administration bodies with the population, business and each other, for this purpose defining the basic concepts, regulating the rights of citizens and organizations to use technology, the procedure for using information and communication technologies in management activities, the legal regime electronic document, electronic signature, payments, acts and document storage, methods of different types of data, the procedure for the provision of electronic services.

The French experience is interesting in terms of scientific development of artificial intelligence, in particular, the National Strategy for the Development of Artificial Intelligence (2018). A little later, the Ministry of Higher Education, Research and Innovation developed a National Strategy for Research in the field of artificial intelligence, which is one of the components of the National Strategy for the Development of Artificial Intelligence. Its goal is to ensure that France enters the top five world leaders in the field of artificial intelligence and become a European leader in research in this field [4, p.6]. Specific measures aimed at implementing the Research Strategy were reflected in the Program for the Development of Research in the field of artificial intelligence for 2018-2022, which provided for:

- creation of autonomous Interdisciplinary artificial intelligence institutes based on several state educational and research institutes, whose task is to train personnel and develop research in the field of artificial intelligence in such areas as healthcare, environment, transport, territorial development and energy. Interdisciplinary institutes of artificial intelligence should become a kind of "free zones of artificial intelligence" with simplified administrative practices (including contracting external contractors and attracting private partners offering fundamentally new solutions in the field of artificial intelligence;
- attracting and supporting specialists in this field throughout the country;
- assistance in the development of a special program for artificial intelligence training, which provides for doubling the number of specialists who annually receive a doctorate in this field;
- increasing computing resources, including the creation of a supercomputer designed for scientific research in the field of artificial intelligence, which all researchers and their partners must have access to;
- strengthening public-private partnerships;
- Strengthening of bilateral European and international cooperation.

The National Research Institute of Informatics and Automation was entrusted to coordinate the Program with the involvement of the scientific community, as well as the Innovation Council, the Innovation and Industry Foundation. In the range of socially significant problems and challenges with the help of artificial intelligence, the Innovation Council, guided by certain criteria (scientific and technical coverage, little research, social and economic impact on strategic areas, opportunities to market new products and services, reliance on the best practices of French laboratories and companies) includes: improving medical diagnostics through the use of artificial intelligence technologies; ensuring the safety, certification and reliability of systems using artificial intelligence; ensuring the resilience of digital systems to cyber attacks; production of biologics with high added value; creation of a high-density energy storage for mobility with zero fossil fuel content [3, p.6]. The implementation of this Program has made it possible to strengthen and expand ties between the scientific and business communities,

to intensify the process of creating startups, the number of which currently stands at 453.

Singapore has a Government program aimed at expanding the local digital economy and developing a smart digitalized society, offering an approach for the seamless integration of electronic services and government standards in three areas: citizens, businesses and civil servants [4, p.7].

Uzbekistan also deserves attention in terms of the development of electronic document management, which is already widespread in civil circulation, unlike the Republic of Kazakhstan, in whose civil legislation, according to general principles, principles, the use of electronic technologies is meant and does not fully find legal consolidation, including according to the hierarchy of legal acts (between the norms of the Civil Code and the Law of the Republic of Kazakhstan "On electronic document and electronic digital signature" (to a greater extent regulation in the context of the provision of public services), which causes conflicts and a non-uniform interpretation of legal norms.

Thus, in accordance with article 14 of the Law of the Republic of Uzbekistan "On Electronic Commerce": "An agreement in electronic commerce is formalized by agreeing on the terms of the agreement by approving electronic documents and (or) electronic messages between the parties in the form of an electronic document. The formation of documents in e-commerce is carried out by agreement of the parties. The contract must comply with the requirements established by law for the content and form of documents related to the conclusion and execution of the contract.

Checks, receipts, messages and other documents in electronic form that allow operators or sellers of electronic commerce to identify the parties to the contract formed by information systems when selling goods (works, services) are equated to similar paper documents confirming the purchase of goods (works, services) [5, p.18].

When concluding contracts, in cases where the legislation or the agreement of the parties requires signing a document with his own hand, an electronic document is considered signed if the party to the contract has completed the procedure for confirming an electronic digital signature.

In an e-commerce document, electronic confirmation methods ("SMS", "Face-ID" and others) are also recognized as signatures, expressing consent and allowing identification and authentication of the person who signed the document."

Therefore, according to the review of the legislation of the Republic of Uzbekistan, the signing of documents, contracts via SMS, is a legitimate, legitimate basis for the conclusion, signing by the Parties to the contracts, contractors, since the registration of cellular phone numbers is carried out according to the scheme "IMEI code + SIM card + subscriber's INN" and this combination fully identifies and confirms the identity of the signatory of the document when entering the SMS confirmation code. It should be noted that Uzbekistan is adopting Kazakhstan's experience in creating online public services.

The need to develop and adopt the Digital Code of the Republic of Kazakhstan has been actively discussed at various scientific platforms. The issues of systematization, including the codification of information legislation, are already traditional in the science of information law, but in recent years, this problem has increasingly been considered in relation to the Digital Code. The main problems and difficulties of the development and adoption of the Digital Code of the Republic of Kazakhstan, its possible models are discussed constructively. It can be noted that the CIS Model Information Code was developed earlier and is in force in the post-Soviet space.

The draft Digital Code provides for three main directions: digital rights of citizens, digital state systems and the digital economy, contributing to the creation of convenient and accessible digital services for citizens, as well as the elimination of regulatory barriers [6, p.79]. It is supposed to provide legal support for a secure infrastructure for storing, processing and transmitting data; improve the procedure for sharing open data contained in departmental information systems of state bodies; illegal use of personal data [7]

The draft Digital Code contains:

- General provisions: provisions fixing the conceptual framework; basic principles and objectives of state policy in the digital environment; rights of citizens of the Republic of Kazakhstan;

- Public administration in the digital environment: the competence of public authorities;

- State control in the digital environment and in the field of cybersecurity, in the field of technological infrastructure development;

- Self-regulation: goals, functions and international cooperation;

- Data: types, management, processing, portability, compatibility, quality, data requirements;

- Data reuse: default openness, terms of use, data categories significant for small and medium-sized businesses, the procedure for interaction of the operator of the digital government technology platform with government agencies and other organizations;

- Intermediaries for the management of personal data: services, requirements for the implementation of activities, accreditation;

- Databases: legal regime, formation and use of state databases, access, databases containing personal data;

- Data analytics in public administration;

- Personal data and their protection: collection and processing, protection, rights and obligations of the personal data subject, owner and (or) operator of the personal data database;

- Electronic document and electronic digital signature: rights and obligations of a participant in the electronic document management system, principles, requirements, storage, use, means of cryptographic protection of information, recognition of a foreign electronic digital signature, certificate of electronic digital signature (issuance, content, refusal to issue, procedure and term of storage, revocation), certifying center (activity accreditation, functions, termination of activity, protection of information), responsibility, procedure for consideration and appeal of disputes;

- Digital platforms: types, classification, requirements, foreign digital platforms, guarantees for the safe use of artificial intelligence technologies (systems).

- Technological infrastructure: telecommunications networks, radio frequency spectrum, development of communication networks, data centers, mail;

- "Digital government": functioning, architecture, architectural portal, web portal, unified technology platform, classification of public digital services (services) and their provision;

- Digital assets: requirements, issuance decisions, issuance and circulation, non-interchangeable digital token, digital asset exchanges, government regulation of digital mining;

- Cybersecurity: public administration, testing and auditing, protection in the digital environment;

- Responsibility for violation of the legislation of the Republic of Kazakhstan. Final and transitional provisions.

Summarizing all of the above, it can be determined that the Digital Code is designed to comprehensively address the issue of streamlining existing information relations due to the lack of a unified legislative framework regulating the activities of digital service providers, etc.; to unify the legal norms governing the processes of using information and communication technologies, including with the use of artificial intelligence, since there is an uncontrolled use of big data, data processing algorithms, hidden collection of personal data, provision of "selective" or unreliable information by citizens; and also eliminate the gaps and conflicts existing in our legal system, taking into account international experience, especially in regulating digital human and civil rights, establishing dispute resolution procedures and ensuring the protection of user rights.

The potential of implementing the norms of the Digital Code is aimed at improving the quality of life of individuals and legal entities, increasing the pace of economic growth, improving the efficiency of services provided by the state and the private sector, increasing the favorable investment climate and transformation of public administration in the context of the development of the digital economy, will also ensure transparency of decisions taken by government agencies and organizations, analyze a large amount of information, predict and model potential corruption risks.

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