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Architecture

DESTROYED ARCHITECTURAL HERITAGE OF AGHDAM-FIZULI DISTRICT

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РАЗРУШЕННОЕ АРХИТЕКТУРНОЕ НАСЛЕДИЕ АГДАМ - ФИЗУЛИНСКОГО РАЙОНА

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Abstract

The article contains information about religious monuments of Aghdam-Fizuli districts, special attention is paid to the state protection and ensuring their safety, the current state of restoration and repair-restoration works on preservation and conservation, on returning the historical appearance is described.

Аннотация

В статье содержится сведения о религиозных памятниках Агдам - Физулинского районов, особое внимание уделено государственной охране и обеспечению их сохранности, описывается нынешнее состояние реставрационные и ремонтно-восстановительные работы по сохранению и консервации, по возвращению исторического облика.

Keywords: state registration, restoration, mihrab, vandalism, mosque

Ключевые слова: государственная регистрация, реставрация, михраб, вандализм, мечеть

Армянский вандализм, совершаемый против азербайджанского народа не обошел стороной исторические, культурные и архитектурные образцы этих районов. Согласно утвержденным по решению Кабинета Министров от 2 августа 2001 года «Списку недвижимых исторических и культурных памятников» общее число исторических и культурных памятников, находящихся в государственной регистрации в этих районах составляет 82 памятников. [1]

Агдамский район находится в центре Карабаха, на северо-востоке предгорий Карабахского горного хребта, на западе Кура-Араксской низменности. Кабинетом Министров здесь зарегистрировано всего 36 архитектурных памятников, из них 3 республиканского значения, а 33 местного значения.

Агдамская Джума-мечеть была построена в 1868-1870 годах. Мечеть, архитектором которой является Кербалай Сафихан Карабахи, имеет два минарета и два этажа. Здание мечети выполнено из камня, а минареты, возвышающиеся по углам фасадной части здания, – из кирпича. Четыре колонны, поддерживающие центральный купол, образуют квадрат посередине внутреннего пространства, а по бокам – двухэтажные балконы. Здесь практически в каждой детали можно обнаружить важное для исламского искусства соотношение квадрата и круга. Молитвенный зал освещается окнами, открывающимися по бокам михраба, и балконами. На арке михраба выгравировано имя мастера Мухаммада Наккаша Тебризи, спроектировавшего убранство здания, и год реконструкции. Источники указывают, что стены агдамской Джума-мечети в первоначальном варианте были расписаны скульптором Мухаммадом Шукухи, другом Кербалай Сафихи. Входная дверь мечети находится внутри большого арочного портала, характерного для архитектуры Сефевидов.



Рис.1 Агдамская мечеть после оккупации

Агдамская мечеть Джума, считающаяся одной из жемчужин азербайджанской архитектуры, стала жертвой армянской агрессии. Минареты мечети были разобраны изнутри, в нескольких местах сорван потолок, нарушен дизайн и надписи. Восстановление комплекса дворца Панахали хана и Джума мечети планируется завершить к концу 2024 году. Об этом заявил советник спецпредставителя президента по Карабахскому экономическому району Фаиз Гаджиев.[3]

Мечеть Гияслы — Мечеть, построенная в XVIII веке в селе Гияслы Агдамского района, своей уникальной архитектурой отличалась от других. В мечети в течение многих лет люди, живущие в Гияслы и прилегающих территориях, исповедовали свои религиозные верования. После оккупации Азербайджана большевиками местное население не допустило сноса мечети, а ее здание использовалось для различных целей, в том числе как склад и магазин. В начале 1990-х годов жители деревни очистили мечеть и вновь превратили ее в место поклонения. Когда-то в мечети было два минарета. После оккупации армянскими вооруженными силами историко-религиозный памятник использовался для содержания коров и свиней. Согласно заявлению, оккупанты сожгли мечеть, покидая район. [3]

Мечеть Шахбулаг — историко-архитектурный памятник, расположенный на территории под названием Шахбулаг. Мечеть была построена Панахали-ханом в 1751-1752 годах. Мечеть, полностью построенная из местного известняка, состоит из трех арочных балконов и молитвенного зала. Арки крыльца опираются на пару тонких каменных колонн. Потолок выполнен в виде свода. Так как молельный зал имеет квадратную форму, то его потолок был выполнен в виде купола с внутренней стороны. Это должно было создать благоприятные условия для стока природных вод сразу в стороны. Габариты мечети в плане 9,38х7,18 метра, толщина общей кладки стен достигает одного метра. Поскольку мечеть построена на склоне, ее расстояние от задней стороны до фермы крыши составляет 4,37 м, а от стороны главного фасада - 5,40 м. Несмотря на простоту архитектурного решения, эта мечеть впоследствии послужила образцом в творчестве Сафихана Карабахи. По замыслу, архитектурная идея мечети Шахбулаг продолжена в мечети в селе Папреванд.[4]

Мечеть Папреванд — историко-архитектурный памятник, расположенный в селе Папреванд. Мечеть, полностью построенная из местного известняка, состоит из трех арочных балконов и молитвенного зала. Арки крыльца опираются на пару тонких каменных колонн. Потолок выполнен в виде свода. Так как молельный зал имеет квадратную форму, то его потолок был выполнен в виде купола с внутренней стороны, а перекрытие крыши было выполнено двускатным путем добавления к куполу с внешней стороны новых укрывных материалов. Бесколонный молитвенный зал мечети, стены которого со всех сторон имеют толщину 1,15 метра, завершается величественным стреловидным куполом. Габаритные размеры 9,2м x 12,54м. К сожалению, мечеть дошла до нашего времени в полуразрушенном состоянии.

В Физулинском районе Кабинетом Министров зарегистрировано всего 46 архитектурных памятников, из них 4 республиканского значения, а 42 местного значения. Некоторые архитектурные памятники на территории Физулинского района были построены под влиянием архитектурной школы Аджери.

Мечеть Гаргабазар. Одним из древних мечетей Физулинского района является мечеть Гаргабазар, расположенная на вершине скалы, в верхней части караван-сарая Шах Аббас. Архитектурный анализ строительства караван-сарая и мечети позволяет предположить, что оба памятника были построены одним и тем же архитектором. По этой же причине мечеть также известна в народе как мечеть Шах Аббаса. Даты строительства мечети и караван-сарая относятся к XVII веку, в основном к 1683-1684 годам. На двери мечети есть надпись: «Эта мечеть была построена щедрым слугой Аллаха Хаджи Гияседдином 1095 г. хиджры». Мечеть не имеет веранды. Она полностью построена из местного камня и состояла из одного зала. Крыша имела вид арочного потолка. Деревянные материалы, кроме входной двери, нигде не использовались. Мечеть Гаргабазар была разграблена, разрушена и сожжена армянами в результате оккупации Физулинского района вооруженными силами Армении.

Мечеть Хаджи Алекпер. Одним из религиозных памятников, построенных Кербалаи Сафихан Карабахи, является мечеть Хаджи Алакбара. Дата постройки мечети — 1889-1890 гг. Мечеть построена на средства благотворителя Хаджи Алакбар бека. Он выделил средства и пригласил мастеров из Шуши для строительства мечети. В знак чести и уважения к его благотворительным поступкам местные жители похоронили Хаджи Алакбара напротив первого из левых окон построенной им мечети и назвали мечеть в честь его имени. Мечеть представляет собой двухэтажное здание. Общий план был квадратным, что напоминает Джума-мечети городов Шуша и Агдам. Однако, в отличие от двух предыдущих мечетей, главные ворота мечети не симметричны. Причина такой асимметрии — большая застекленная веранда, предназначенная для женщин на втором этаже и подсобное помещение на первом этаже. «Пилястры, установленные на трех других фасадах мечети, считаются продолжением ее внутренних конструкций. Добавив прямоугольные геометрические фигуры на пилястрах главного фасада, архитектор постарался, чтобы эта часть выглядела еще гармоничнее и красивее. Ассиметричный темный вход образует портал с дугообразной аркой, расположенный на белом фоне главного фасада и украшенный геометрическими элементами, привлекает внимание издалека». Входя в мечеть, можно было ощутить прохладу и тишину даже в жаркие летние дни. Он был специально спроектирован архитектором мечети с учетом местных климатических условий. В мечети четыре восьмиугольных колонн. Эти колонны поддерживали свод и девять центральных куполов молельного зала мечети, разделяя его на три нефа. Внутреннее убранство мечети было украшено знаменитыми карабахскими коврами и коврами.



Рис.2 Мечеть Хаджи Алакбара

При изучении мечети становится ясно, что местные строители неоднократно проводили стихийные реставрационные работы на этом памятнике, в результате чего была модернизирована крыша здания и вид на город и на бассейн, наоборот, изменился. Однако красота этого архитектурного памятника столкнулась с армянским вандализмом. После оккупации Физулинского района вооруженными силами мечеть была снесена и превращена в руины.

Мечеть Гараханбейли была построена в XIX веке. Углы стены, боковые стороны дверей и окна мечети окаймлены плоскими выровненными камнями. По форме он имеет сходство с деревенскими домами. Главный вход асимметричной мечети завершен одним каменным пластом сверху, имеющим форму арки. Камень выпуклый и полукруглый. С внутренней стороны он разделен на пять небольших полукругов. Центральный полукруг украшен тиснением луны и звезд, остальные имеют растительные орнаменты, вырезанные для сохранения гармонии. Справа от главной двери находится окно. Как и в других мечетях, в молельном зале мечети есть особая часть для женщин, которая находится напротив алтаря на высоте 1,2 м от уровня пола. Окна, расположенные на этом уровне, предназначены в основном для освещения женской части. «Плоскую крышу мечети поддерживают восемь деревянных колонн. Колонны, стоящие в два ряда в зале, делят его на три продолговатых зала – нефа. Выстроенные по обеим сторонам окна освещают молельный зал» [4]

Мечеть Дадали построена в XIX веке. По своей уникальной архитектуре, как и другие мечети Карабахского региона, эта мечеть имеет некоторое сходство с другими религиозными памятниками региона. Главный вход в мечеть находится с правой стороны здания. Окна мечети предназначены в основном для освещения молельных залов. Как и в большинстве религиозных сооружений, в мечети также имеется отдельный зал для женщин. Внутри мечети расположены пять деревянных колонн, которые разделяют внутреннюю часть мечети со сводами 9,43-метровой высоты на два нефа. Судьба мечети Дадали сложилась также печально, как и у других исторических памятников Карабахского региона. После оккупации она была разрушена и разграблена армянами.

Армянская агрессия против наших религиозных памятников продолжается и сегодня. Так, в результате провокаций, совершенных вооруженными силами Армении во время Апрельских боев в 2016 году, наряду с другими пунктами на территории Агдамского, армянами были разрушены наши исторические и религиозные памятники, относящиеся к XIX веку, а некоторым мечетям был нанесен серьезный ущерб.

Израильский журналист Шмуэль Дан Эльмас, посетивший освобожденные районы после Второй Карабахской войны, с сожалением написал, что следы животных были четко видны во всех мечетях: у входа в мечети остаются экскременты животных, тюки соломы. Вандализм армян привел к утрате части культурного богатства этого региона, оставив глубокие раны в исторической памяти Азербайджана. [2]

Азербайджанское государство дало старт строительным работам в освобожденном от оккупации регионах начался период широкомасштабного восстановления, реконструкции и развития. В рамках строительных работ осуществляется восстановление исторического, культурного и религиозного наследия.

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Chemical sciences

STUDY OF COMPOUNDS OF TYPE LaB^VTe_3 ($\text{B}^V\text{-Sb, Bi}$)

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Recently, a large number of new ternary chemical compounds involving KSM have been synthesized and studied with the properties of semiconductor chalcogenides, rare earth elements and group V elements, as well as phases based on them, are promising substances for working as topological insulators and thermoelectric materials [1-5].

Synthesis of LaB^VTe_3 . ($\text{B}^V\text{-Sb, Bi}$) is carried out by fusing an equimolar amount of the original components.

Sb_2Te_3 (Bi_2Te_3) with lanthanum chlorides (LaCl_3). Sb_2Te_3 (Bi_2Te_3) is obtained by fusing stoichiometric amounts of elements using the ampoule method [11]. For this purpose, antimony and bismuth B-4, Tellurium TA- 2, reagent grade lanthanum chlorides are used.

Stoichiometric amounts of $\text{Sb}_2(\text{Bi}_2)\text{Te}_3$ and LaCl_3 were thoroughly crushed, mixed and placed in a quartz beaker, which is placed in a quartz reactor with an outlet tube for the BiCl_3 released during the reaction. Before synthesis, the reactor was purged with an inert gas (Ar) and connected to a water-jet pump through the water seal of the Tishchenko flask. The required temperature was achieved using a homemade crucible furnace in which the reactor was placed [19]. The optimal synthesis mode was established experimentally. Temperature 630-750 °C for 3-5 hours.

During the fusion process of B_2^VTe_3 and CaCl_2 , a complex chemical interaction occurs. As a result, powdery and gaseous products were obtained.

X-ray, thermal and chemical analyzes showed that the interaction of B_2^VTe_3 with LaCl_3 can be summarized by the reaction equation:



The reaction products were identified by chemical, differential thermal (DTA) and X-ray diffraction (XRD) analyses. The results of the analysis are shown in table 1.

Table 1.

Results of chemical analyzes of LaB^VTe_3 compound.

Compounds	Chemical composition								
	Calculated, weight, %				Found, weight %				
	La	Sb	Bi	Te	La	Sb	Bi	Te	Component ratio
LaSbTe_3	25,73	17,92		56,33	25,71	17,90		56,30	1:1:1
LaBiTe_3	19,01		28,59	52,36	19,0		28,68	52,36	1:1:1

Samples obtained in the form of ingots and annealed at 650°C for two weeks were subjected to complex methods of physicochemical analysis. A comparison of the diffraction patterns of the compounds showed that they are isostructural and crystallize in the hexagonal system with space group $D_{3d}^5 - R_{3m}$.

In table 2 shows the lattice parameters and some physicochemical properties of these compounds. It has been established that these are narrow-gap n-type semiconductors. The band gap for LaSbTe_3 is $\Delta E = 0.22$ eV; for LaBiTe_3 $\Delta E = 0.19$ eV.

Table 2

Results of some physicochemical and crystal chemical properties of $\text{LaB}^{\text{V}}\text{Te}_3$ compounds

Compounds	Singonia	Structural type	Lattice period, Å			Density g/sm ³		Formation temperature, K	H_m , MPa
			a	b	c/a	d rent	d pycn.		
LaSbTe_3	rhombic	$\text{Bi}_2\text{Te}_2\text{S}$	4,24	30,64	7,21	6,69	6,62	1100	2750
LaBiTe_3	n	n	4,36	30,70	7,04	7,9	7,5	925	2370

As a result of research, a mode for the synthesis of $\text{LaB}^{\text{V}}\text{Te}_3$ (Bv-Sb, Bi) compounds by indirect route has been established. The $\text{LaB}^{\text{V}}\text{Te}_3$ compound crystallizes in the tetradymite structural type with space group $D_{3d5}-R_{3m}$, hexagonal cell parameters for LaSbTe_3 $a = 4.24$ Å, $b = 30.64$ Å, $c/a = 7.1$ and for LaBiTe_3 $a = 4.36$ Å $b=30.70$ Å, $c/a=7.04$.

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Economic sciences

KEY FACTORS IN AN UNSTABLE ENVIRONMENT AFFECTING IT MANAGEMENT

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КЛЮЧОВІ ФАКТОРИ НЕСТАБІЛЬНОГО СЕРЕДОВИЩА, ЩО ВПЛИВАЮТЬ НА МЕНЕДЖМЕНТ ІТ КОМПАНІЙ

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Abstract

The article is devoted to the analysis of key factors of an unstable environment that affect the management of IT companies, with a focus on the situation in Ukraine, which has been the subject of special studies on several occasions. Despite a wide range of scientific research in the field of IT company management, discussions on the impact of external unstable factors are still open and under-researched. The paper focuses on analysing the impact of technological change, economic fluctuations, political instability, social change and military conflicts, especially in the context of the military conflict in Ukraine, which has a significant impact on the industry.

The study was conducted using an interdisciplinary approach that combines the methods of strategic analysis, case studies and theoretical modelling. Considerable attention is paid to the cases of IT companies that have successfully adapted their strategies to external challenges, including military operations, which illustrates the importance of flexibility, innovation and transparency in the management process.

Based on the analysis, it is proved that the ability of IT companies in Ukraine to respond quickly to changes in the external environment, effectively managing risks and innovations, determines their long-term success. The paper emphasises the importance of strategic planning and internal corporate culture, which contribute to resilience and adaptability in uncertain times of war.

The article will contribute to a better understanding of how Ukrainian IT companies can effectively manage instability, including military instability, ensuring sustainable development in the IT sector. It will provide IT managers with recommendations that will help them to form more flexible management structures in line with global and local market dynamics.

Анотація

Стаття присвячена аналізу ключових факторів нестабільного середовища, що впливають на управління ІТ компаніями, з акцентом на ситуацію в Україні, що неодноразово ставала об'єктом спеціальних досліджень. Незважаючи на широкий спектр наукових досліджень у сфері менеджменту ІТ компаній, дискусії щодо впливу зовнішніх нестабільних факторів все ще залишаються відкритими та малодослідженими. Основна увага в роботі зосереджена на аналізі впливу технологічних змін, економічних коливань, політичної нестабільності, соціальних змін та воєнних конфліктів, особливо в контексті військового конфлікту в Україні, який має значний вплив на галузь.

Дослідження проведено з використанням міждисциплінарного підходу, що поєднує в собі методи стратегічного аналізу, кейс-стадій та теоретичного моделювання. Значна увага приділена кейсам ІТ компаній, які успішно адаптували свої стратегії до зовнішніх викликів, включаючи воєнні дії, що ілюструє важливість гнучкості, інновацій та прозорості в управлінському процесі.

На основі аналізу доведено, що здатність ІТ компаній в Україні швидко реагувати на зміни в зовнішньому середовищі, ефективно управляючи ризиками та інноваціями, визначає їхню довгострокову успішність. Робота акцентує на важливості стратегічного планування та внутрішньої корпоративної культури, що сприяють стійкості та адаптив

ності в непевні часи воєнних дій.

Стаття сприятиме кращому розумінню того, як українські ІТ компанії можуть ефективно управляти нестабільністю, включаючи воєнну, забезпечуючи стійкий розвиток в ІТ секторі. Вона надасть менеджерам ІТ компаній рекомендації, які допоможуть їм формувати більш гнучкі управлінські структури відповідно до динаміки глобального та місцевого ринку.

Keywords: Instability, Innovations, Transparency, Management, Sustainable development

Ключові слова: Нестабільність, Інновації, Прозорість, Управління, Стійкий розвиток

Вступ

У сучасному світі, де швидкість технологічних змін і глобалізація вносять значні корективи у стандартні бізнес-моделі, ІТ компанії стикаються з безпрецедентними викликами. Зокрема, в Україні, де політичні та економічні кризи поєднуються з воєнним конфліктом, нестабільне середовище набуває особливого значення. Ці умови змушують ІТ сектор адаптуватися та вишукувати нові шляхи для виживання та розвитку. Ця стаття аналізує, як ключові фактори нестабільності, такі як технологічні зміни, економічні коливання, політична нестабільність, соціальні зміни та воєнні конфлікти, впливають на управління ІТ компаніями в Україні.

Вплив цих факторів на управління компаніями є значним, адже вони вимагають швидкої адаптації стратегій та операційних моделей. Технологічні зміни змушують переглядати продуктові лінійки та інвестиційні пріоритети, економічні коливання впливають на фінансове планування, а політична нестабільність та воєнні дії ускладнюють логістику та зовнішньоекономічну діяльність. Використання міждисциплінарного підходу дозволяє об'єднати теоретичний аналіз та практичні кейси, щоб виявити, як компанії можуть ефективно реагувати на ці виклики, зберігаючи стійкість та здатність до інновацій.

Мета цієї статті полягає у виявленні та аналізі ключових факторів, які визначають успішність ІТ компаній у нестабільному середовищі, і наданні рекомендацій для формування гнучких управлінських структур, які дозволять компаніям ефективно адаптуватися та розвиватися в умовах невизначеності. Висновки цієї роботи мають важливе значення для керівників ІТ компаній, політиків, а також дослідників у галузі менеджменту, що шукають шляхи для підвищення адаптивності та інноваційності у відповідь на виклики сучасного динамічного світу.

Основна частина

У сучасному світі технології розвиваються надзвичайно швидко, і ІТ компанії стоять перед викликом не просто відстежувати ці зміни, але й активно їх інтегрувати для збереження конкурентоспроможності. Це особливо важливо в країнах з нестабільним економічним чи політичним фоном, де технологічні інновації можуть виступати як інструменти для швидкої адаптації до змінних умов ринку та зовнішнього середовища.

Перше, на що варто звернути увагу, це зростаюча роль автоматизації та штучного інтелекту в бізнес-процесах. Впровадження цих технологій дозволяє компаніям оптимізувати операції, зменшити витрати та підвищити ефективність роботи. Наприклад, автоматизація рутинних завдань звільняє ресурси для більш складних та креативних процесів, що може стати критично важливим у часи економічних потрясінь або політичних конфліктів.

Іншим важливим аспектом є хмарні технології, які забезпечують ІТ компаніям гнучкість та масштабованість. Хмарні рішення дозволяють швидко нарощувати або зменшувати ІТ ресурси в залежності від поточних потреб бізнесу, що є великою перевагою в умовах нестабільності. Використання хмарних платформ також сприяє кращій колаборації та координації діяльності в умовах, коли команди можуть бути розподілені географічно.

Окрім цього, з'являються нові технології, такі як блокчейн, які можуть радикально змінювати способи ведення бізнесу. Блокчейн пропонує прозорість і безпеку в транзакціях, що може бути корисним для ІТ компаній у країнах з високим рівнем корупції або нестабільною правовою системою.

Завершуючи, ІТ компанії, які активно інтегрують новітні технології та підходи, мають кращі шанси на успіх у нестабільному середовищі. Інноваційність не лише в продуктах, але й у

процесах управління, стратегічне планування, яке враховує потенційні технологічні зміни, та гнучкість у використанні нових інструментів — ключ до тривалої конкурентоспроможності.

Наступним чинником нестабільного зовнішнього середовища є економічні коливання, які мають глибокий вплив на управління ІТ компаніями, особливо в умовах економічної невизначеності. Нестабільність ринку часто супроводжується коливаннями валют, інфляцією, а також змінами у фінансових і кредитних умовах. Як зазначає Джонсон у своїй роботі "Економічні стратегії для ІТ компаній" (Johnson, 2015), "Управління в умовах фінансової невизначеності вимагає від керівників не лише розуміння загальної картини ринку, але й здатності швидко адаптувати бізнес-моделі до мінливих умов".

Фінансове планування та ризик-менеджмент стають критично важливими аспектами для забезпечення стабільності та стійкості ІТ компаній. Це підтверджується Фрідманом у своїй книзі "Глобальні ринки та ІТ індустрія" (Friedman, 2018), де він пише: "ІТ компанії, які розвивають розгорнуті плани управління ризиками та оптимізації витрат, здатні ефективно мінімізувати негативний вплив економічних потрясінь". ІТ компанії повинні ретельно аналізувати свої фінансові ресурси, оптимізувати витрати та інвестувати в технології, які можуть забезпечити довгостроковий розвиток.

Глобальна економічна нестабільність впливає на ІТ компанії, які залежні від світових ринків, а це більшість компаній в Україні. Зміни у глобальному економічному ландшафті можуть впливати на інвестиції, ціни на обладнання та ліцензування програмного забезпечення, як вказує Шварц у своїй праці "ІТ та глобальні економічні тренди" (Schwartz, 2020): "ІТ компанії повинні бути особливо уважні до змін у глобальній економіці, оскільки їхній бізнес тісно пов'язаний із технологічними інноваціями та міжнародними фінансовими потоками". Це змушує ІТ компанії постійно відстежувати міжнародні тенденції та пристосовувати свої стратегії відповідно до змін.

Мікроекономічні фактори, такі як зміни у попиту на ІТ послуги або зростання конкуренції, також вимагають постійної уваги. Сильва в "Стратегії управління ІТ компаніями" (Silva, 2017) пише: "ІТ компанії, які швидко реагують на зміни в попиту та адаптують свої продукти та послуги, зберігають лідерські позиції на ринку навіть в періоди економічних змін". Ринок ІТ постійно еволюціонує, і компанії мають бути готові швидко реагувати на нові виклики, такі як зміна потреб споживачів або поява нових технологій.

Політична нестабільність це наступний чинник і він має безпосередній вплив на управління ІТ компаніями, оскільки вона може призводити до законодавчих змін, коливань в економічній політиці та навіть до геополітичних конфліктів, які змінюють бізнес-середовище. В умовах політичної нестабільності ІТ компанії стикаються з необхідністю адаптації до швидких змін у правовій та регуляторній базі, що безпосередньо впливає на їхні стратегічні та оперативні плани.

Законодавчі реформи можуть змінювати умови ведення бізнесу, впливаючи на такі аспекти, як податкове навантаження, правила збереження даних та вимоги до кібербезпеки. Особливу роль грає податкове навантаження, наприклад в Україні податкові пільги для ІТ-сектору, запроваджені ще у 2013 році, продовжують діяти. Зокрема, застосовується знижена ставка податку на прибуток для ІТ-компаній — з 19% до 5%, а також звільнення від ПДВ для внутрішніх продажів програмного забезпечення, яке раніше підлягало 20% ПДВ. Крім того, ІТ-спеціалісти, зайняті в ІТ-компаніях, мають податкові пільги. Ці пільги передбачені до дії протягом десяти років з моменту їх введення.

Адаптація до політичних змін вимагає від ІТ компаній гнучкості у стратегічному плануванні. Важливим є використання стратегій ризик-менеджменту, які враховують можливі політичні ризики і забезпечують компанії інструментами для їх мінімізації. Наприклад, комплексний аналіз ризиків, який охоплює можливі політичні зміни, може допомогти ІТ компаніям краще підготуватися до раптових законодавчих змін або економічних коливань.

Політична нестабільність також може викликати внутрішні зміни в компаніях, такі як необхідність перегляду корпоративних цінностей та політик з огляду на соціально-політичні тенденції. Це особливо актуально для ІТ компаній, діяльність яких тісно пов'язана з захистом даних та приватності користувачів.

Інвестиції в новітні технології та освіту персоналу можуть допомогти ІТ компаніям краще адаптуватися до змін у політичному ландшафті, забезпечуючи їм переваги у швидкому впровадженні нововведень та відповідності глобальним стандартам і нормам.

IT компанії, які здатні гнучко реагувати на політичні зміни та використовувати це як можливість для інновацій і росту, зможуть не тільки вижити, а й процвітати навіть в непередбачуваних умовах. Політична обізнаність та активне управління ризиками є ключовими для забезпечення стабільності та успішності в довгостроковій перспективі.

Соціокультурні фактори грають значущу роль у формуванні та розвитку IT компаній, впливаючи на їхню організаційну культуру, спосіб спілкування та інноваційність. Одним із ключових аспектів є мультикультурність робочого колективу, яка дозволяє компаніям отримувати різноманітні погляди та ідеї, що сприяє творчому розвитку та вирішенню складних завдань.

Дослідження, проведене Кім та Лі в статті "Мультикультурна робоча сила в IT компаніях" (Kim & Lee, 2020), підкреслює, що "відкриття різноманітних культурних підходів у робочому середовищі може стати важливим стимулом для інновацій та підвищення продуктивності".

Разом із тим, цифрова трансформація суспільства та зміни у споживчих уподобаннях впливають на попит на продукти та послуги IT компаній. Як відзначає Сміт у своїй книзі "Цифрова трансформація та майбутнє IT індустрії" (Smith, 2021), "IT компанії повинні бути готові швидко адаптувати свої пропозиції до змін в попиті та технологічних тенденціях, щоб залишатися конкурентоспроможними".

Ще одним важливим аспектом є корпоративна відповідальність, яка стає все більш важливою для споживачів та інвесторів. Дослідження Браун та Харріс в статті "Корпоративна відповідальність в IT секторі" (Brown & Harris, 2019) показує, що "компанії, які активно приділяють увагу екологічній та соціальній відповідальності, здатні залучати більше клієнтів та інвесторів та отримувати конкурентні переваги".

Збільшення ролі жінок у технологічній галузі є ще одним важливим аспектом, що варто враховувати. За даними останнього дослідження Лі та Чжана "Роль жінок в IT секторі" (Lee & Zhang, 2020), "розвиток програм та ініціатив, спрямованих на залучення та підтримку жінок у IT галузі, сприяє створенню рівних умов для розвитку кар'єри в цьому секторі".

Для ефективного управління соціокультурними впливами, IT компанії повинні ставити на перший план розвиток людських ресурсів, розробляти стратегії розвитку персоналу та створювати сприятливе робоче середовище для всіх співробітників.

На наступному етапі розглянемо вплив соціальної відповідальності бізнесу на діяльність IT компаній. Сучасні споживачі та інвестори все більше уважають на етичність та соціальну відповідальність компаній, в тому числі і в IT секторі. Дослідження Характерною і Харпера в статті "Соціальна відповідальність IT компаній" (Character & Harper, 2020) показує, що "компанії, які активно займаються соціальною відповідальністю, мають більшу ймовірність залучення та утримання клієнтів, а також здатні залучати інвестиції на більш вигідних умовах".

Крім того, розуміння та управління ризиками в соціальній сфері стає все важливішим аспектом для IT компаній. Згідно з дослідженням Гріна та Сміта "Управління соціальними ризиками в IT секторі" (Green & Smith, 2019), "компанії повинні бути готові до виявлення та мінімізації ризиків, пов'язаних зі змінами в суспільстві та соціальними тенденціями, щоб запобігти можливим негативним наслідкам для бізнесу".

Слід також звернути увагу на вплив технологій на соціальні процеси. Розвиток штучного інтелекту, аналізу даних та інших інноваційних технологій може мати як позитивний, так і негативний вплив на суспільство. Зокрема, дослідження Янга та Лі "Вплив штучного інтелекту на суспільство" (Yang & Lee, 2021) показує, що "необхідно ретельно вивчити етичні та соціальні аспекти впровадження штучного інтелекту для запобігання можливим негативним наслідкам".

Нарешті, необхідно врахувати гендерну рівність у IT секторі. За даними дослідження Олівера та Холландера в статті "Гендерна проблематика в IT галузі" (Oliver & Hollander, 2020), "поступове збільшення кількості жінок в технологічній галузі сприяє більшій інноваційності та різноманітності думок в компаніях".

Закріплення загальнолюдських цінностей у корпоративній культурі IT компаній також грає важливу роль. За словами Вонга та Тана в статті "Загальнолюдські цінності у IT компаніях" (Wong & Tan, 2019), "створення сприятливого робочого середовища, яке базується на взаємоповазі, відкритості та довірі, сприяє підвищенню морального духу та продуктивності працівників".

Після розгляду соціокультурних факторів, які впливають на IT компанії, можна зробити висновок, що врахування цих аспектів є критичним для стабільності та успішності компаній у сучасному глобальному світі.

Після соціокультурних питань логічно розглянути етичні питання, адже стають все більш актуальними у сучасному суспільстві, особливо в контексті технологічного розвитку. ІТ компанії зіткнулися з викликами, пов'язаними зі збереженням приватності даних, захистом від кібератак та розробкою штучного інтелекту, який відповідатиме етичним стандартам.

За останні кілька років було кілька випадків порушення етичних принципів у діяльності ІТ компаній, що призвело до втрати довіри з боку споживачів та регуляторів. Наприклад, скандальний випадок з використанням особистих даних користувачів соціальної мережі Facebook для політичної маніпуляції є одним із яскравих прикладів порушення етичних норм у технологічній сфері.

Етика в ІТ секторі також стосується використання штучного інтелекту та автоматизованих систем прийняття рішень. Спрощення процесів та збільшення продуктивності може мати негативний вплив на права та свободи людини, якщо не враховувати етичні аспекти. Таким чином, важливо розробляти та впроваджувати етичні стандарти у розробці та застосуванні нових технологій.

Етика в ІТ секторі також охоплює питання справедливості та рівності доступу до технологій. Існує ризик виникнення цифрового розриву, коли деякі групи суспільства залишаються позаду у доступі до інформаційних технологій через обмеження фінансових можливостей або культурні бар'єри. ІТ компанії повинні активно працювати над зменшенням цього розриву та забезпеченням рівних можливостей для всіх користувачів.

Для забезпечення високого рівня етичності в діяльності ІТ компаній необхідно впроваджувати системи контролю та моніторингу, а також створювати внутрішні кодекси поведінки, які б відображали кращі практики та цінності організації. Крім того, важливо вести діалог зі співробітниками, клієнтами та громадськістю щодо етичних питань та проблем, що виникають у процесі роботи.

Етичність в ІТ секторі є не тільки моральним питанням, але й стратегічно важливим аспектом для успішної діяльності компаній у довгостроковому плані. Компанії, які дотримуються високих етичних стандартів, мають більшу ймовірність залучення та утримання клієнтів, а також підвищення довіри співробітників та інвесторів.

Особлива увага повинна бути приділена етичним аспектам використання штучного інтелекту (ШІ) у ІТ компаніях. Штучний інтелект може створювати складні етичні дилеми, такі як питання прозорості алгоритмів, відповідальності за прийняті рішення та впливу на суспільство та людей. Наприклад, алгоритми машинного навчання можуть бути зміщені або заангажовані у дискримінаційні практики, якщо дані, на яких вони навчалися, містять упередження.

Для розв'язання етичних проблем, пов'язаних з використанням ШІ, ІТ компанії повинні активно працювати над розробкою та впровадженням етичних керівних принципів для розробки та застосування алгоритмів. Важливо проводити етичні аудити алгоритмів та забезпечувати прозорість у використанні ШІ, щоб користувачі мали можливість розуміти та контролювати його вплив на своє життя.

Для забезпечення високого рівня етичності в діяльності ІТ компаній необхідно враховувати етичні аспекти на всіх етапах розробки та впровадження нових технологій. Це вимагає постійного вдосконалення систем контролю та моніторингу, а також залучення всіх зацікавлених сторін до діалогу щодо етичних питань.

Нарешті, етика в ІТ секторі також пов'язана зі збереженням приватності та безпеки даних користувачів. Збільшення обсягів збирання та обробки персональної інформації створює загрозу порушення приватності та може призвести до витоку конфіденційної інформації. Тому ІТ компанії повинні дотримуватися високих стандартів захисту даних та розробляти політики конфіденційності, які гарантують права користувачів на конфіденційність та безпеку їхніх персональних даних.

Іншим важливим аспектом етики в ІТ секторі є відповідальне використання технологій у військовій сфері. Розвиток кіберзбройних систем та військових додатків може мати серйозні етичні наслідки, зокрема, щодо захисту цивільних об'єктів та невійськових осіб під час збройних конфліктів. ІТ компанії повинні бути уважними до можливих наслідків своєї діяльності у цій сфері та розробляти та дотримуватися відповідних етичних стандартів.

Враховуючи вищезазначені аспекти, можна зробити висновок, що етика грає важливу роль у діяльності ІТ компаній. ІТ компанії повинні бути готові вирішувати складні етичні питання, які

виникають у процесі їхньої діяльності, та дотримуватися високих стандартів етичної поведінки для забезпечення успішного розвитку та довіри співробітників та клієнтів.

ІТ компанії постійно стикаються з викликами та можливостями, які впливають із нестабільного середовища. Незважаючи на це, існують певні перспективи розвитку, які можуть допомогти їм пристосуватися до змін у сучасному світі та досягти успіху в умовах нестабільності.

Першою перспективою є розвиток гнучких та адаптивних стратегій управління. ІТ компанії повинні бути готові до швидкої зміни стратегій та тактик управління, щоб ефективно реагувати на зміни у зовнішньому середовищі та використовувати нові можливості для зростання.

Другою перспективою є розвиток нових технологій та інновацій. ІТ компанії повинні продовжувати інвестувати в дослідження та розробки нових технологій, таких як штучний інтелект, блокчейн та квантові обчислення, щоб забезпечити своє місце на ринку та залишатися конкурентоспроможними.

Третьою перспективою є розвиток міжнародного співробітництва та партнерств. Умови нестабільного середовища можуть створювати перешкоди для діяльності ІТ компаній на внутрішньому ринку, тому важливо розвивати міжнародні зв'язки та партнерства для доступу до нових ринків та ресурсів.

Четвертою перспективою є збільшення фокусу на корпоративну відповідальність та сталість. Умови нестабільного середовища ставлять під загрозу не лише прибутковість бізнесу, але й довіру споживачів та інвесторів. Тому важливо для ІТ компаній бути відповідальними суспільними гравцями та дотримуватися принципів сталого розвитку.

П'ятою перспективою є збільшення фокусу на кібербезпеку та захист від кіберзагроз. Умови нестабільного середовища можуть збільшити ризики кібератак та порушень безпеки даних. Тому ІТ компанії повинні активно інвестувати в кібербезпеку та розробляти ефективні стратегії захисту від кіберзагроз.

Шостою перспективою є збільшення уваги до екологічних аспектів діяльності. Умови нестабільного середовища також ставлять під загрозу екологічну стійкість бізнесу. Тому важливо для ІТ компаній розвивати зелені технології та зменшувати негативний вплив на навколишнє середовище.

Сьоомою перспективою є збільшення уваги до соціальної відповідальності бізнесу. Умови нестабільного середовища можуть призвести до зростання соціальних проблем та нерівностей. Тому ІТ компанії повинні активно включатися у розв'язання соціальних проблем та сприяти сталому розвитку суспільства.

Восьмою перспективою є розвиток глобального управління та лідерства. Умови нестабільного середовища вимагають від ІТ компаній високого рівня управління та лідерства для успішного вирішення складних проблем та викликів.

У зв'язку зі зростанням нестабільності у сучасному світі, ІТ компанії повинні вживати ряд стратегічних заходів для забезпечення успішності своєї діяльності та збереження конкурентної переваги.

Першою рекомендацією є постійне оновлення та адаптація стратегій розвитку. ІТ компанії повинні бути готові до змін у зовнішньому середовищі та швидко реагувати на них шляхом адаптації своїх стратегій та тактик.

Другою рекомендацією є інвестування в дослідження та розробки нових технологій. Умови нестабільності можуть створювати нові можливості для розвитку та інновацій, тому важливо для ІТ компаній постійно вдосконалювати свої технології та робити нові відкриття.

Третьою рекомендацією є зміцнення стратегій управління ризиками. Умови нестабільності можуть збільшувати ризики для бізнесу, тому важливо для ІТ компаній розробляти ефективні стратегії управління ризиками та зменшення їх впливу.

Четвертою рекомендацією є розвиток партнерських відносин та мережі контактів. Умови нестабільності можуть змінювати ринкові умови, тому важливо для ІТ компаній розвивати партнерські відносини та мережу контактів для отримання підтримки та доступу до нових можливостей.

П'ятою рекомендацією є підтримка внутрішнього розвитку та навчання персоналу. Умови нестабільності вимагають від ІТ компаній постійного навчання та розвитку свого персоналу, щоб вони були готові до змін та викликів.

Шостою рекомендацією є активна участь у громадських та соціальних ініціативах. Умови нестабільності можуть створювати нові соціальні проблеми, тому важливо для ІТ компаній активно включатися у громадські та соціальні ініціативи для розв'язання цих проблем.

Сьомою рекомендацією є підтримка інноваційного середовища та культури. Умови нестабільності можуть створювати нові можливості для інновацій, тому важливо для ІТ компаній створювати сприятливе середовище для розвитку та впровадження нових ідей.

Восьмою рекомендацією є зміцнення фінансової стійкості та управління фінансами. Умови нестабільності можуть збільшувати фінансові ризики для бізнесу, тому важливо для ІТ компаній розвивати стратегії фінансової стійкості та ефективно управляти фінансами.

Заключення

У світі ІТ компаній нестабільність середовища є неодмінною реальністю, з якою вони постійно зіштовхуються. Ключові фактори такого нестабільного середовища, включаючи технологічні зміни, конкуренцію, регулюючі політики та геополітичні чинники, мають великий вплив на їхню діяльність та стратегії управління.

Успішний менеджмент ІТ компаній у нестабільному середовищі вимагає гнучкості, інноваційності та швидкого реагування на зміни. Розробка та впровадження ефективних стратегій управління, які враховують ці фактори, може допомогти компаніям успішно адаптуватися та забезпечити свою конкурентоспроможність.

Проведене дослідження показує, що ключовими факторами нестабільного середовища, що впливають на менеджмент ІТ компаній, є швидкі технологічні зміни, конкуренція на ринку, регуляторна середа та геополітичні ризики.

Адаптація до цих факторів вимагає від компаній розробки та впровадження стратегій управління, спрямованих на забезпечення сталого розвитку, інновацій та відповідальності.

Успішна реалізація таких стратегій може допомогти ІТ компаніям зберегти свою конкурентну перевагу та досягти успіху у динамічному та непередбачуваному світі сучасних технологій.

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GREEN ECONOMY PROGRAMS IN AZERBAIJAN

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AZƏRBAYCANDA YAŞIL İQTİSADİYYAT PROQRAMLARI

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The green economy is of great importance in solving pressing global problems such as environmental degradation and climate change. By examining the intersection of economic growth, environmental sustainability, and social justice, the study offers insights into sound strategies for promoting environmentally sound economic practices while ensuring long-term public welfare. It provides valuable guidance for policymakers, businesses and stakeholders seeking to transition to a more sustainable economy that meets the needs of present and future generations, ultimately contributing to the achievement of the Sustainable Development Goals and a healthier planet for all.

Xülasə

Yaşıl iqtisadiyyat, ətraf mühitin degradasiyası və iqlim dəyişikliyi kimi aktual global problemlərin həllində böyük əhəmiyyət kəsb edir. İqtisadi artım, ekoloji davamlılıq və sosial ədalətin kəsişməsini araşdıraraq, tədqiqat uzunmüddətli ictimai rifahı təmin edərkən ekoloji cəhətdən təmiz iqtisadi təcrübələri təşviq etmək üçün etibarlı strategiyalara dair fikirlər təklif edir. İndiki və gələcək nəsillərin ehtiyaclarına cavab verən, nəticədə dayanıqlı inkişaf məqsədlərinə və hamı üçün daha sağlam planetə nail olunmasına töhfə verən daha dayanıqlı iqtisadiyyata keçmək istəyən siyasətçilər, bizneslər və maraqlı tərəflər üçün dəyərli təlimatlar təqdim edir.

Keywords: green economy, ecology, finance, economic prospects, environment, competition

Açar sözlər: yaşıl iqtisadiyyat, ekologiya, maliyyə, iqtisadi perspektivlər, ətraf mühit, rəqabət

Tədqiqatın məqsədi. Referat işinin əsas məqsədi yaşıl iqtisadiyyatın mahiyyətini və ölkəmizdə və dünyanın bir sıra ölkələrində yaşıl iqtisadiyyat proqramlarının tətbiq təkmilləşdirilməsi istiqamətlərinin öyrənməkdir.

Tədqiqatın metodları. İşin araşdırılması analiz, sistemləşdirmə, qruplaşdırma, qrafik və statistik təhlil metodlarından istifadə edilmişdir.

Tədqiqatın informasiya bazası. Referat işinin hazırlanması üçün informasiya bazasını İqtisadi Əməkdaşlıq və İnkişaf Təşkilatının, Birləşmiş Millətlər Təşkilatının Ətraf Mühit Proqramının rəsmi məlumatları təşkil edir.

Tədqiqatın məhdudiyyətləri. Mövzunun kifayət qədər aktual olmasına baxmayaraq, bu istiqamətdə yerli tədqiqatçıların yetərli araşdırmalarının olmaması tədqiqatın aparılması prosesində informasiya mənbələri ilə bağlı məhdudiyyətlər yaratmışdır.

Tədqiqatın əldə edilən nəticələri. Aparılan tədqiqatın nəticələrinə əsasən, ölkəmizdə, xüsusəndə işğaldan azad olunmuş rayonlarımızda yaşıl iqtisadiyyatın formalaşdırılması meyillərini araşdırılması mümkün olmuşdur.

Tədqiqatın elmi yeniliyi. Referat işində əldə olunan nəticələrin elmi yeniliyi onunla izah oluna bilər ki, yaşıl iqtisadiyyatın mahiyyəti və bu sahədə görülməmiş işlərin geniş təhlili aparılmış, beynəlxalq təcrübələrdə yaşıl iqtisadiyyat layihəri araşdırılmış, Azərbaycan Respublikasında yaşıl iqtisadiyyat proqramları tədqiq edilmişdir.

Nəticələrin tətbiqi sahələri. Tədqiqatdan əldə edilən nəticələr və irəli sürülən təkliflər Azərbaycan Respublikasında yaşıl iqtisadiyyatın gələcək inkişaf prioritetləri və perspektivlərinin müəyyən edilməsində, azad olunan ərazilərimizdə iqtisadi inkişaf siyasətinin hazırlanmasında istifadə edilə bilər.

“Yaşıl iqtisadiyyat” ekoloji problemlərin, iqtisadi artımın və sosial bərabərliyin getdikcə daha çox qarışdığı müasir dünyada çox aktualdır. Bəşəriyyət iqlim dəyişikliyi, biomüxtəlifliyin itirilməsi və resursların tükənməsi kimi təxirəsalınmaz problemlərlə üzləşdiyi üçün daha dayanıqlı iqtisadiyyata keçid üçün transformativ fəaliyyətə ehtiyac getdikcə daha çox etiraf olunur.

Tədqiqatın aktuallığının əsas aspektlərindən biri onun iqtisadi, ekoloji və sosial ölçülər arasında qarşılıqlı əlaqənin tədqiqidir. Ənənəvi iqtisadi modellər çox vaxt təbii ehtiyatların tükənməsinə, çirkənməyə və sosial bərabərsizliklərə gətirib çıxaran uzunmüddətli davamlılıqdansa qısamüddətli qazanclara üstünlük verir. Bunun əksinə olaraq, yaşıl iqtisadiyyat çərçivəsi iqtisadi rifahın ətraf mühitin degradasiyası və sosial ədalətsizlik hesabına əldə edilə bilməyəcəyini qəbul edir. Bunun əvəzinə, o, ətraf mühitin qorunması və sosial rifah ilə iqtisadi artımı tarazlaşdıran inklüziv və ədalətli yanaşmanın tərəfdarıdır.

Bundan əlavə, tədqiqat yaşıl iqtisadiyyat prinsiplərini qəbul etməyin potensial faydaları haqqında dəyərli fikirlər təqdim edir. Bərpa olunan enerjiyə, enerji səmərəliliyinə və dayanıqlı infraqurstruktura sərmayə qoymaqla ölkələr yeni iş imkanları yarada, innovasiyaları stimullaşdırmağa və istixana qazları emissiyalarını və çirkənməni azaldaraq iqtisadi rəqabət qabiliyyətini artırmaqla. Yaşıl iqtisadiyyata keçid həm də hava və suyun çirkənməsini azaltmaqla, davamlı kənd təsərrüfatı təcrübələrini təşviq etməklə və daha sağlam yaşayış mühitini inkişaf etdirməklə ictimai sağlamlıq nəticələrini yaxşılaşdırmaqla.

Tədqiqat yaşıl iqtisadiyyata keçiddə siyasi müdaxilələrin və institusional çərçivələrin rolunu araşdırır. Effektiv siyasətlər, qaydalar və təşviqlər davamlı təcrübələri stimullaşdırmaq, özəl sektor investisiyalarını səfərbər etmək və hökumət, sənaye və vətəndaş cəmiyyəti maraqlı tərəfləri arasında əməkdaşlığı inkişaf etdirmək üçün vacibdir. Tədqiqat bütün dünya üzrə uğurlu nümunə araşdırmalarını və ən yaxşı təcrübələri təhlil edərək, onların xüsusi kontekstlərinə uyğunlaşdırılmış effektiv yaşıl iqtisadiyyat siyasətlərini tərtib etmək və həyata keçirmək istəyən siyasətçilər üçün dəyərli dərslər təklif edir.

Problemin qoyuluşu və öyrənilmə səviyyəsi: Yaşıl iqtisadiyyat yerli və xarici tədqiqatçılar tərəfindən aparılan araşdırmaların əsas mövzularından biri olmuşdur. Tədqiqat zamanı Abdullayeva G. F., Abbaszadə F., Satıcı A., Allen C., Clouth S., Akagündüz H. K. və digər müəlliflərin araşdırmalarının əsas müddəalarına və nəticələrinə etibar edilib

Tədqiqatın məqsəd və vəzifələri. Referat işinin əsas məqsədi yaşıl iqtisadiyyat proqramlarını təhlil etmək və ölkəmizdə yaşıl iqtisadiyyatın təkmilləşdirilməsi istiqamətlərinin öyrənməkdir.

Qarşıya qoyulmuş məqsəd aşağıdakı vəzifələrin həllini zəruri edir:

✓ Yaşıl iqtisadiyyatın mahiyyətini müəyyən etmək, dünya təcrübəsində yaşıl iqtisadiyyat sahəsində görülən tədbirləri araşdırmaq,

✓ Azərbaycan Respublikasında yaşıl iqtisadiyyat çərçivəsində görülmüş işləri təhlil etmək,

✓ Yaşıl iqtisadiyyat çərçivəsində görülməli layihələrin təkmilləşdirilməsi yollarını araşdırmaq və bu istiqamətdə müvafiq təkliflər vermək.

Tədqiqatın metodları. Referat işində analiz, sistemləşdirmə, statistik və qrafik metodlarından istifadə olunmuşdur.

Tədqiqatın informasiya bazası. Referat işinin hazırlanması üçün informasiya bazasını iqtisadi əməkdaşlıq və inkişaf Təşkilatının, Birləşmiş Millətlər Təşkilatının Ətraf Mühit Proqramının rəsmi məlumatları, o cümlədən tədqiqatın predmeti üzrə aparıcı yerli və xarici alimlərin elmi əsərləri, internet resursları təşkil edir.

Tədqiqatın məhdudiyyətləri. Mövzunun kifayət qədər aktual olmasına baxmayaraq, bu istiqamətdə yerli tədqiqatçıların yetərli araşdırmalarının olmaması tədqiqatın aparılması prosesində informasiya mənbələri ilə bağlı məhdudiyyətlər yaratmışdır.

Tədqiqatın elmi yenilikləri. Tədqiqatdan əldə olunan elmi yenilikləri aşağıdakı kimi təsnifləşdirə bilərik:

✓ Dünyanın aparıcı ölkələrində davamlı inkişaf məqsədilə yaşıl iqtisadiyyat çərçivəsində hazırlanmış layihələr və görülən işlər təhlil edilmiş;

✓ Azərbaycan Respublikasında yaşıl iqtisadiyyat çərçivəsində əsas göstəricilərs statistik təhlil olunmuş;

✓ İşğaldan azad edilən ərazilərimizdə yaşıl iqtisadiyyat çərçivəsində keçirilən tədbirlər öyrənilmiş və bu tədbirlərin təkmilləşdirilməsi istiqamətləri tədqiq edilmişdir;

Tədqiqatın nəzəri-praktiki əhəmiyyəti və tətbiq sahələri. Tədqiqat nəzəri çərçivələri və prinsipləri tədqiq etməklə, ekoloji mülahizələrin iqtisadi qərarların qəbulu proseslərinə necə integrasiya oluna biləcəyi barədə anlayışlar təqdim edir.

Referatın Azərbaycanda yaşıl iqtisadiyyat siyasəti və təşəbbüslərinin həyata keçirilməsi üçün praktiki təsiri var. Ən yaxşı təcrübələri və digər ölkələrdən öyrənilmiş təcrübələri müəyyən etməklə, davamlı inkişafı təşviq etmək üçün effektiv strategiyaların işlənilib hazırlanması və həyata keçirilməsində siyasətçilər üçün praktiki təlimatlar təklif edir.

Tədqiqat ətraf mühitin davamlılığının vacibliyini vurğulayaraq, Azərbaycanın təbii ehtiyatlarının qorunması və mühafizəsi üzrə praktiki səyləri məlumatlandırır. Çirkənlənmənin azaldılması, biomüxtəlifliyin qorunması və iqlim dəyişikliyi ilə mübarizə, bununla da gələcək nəsillər üçün ölkənin ekoloji bütövlüyünü qorumaq üçün tədbirlərin görülməsinin zəruriliyini vurğulayır.

Tədqiqatın nəticələri Azərbaycanda milli, regional və yerli səviyyələrdə yaşıl iqtisadiyyat siyasət və strategiyalarının formalaşdırılmasına məlumat verə bilər. Həmçinin, siyasətçilərə ekoloji mülahizələrin iqtisadi planlaşdırma və qərar qəbul etmə proseslərinə integrasiyası üçün sübuta əsaslanan tövsiyələr təqdim edir.

Bütün dünya ölkələri yaşıl iqtisadiyyat konsepsiyasını fəal şəkildə müzakirə edir, onu getdikcə öz siyasətlərinə integrasiya edirlər. 2015-ci ildə Birləşmiş Millətlər Təşkilatı 17 məqsəd üzrə 169 hədəfdən ibarət Dayanıqlı İnkişaf Məqsədləri kimi tanınan planı qəbul etdi. Bu gündəliyin əsasını onun sosial, iqtisadi və ekoloji ölçüləri əhatə edən vahid yanaşması təşkil edir. Məqsəd ətraf mühiti qorumaq və ekoloji riskləri minimuma endirməklə yanaşı, həyat standartlarını yüksəltmək və sosial bərabərliyi təşviq etməkdir. Bu, təbii ehtiyatların ekoloji xidmətlərinin qiymətləndirilməsini və qorunmasını prioritetləşdirən yaşıl iqtisadiyyat adlanan yeni iqtisadi modelə keçidi zəruri edir (Abdullayeva G. F., 2023: s.122).

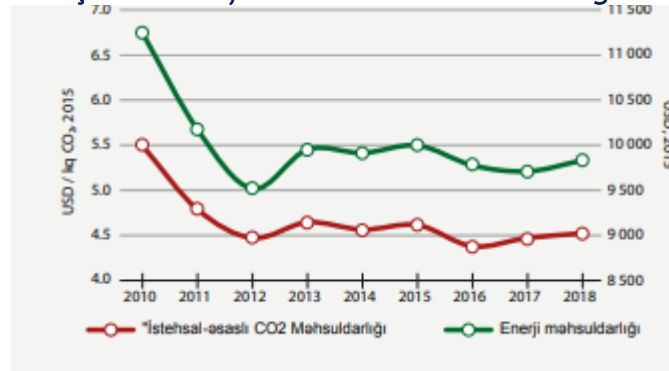
Fiskal sistem ekoloji cəhətdən davamlı davranışları təşviq etmək üçün stimullar və strukturlar təklif edərək yaşıl iqtisadiyyatın istiqamətini idarə etməkdə əhəmiyyətli təsirə malikdir. Yaşıl iqtisadiyyatın potensialını qiymətləndirərkən bu çərçivə iqtisadi səyləri ekoloji cəhətdən təmiz səylərə istiqamətləndirmək üçün güclü mexanizm rolunu oynayır. Bu sistem daxilində əsas stimullar arasında bərpa olunan enerji ilə bağlı müəssisələrin böyüməsini təşviq etmək məqsədi daşıyan vergi güzəştləri var (Abbaszadə F., Satıcı A., 2023: s.27).

Davam edən global böhranlar nəticəsində dövlətlər bu böhranları yumşaltmaq və ya aradan qaldırmaq üçün öz milli iqtisadi sistemlərini yenidən formalaşdırmağın vacibliyini dərk edirlər. Nəticə etibarilə, dünyanın bir çox ölkələri həm ekoloji cəhətdən sağlam, həm də bərpa oluna bilən iqtisadiyyatları inkişaf etdirməyə çalışan "yaşıl iqtisadiyyat" prinsiplərinə uyğun gələn "dayanıqlı inkişaf" modelini mənimsəyir.

2019-cu ildən Azərbaycan digər beş Şərq Tərəfdaş¹ ölkəsi ilə birlikdə yaşıl keçid üçün Aİ tərəfindən maliyyələşdirilən Aİ Ətraf Mühit Proqramından dəstək alır. Bu təşəbbüs təbii ehtiyatları qorumaq, ətraf mühitin rifahını yaxşılaşdırmaq, daha yaşıl inkişaf yollarını təşviq etmək və ekoloji risklərin daha yaxşı idarə edilməsi üçün strategiyalar hazırlamaq məqsədi daşıyır. 2020-ci ildə COVID-19 pandemiyasının yaratdığı fasilələrə baxmayaraq, proqram planlaşdırılmış fəaliyyətlərinə davam etdi və yerlərdə nəzərəçarpaq nəticələrə nail oldu ("Azərbaycanda Yaşıl İqtisadiyyata Doğru: Aİ Ətraf Mühit Naminə Proqramı üzrə iş davam edir – 2019-2020": s.2).

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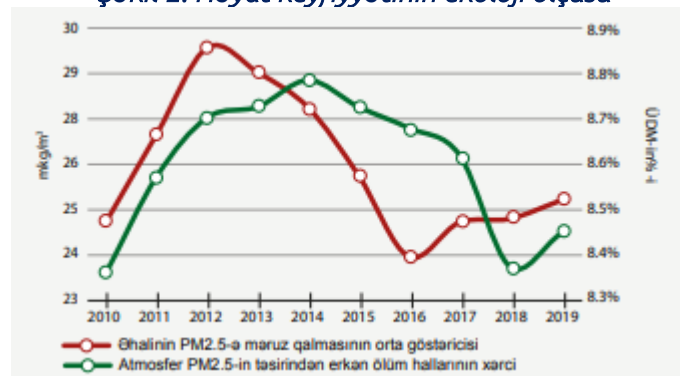
Şəkil 1: Ətraf mühit və resurs məhsuldarlığı



Mənbə: "Azərbaycanda Yaşıl İqtisadiyyata Doğru: Aİ Ətraf Mühit Naminə Proqramı üzrə iş davam edir – 2019-2020": s.5

Ətraf mühit və resurs məhsuldarlığı: Artan CO2 və enerji məhsuldarlığı çirklənmənin azalmasına, iqtisadiyyatda enerji səmərəliliyinin artmasına və iqlim və ətraf mühit şəraitinin yaxşılaşmasına səbəb olur.

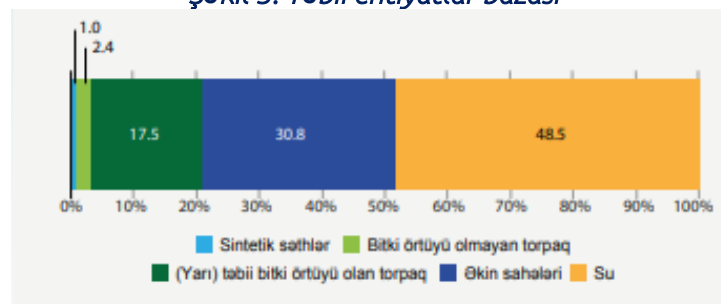
Şəkil 2: Həyat keyfiyyətinin ekoloji ölçüsü



Mənbə: "Azərbaycanda Yaşıl İqtisadiyyata Doğru: Aİ Ətraf Mühit Naminə Proqramı üzrə iş davam edir – 2019-2020": s.5

Həyat keyfiyyətinin ekoloji aspekti: Kiçik hissəciklərə məruz qalmanın azalması daha təmiz havaya, daha sağlam fərdlərə və hökumət üçün xərclərin azalmasına səbəb olur

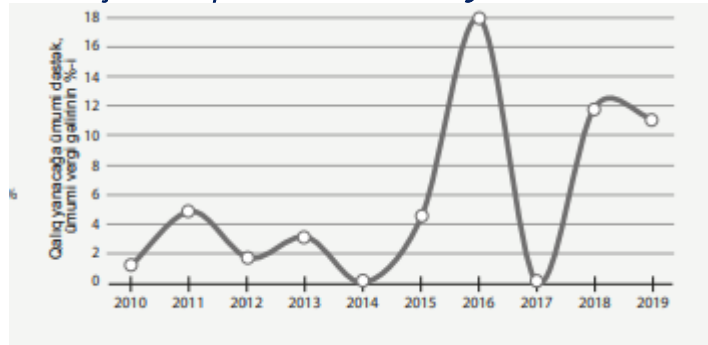
Şəkil 3: Təbii ehtiyatlar bazası



Mənbə: "Azərbaycanda Yaşıl İqtisadiyyata Doğru: Aİ Ətraf Mühit Naminə Proqramı üzrə iş davam edir – 2019-2020": s.5

Təbii ehtiyatların təməli: Davamlı təbii ehtiyatlar yaşıl iqtisadiyyata keçid üçün vacib olan zəruri davamlı istifadəni təklif edir.

Şəkil 4: İqtisadi imkanlar və siyasi tədbirlər



Mənbə: "Azərbaycanda Yaşıl İqtisadiyyata Doğru: Aİ Ətraf Mühitə Naminə Proqramı üzrə iş davam edir – 2019-2020": s.5

İqtisadi perspektivlər və siyasət təşəbbüsləri: Qalıq yanacaqlara subsidiyaların dayandırılması fiskal kəsirləri azalda, bərpa olunan enerjinin rəqabət qabiliyyətini artır və karbon emissiyalarını və havanın çirklənməsini azalda bilər.

Azərbaycan 2014-cü ildən neftin qiymətinin kəskin ucuzlaşmasından irəli gələn iqtisadi çətinliklərlə üzləşdi və bu, xüsusilə 2015-ci ildə milli valyutaya olan təzyiqlərlə daha da kəskinləşdi. Buna cavab olaraq dövlət "yol xəritəsi" və "strateji plan" hazırlandı. 2020-ci ildə 2-ci Qarabağ müharibəsinin nəticələri ilə müşayiət olunan pandemiya səbəbindən iqtisadi gərginlik daha da artdı.

Nəticə etibarilə 2021-ci ildə Azərbaycan Prezidenti işğaldan azad edilmiş əraziləri "yaşıl inkişaf əraziləri" elan edərək, bu regionlarda "yaşıl iqtisadiyyat" və "davamlı inkişaf" konsepsiyalarının həyata keçirilməsinə təşəbbüs göstərərək. Bu səy bu ərazilərdə davamlı inkişafı dəstəkləmək məqsədi daşıyan və potensial olaraq Azərbaycanda və onun hüdudlarından kənarda oxşar layihələr üçün nümunə kimi xidmət edən "Ağıllı Kənd" layihəsi ilə başladı. Bu strateji addım Azərbaycanı bu təşəbbüsdə lider mövqeyə qoyur və gələcəkdə bu konsepsiyayı digər ölkələrə ixrac edə bilər (Hacıadə O., 2023: s. 15).

Azərbaycanda "Ağıllı Kənd" layihəsi ətrafında müzakirələr 2021-ci ildən başlayaraq böyük maraq kəsb etdiyi halda, "Yaşıl İqtisadiyyat"la bağlı müzakirələr təxminən 2015-ci ilə gedirb çıxır. Neft bazarında 2008-ci il maliyyə böhranı kimi keçmiş sarsıntıları sovuşdursa da, 2014-cü il böhranının uzun sürməsi daha ciddi fəsadlara səbəb oldu.

Buna cavab olaraq, 2016-cı ildə Azərbaycan Prezidenti böhrandan çıxışa və dayanıqlı iqtisadi inkişafın təmin edilməsinə yönəlmiş strateji yol xəritələrinin təsdiq edilməsi haqqında fərman verib. Bu yol xəritələrinin əsas məqsədi 2025-ci ilə qədər ölkənin neftdən asılılığını aradan qaldırmaq və iqtisadiyyatı digər sektorlara şaxələndirməkdir. Maraqlıdır ki, "Ekoloji cəhətdən təmiz enerji" və "Yaşıl iqtisadiyyat" kimi terminlər ilk dəfə bu yol xəritələrində tətbiq edilib.

2020-ci ilin global pandemiyası Azərbaycan iqtisadiyyatına da öz təsirini göstərdi, iqtisadi fəaliyyətin durğunluğu və sərhədlərin bağlanması ÜDM-in azalması ilə nəticələndi. Bundan başqa, 2020-ci ildə Ermənistanın tərribatına cavab olaraq 44 günlük İkinci Qarabağ müharibəsinin başlanması və bunun ardınca otuz ildən artıqdır ki, işğal altında olan torpaqların azad edilməsi iqtisadiyyata əlavə gərginlik yaradıb. İşğal zamanı uzun sürən işğal, dağıntılar, infrastrukturun olmaması, təbii və maddi sərvətlərin istismarı ənənəvi bərpa proseslərinə mane oldu. Nəticədə, bu ərazilərdə aparılan bərpa və yenidənqurma işləri tamamilə yeni inkişaf strategiyasını zəruri etdi.

Zəngilan rayonunun Ağal kəndi İkinci Qarabağ müharibəsindən sonra verilən fərmanlara əsasən bərpa və köçürülməyə məruz qalan ilk yaşayış məntəqəsi olmuşdur. Zəngilana qonşu Qubadlı və Cəbrayıl rayonları ilə yanaşı, 30 ildən artıq işğalda böyük ziyan dəyib. Münaqişənin törətdiyi dağıntılar məcburi köçkünlərin bu dağılmış rayonlara sürətlə köçürülməsinə mane oldu. Ən yaxın yaşayış məntəqəsi, 2016-cı ilin aprel döyüşləri zamanı işğaldan azad edilmiş Cocuq Mərcanlı 62 km aralıda yerləşirdi və yol infrastrukturunun olmaması, mina və partlamamış hərbi sursatların olması ilə yanaşı, nəqliyyatın gediş-gəlişini ciddi şəkildə məhdudlaşdırırdı. Buna görə də kənddə özünü təmin etmək məcburiyyəti çevrildi. Nəzərə alsaq ki, özünü təmin edən kənd "Ağıllı kənd" konsepsiyasına uyğun gəlir, bu strategiya həyata keçirilib.

Kəndin bərpası və tikintisi beş əsas komponentdən ibarət idi (Hacıadə O., 2023: s.20):

Mənzil: Ekoloji cəhətdən təmiz materiallardan istifadə etməklə 200 ekoloji izolyasiya edilmiş evin tikintisi.

İstehsal: Həm daxili, həm də gələcək regional tələbləri ödəmək üçün istehsal müəssisələrinin yaradılması və inkişafı.

Sosial xidmətlər: Dövlət və sosial xidmətlərin təşkili, o cümlədən Şərqi Zəngəzur "DOST Aqropark"ın yaradılması və səyyar ASAN Xidmət.

Ağıllı kənd təsərrüfatı: ekoloji cəhətdən təmiz gübrələrin və bərpa olunan resursların istifadəsi ilə yanaşı, kənd təsərrüfatını inkişaf etdirmək üçün süni intellekt və dron texnologiyasından istifadə. "Ağıllı idarəetmə mərkəzi" və məlumat bazaları yaradılıb.

Alternativ enerji: Kəndi təmiz enerji ilə təmin etmək üçün kiçik miqyaslı günəş, külək və su elektrik stansiyalarının quraşdırılması, məişət və istehsalat enerji ehtiyaclarını ödəmək, əlavə enerjini qonşu ərazilərə ixrac etmək.

2022-ci il iyulun 19-da restavrasiya və yenidənqurma işləri başa çatdıqdan sonra sakinlərin birinci qrupu yenidən əraziyə köçərək "Ağıllı" kənd konsepsiyasına uyğunlaşmaya başlayıb. Kənddə kənd təsərrüfatı artıq sürətli inkişafın şahidi olub və yaxın illərdə əlavə qrupların köçürülməsi ilə kəndin istehsal gücünün üç dəfə artacağı gözlənilir. Aqalı kəndinin "Ağıllı kənd" konsepsiyası ilə bərpası və yenidən qurulması işğaldan azad edilmiş digər ərazilərdə də analoji işlərə zəmin yaradır.

Cədvəl 2: "Ağıllı Şəhər" proqramının üstün və mənfi cəhətləri

Üstünlüklər	Mənfi cəhətləri
Təmiz ətraf mühit	Rəqəmsallaşmadan asılılıq
Ağıllı parking sistemi	Böyük həcmdə investisiya
Yeni iş imkanları	
Təkmilləşdirilmiş nəqliyyat sistemi	
Ağıllı sağlamlıq sistemləri	
Davamlı və bərpa olunan enerji üçün rəqəmsal sistemlər	

Mənbə: Гамидова Л., Рамазанова Д., 2022: с. 173

İşğaldan azad edilmiş ərazilərdə "Ağıllı kənd" və "Ağıllı şəhər" konsepsiyalarının həyata keçirilməsi ilə yanaşı, sosial infrastrukturun formalaşdırılması üçün digər potensial model kompakt məskunlaşma forması modelidir. Yığcam şəhər yüksək əhəlinin sıxlığı və mərkəzi hissənin canlandırılması, yüksək sıxlığın inkişafı, çoxfunksiyalı inkişaf, xəstəxanalar, parklar, məktəblər və istirahət obyektləri kimi müxtəlif xidmət və şəraitin təmin edilməsi kimi xüsusiyyətləri ilə xarakterizə olunan şəhər ərazisidir.

Yığcam şəhərlər şəhərlərin genişlənməsi ilə müqayisədə çoxlu üstünlüklər təklif edir, o cümlədən emissiyaların azalmasına səbəb olan avtomobillərdən asılılığın azalması, enerji istehlakının azalması, ictimai nəqliyyat xidmətlərinin yaxşılaşdırılması, ümumi əlçatanlığın artırılması və mövcud infrastrukturun və inkişaf etdirilmiş torpaqların təkrar istifadəsi və s. Bu layihənin müsbət və mənfi tərəflərinin daha ətraflı tədqiqi ilə aşağıdakı cədvəldə tanış ola bilərik.

Cədvəl 3: "Kompakt Şəhər" proqramının üstün və mənfi cəhətləri

Üstünlüklər	Mənfi cəhətləri
Səyahət vaxtının azaldılması	Təbii fəlakətlərin təsirlərinə qarşı həssaslıq
Ətraf mühitə təsirin azaldılması	Daha az şəxsi yer
Yanacaq və enerji istehlakının azaldılması	
Mərkəzin yaxşı əlçatanlığı	
Məskunlaşma nöqtəsində təbii mühitin ən az pozulması dərəcəsi	

Mənbə: Гамидова Л., Рамазанова Д., 2022: с. 174

Respublikamız bir çox ölkələr kimi, daha yaşıl iqtisadiyyata keçidin vacibliyinə getdikcə daha çox əhəmiyyət verir. Tarixən neft və qaz ehtiyatlarından asılı olsa da, ölkə iqtisadiyyatını şaxələndirir və bərpa olunan enerji və davamlılıq təşəbbüslərinə sərmayə qoyur.

Ölkəmiz xüsusilə günəş və külək enerjisi vasitəsilə bərpa olunan enerji istehsalı üçün əhəmiyyətli potensiala malikdir. Hökumət müxtəlif layihələr həyata keçirməklə bu potensialdan istifadə etmək üçün

addımlar atır. Məsələn, ölkə son illərdə bir neçə külək stansiyaları, su elektrik stansiyaları² və günəş elektrik stansiyaları tikib, bərpa olunan enerji potensialına töhfə verib.

Enerji səmərəliliyinin artırılması yaşıl iqtisadiyyata keçidin əsas aspektidir. Azərbaycan müxtəlif sektorlarda, o cümlədən binalarda, nəqliyyatda və sənayedə enerji istehlakını azaltmaq və səmərəliliyi artırmaq üçün infrastrukturunun modernləşdirilməsi üzərində işləyir.

Ətraf mühitin qorunması və biomüxtəlifliyin qorunması yaşıl iqtisadiyyatın vacib komponentləridir. Azərbaycan öz təbii sərvətlərini, o cümlədən meşələri, su obyektlərini və heyvanlar aləmini qoruyub saxlamaq üçün tədbirlər həyata keçirir. Təşəbbüslərə meşələrin bərpası layihələri, vəhşi təbiətin mühafizəsi səyləri və davamlı torpaq idarəçiliyi təcrübələri daxildir.

Yaşıl layihələrə investisiyanın təşviqi və davamlı təcrübələr üçün maliyyə stimullarının təmin edilməsi yaşıl iqtisadiyyatın təşviqi üçün çox vacibdir. Azərbaycan ekoloji cəhətdən təmiz təşəbbüslərə maliyyə cəlb etmək üçün müxtəlif maliyyələşdirmə mexanizmlərini, o cümlədən yaşıl istiqrazlar və bərpa olunan enerji investisiyaları üçün stimulları araşdırır.

Azərbaycanın yaşıl iqtisadiyyata keçid səyləri üçün beynəlxalq təşkilatlar və tərəfdaşlarla əməkdaşlıq vacibdir. Ölkə davamlılıq, iqlim dəyişikliyinə azaldılması və ətraf mühitin mühafizəsinə yönəlmiş müxtəlif global təşəbbüs və forumlarda iştirak edir.

Ümumilikdə, Azərbaycan yaşıl iqtisadiyyata keçiddə iqtisadi inkişafın ətraf mühitin mühafizəsi ilə balanslaşdırılması kimi problemlərlə üzləşdiyi halda, hökumətin davamlılıq və bərpa olunan enerjiyə sadıqlığı daha ekoloji cəhətdən təmiz və iqtisadi cəhətdən dayanıqlı gələcəyə doğru müsbət trayektoriyadan xəbər verir.

Ümumən götürdükdə ölkəmizdə yaşıl iqtisadiyyatla bağlı müəyyən çərçivədə işlər görülsə də, tədqiqatın əvvəlində qeyd edilən ölkələrlə müqayisədə bu işlər çox zəif görünür. Bu səbəbdən də beynəlxalq təcrübələrin tətbiqi və beynəlxalq əməkdaşlıqlar dayanıqlı inkişafın – yaşıl iqtisadiyyatın təkmilləşdirilməsində əsas rol oynaya bilər.

Nəzəri anlayışlar yaşıl iqtisadiyyat paradigmasının konseptual əsaslarına işıq salaraq, onu davamlı inkişafın daha geniş çərçivəsində aktuallığını aydınlaşdırıb. Mövcud ədəbiyyatı və nəzəri çərçivələri sintez edərək, bu tədqiqat iqtisadi artım və sosial ədalətlə yanaşı ekoloji davamlılığın necə həyata keçirilə biləcəyinə dair hərtərəfli anlayışı təmin etmişdir.

Tədqiqat praktiki müstəvidə yaşıl iqtisadiyyat prinsiplərinin mənimsənilməsinin Azərbaycanın sosial-iqtisadi inkişafı üçün potensial faydalarını vurğulamışdır. Azərbaycan öz təbii ehtiyatlarından və insan kapitalından istifadə etməklə yaşıl innovasiyalar və iqtisadiyyatın diversifikasiyası üçün yeni imkanlar açar. Bundan əlavə, ətraf mühitin mühafizəsi və sosial ədalətə üstünlük verməklə, ölkə davamlı inkişafın faydalarının cəmiyyət arasında ədalətli şəkildə bölüşdürülməsini təmin edə bilər.

Tədqiqatın nəticələri Azərbaycanda yaşıl iqtisadiyyat məqsədlərini irəlilətməyə yönəlmiş siyasətin formalaşdırılması, biznesin inkişafı, təhsil və beynəlxalq əməkdaşlıq səylərini məlumatlandırır. Yaşıl iqtisadiyyat prinsiplərini siyasət çərçivələrinə inteqrasiya etməklə, yaşıl sahibkarlığı inkişaf etdirməklə, təhsil vasitəsilə məlumatlılığı artırmaqla və beynəlxalq əməkdaşlığa cəlb etməklə Azərbaycan daha davamlı və möhkəm gələcəyə yol açar.

Əslində, Azərbaycanda yaşıl iqtisadiyyat təkcə ətraf mühitin degradasiyasının azaldılması və iqlim dəyişikliyinə həlli ilə bağlı deyil, həm də cəmiyyətin bütün təbəqələrinə fayda verən inklüziv və ədalətli iqtisadi artımı təşviq etməkdən ibarətdir. Davamlılıq və yaşıl inkişaf prinsiplərini qəbul etməklə Azərbaycan gələcək nəsillər üçün daha firavan, davamlı və ekoloji cəhətdən dayanıqlı gələcəyə yol açmış ola bilər.

Azərbaycan Respublikasında yaşıl iqtisadiyyatın təkmilləşdirilməsi istiqamətində aşağıdakıların həyata keçirilməsini zəruri hesab edirik:

Siyasət inteqrasiyası: Davamlı inkişaf məqsədlərinə uyğunluğu təmin etmək üçün yaşıl iqtisadiyyat prinsiplərini milli inkişaf strategiyalarına, sektor planlarına və tənzimləyici çərçivələrə inteqrasiya edən hərtərəfli siyasətlər hazırlanmalıdır.

Bərpa olunan enerjiyə investisiya: Günəş, külək və su elektrik enerjisi kimi bərpa olunan enerji mənbələrinə sərmayələri artırmaq, qalıq yanacaqlardan asılılığı azaltmaq, istixana qazı emissiyalarını azaltmaq və enerji təhlükəsizliyini və müstəqilliyini təşviq etmək lazımdır.

Davamlı kənd təsərrüfatı təcrübələri: Ərzaq təhlükəsizliyini artırmaq, təbii ehtiyatları qorumaq və iqlim dəyişikliyinə təsirlərini azaltmaq üçün üzvi əkinçilik, aqromeşəçilik və suya səmərəli suvarma texnikaları daxil olmaqla davamlı kənd təsərrüfatı təcrübələrinin qəbulu təşviq edilməlidir.

² Laçın rayonunda Güləbird SES

Yaşıl infrastrukturun inkişafı: Çirkənməni azaltmaq və iqlim dəyişikliyinə davamlılığı artırmaq üçün yaşıl binalar, ictimai nəqliyyat sistemləri və yaşıl sahələr də daxil olmaqla yaşıl infrastrukturun inkişafına sərmayə qoyula bilər.

Dairəvi iqtisadiyyat təşəbbüsləri: Tullantıların əmələ gəlməsini minimuma endirmək, resurs səmərəliliyini təşviq etmək və tullantıların idarə edilməsi, təkrar emalı və təkrar emal sənayesində innovasiyaları stimullaşdırmaq üçün dairəvi iqtisadiyyat təşəbbüslərini həyata keçirilməlidir.

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PROSPECTS FOR THE DEVELOPMENT OF GEORGIA SEAPORTS IN THE CONDITIONS OF DIVERSIFICATION OF INTERNATIONAL ROUTES

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Abstract

The article provides an analysis of the spatial location of the seaports of the Black Sea basin of Georgia relative to the core directions of the international transport corridors of Georgia. An analysis of loading and unloading activities and the throughput of cargo terminals of the seaports of the Black Sea basin of Georgia showed that as of 2023, 73.7% of the capacity of the basin's cargo terminals was realized. Based on the data obtained and the density map of maritime transport routes, the main directions of maritime traffic were determined, as well as the possibility of diversifying the routes of Georgia's international transport corridors by organizing a transport corridor through the seaports of the Black Sea basin of Georgia, Romania, and Bulgaria with access to pan-European transport corridors No. 4, 7, 8. The author argues that, given the role of the seaports of the Black Sea basin of Georgia in the context of diversification of import-export and transit cargo flow routes, Georgian ports have great development potential. The author's analysis shows that Georgia has the opportunity to create a promising maritime corridor that will reduce the costs associated with the number of countries crossing when transiting goods between Europe, Southeast Asia, and India. The article shows that the processing of cargo by the ports of the Black Sea basin, which provides more than a third of the total volume of processing of international trade cargo in Georgia, indicates the effectiveness of the mechanisms of interaction between transport, transshipment complexes, customs, and border services. However, the presence of unrealized capacity of cargo terminals in the ports of Georgia in the context of the problem under consideration indicates the insufficient development of both short- and long-distance access routes, which is a negative factor hindering the increase in cargo traffic.

Keywords: *Economic geography, international transport corridor, seaports, route diversification.*

Determination of the Current Position of Ports in the Black Sea Basin in the System of the Seaports of Georgia

With the collapse of the USSR, due to changes in the state system and the country's territorial borders, Georgia lost the power of its large seaports (Poti, Batumi, etc.), which gradually deteriorated, with the simultaneous deterioration of the entire infrastructure.

Currently, the port infrastructure of the Black Sea basin of Georgia is represented by 3 operating seaports, which, as of 2023, ensured the processing of 29.5 and 1.5%, respectively, of all foreign trade and transit cargo processed by the seaports of Georgia (Table 1).

Thus, the total volume of processing in the seaports of the Black Sea basin is 34.3% of the total volume of foreign trade and transit sea cargo of Georgia.

The volume of processing of foreign trade cargo by the seaports of the Black Sea basin of Georgia is summarized by the author in Table 1.

When analyzing the volumes and structure (Table 1, 2) of cargo processed in seaports over a long-term period, an increasing trend is observed in the total volume of cargo processed relative to the general indicators for Georgia. The increase in the total volume of processing was 3.1% compared to 2019. At the same time, in the structure of cargo processed, there is a tendency to reduce the difference in shares between dry cargo and liquid cargo from 21% in 2019 to 12.1% in 2023.

Table 1. The volume of processing of foreign trade cargo by the seaports of the Black Sea basin of Georgia and their share in the country's foreign trade turnover

	2021		2022		2023	
	thousand tons	%	thousand tons	%	thousand tons	%
<i>Kulevi</i>	4590,9	0,7	9555,5	1,4	11502,8	1,6
<i>Poti</i>	19504,1	3,1	21582,8	3,2	21906,6	3,0
<i>Batumi</i>	170532,7	27,3	201792,8	29,8	232235,6	29,5
Total:	194627,8	31,2	232931,1	34,4	244025,2	33,8

Separately, it is worth noting that when comparing the aggregate values of the volumes of processed cargo with the declared throughput of cargo terminals of Georgian ports, it becomes obvious that the throughput capacity of cargo terminals is not fully realized. As of 2023, Only 73.7% of the terminals' capacity is used.

The main directions of vessel movement within the Black Sea basin can be determined from the density map of established sea routes. According to this map, the densest traffic of the seaports of the Black Sea basin of Georgia falls on the Turkish ports of Trabzon and Samsun, but the maximum density of routes is in the direction of Istanbul (Bosphorus Strait).

Table 2 Structure of cargo handling at the seaports of the Black Sea basin of Georgia. Compiled by the author based on [12]

year	Dry cargo		Liquid cargo	
	thousand tons	volume, %	thousand tons	volume, %
2019	76888,5	39,5%	117739,3	60,5%
2021	98443,3	42,3%	134487,8	57,7%
2022	105326,8	43,2%	138698,4	56,8%
2023	118535,4	44,0%	151153,5	56,0%

One can also note the presence of traffic between the ports of Georgia, Bulgaria, and Romania, although its density is much less than on Turkish routes.

Table 3 Realization of throughput capacity of cargo terminals of ports of the Black Sea basin, 2023

	Poti	Batumi	Total
Actual volume of processing, thousand tons	26017,5	232235,6	258253,0
Terminal capacity, thousand tons	35299,1	315173,6	350472,7
Unrealized processing volume, thousand tons	9281,6	82938,1	92219,7
Realized power, %	73,7%	73,7%	73,7%

Based on the logic of the existence of international transport corridors, their main function is to ensure transit, as well as export-import cargo flow. It is obvious that trading partners give priority to routes with a minimum number of countries crossed, with minimum border and other fees, and with a safe political environment. [6].

Taking into account the above, diversification of cargo flow routes of international transport corridors passing through the territory of Georgia seems to be one of the priority tasks for realizing both a competitive advantage in international trade and transit of goods, and for sustainable development of the national economy. At the same time, it is obvious that the concept of diversification implies an increase in the number of routes connecting international transport corridors passing through the territory of the country with transport corridors of other states.

Many investment projects related to the construction and modernization of port infrastructure are being implemented in the Black Sea basin. According to the list of investment projects [16], by 2027 within the Black Sea basin, it is planned to complete the construction of facilities that will ensure an increase in the design capacity of cargo processing at seaports, with a total volume of 79.3 million tons per year, and by 2029 - 170.7 million tons per year, which will be 122.6 and 148.7% compared to 2019. The largest investment projects that provide growth points in the region include the construction of the deep-water seaport of Anaklia (design capacity 91.4 million tons per year). year, completion of the first stage is planned in 2030, full development - 2030–2035), construction of a bulk cargo terminal in the

seaport of Kulevi (implementation period 2027–2030, design capacity - 35 million tons per year), construction of a grain terminal in the seaport of Poti (project implementation period - 2030, design capacity - 14.5 million tons per year), Reconstruction and modernization of port infrastructure facilities in the seaport of Batumi (implementation period - 2027 - 2030, increase in design capacity: 10.5 million tons per year.)

Thus, realizing the development potential of the seaports of the Black Sea basin of Georgia comes down to the construction and development of new port territories, a set of measures aimed at increasing the capacity of near and far access roads to the ports, and modernizing the existing infrastructure. Under a positive scenario for the implementation of these investment projects, the planned increase in the annual cargo turnover of the seaports of the Black Sea basin by 2020 will be 79.3 million tons per year.

CONCLUSIONS

Considering the role of the Sea Ports of the Black Sea Basin of Georgia in the context of diversifying routes of import-export and transit cargo flows, it can be argued that they have great development potential. The analysis demonstrates that Georgia has the opportunity to create a promising maritime corridor that will reduce costs associated with the number of crossing countries when transiting goods between Europe, Southeast Asia, and India. Cargo processing by ports of the Black Sea basin, providing more than a third of the total volume of processing of international trade cargo in Georgia, indicates the effectiveness of the mechanisms of interaction between transport, transshipment complexes, customs, and border services. However, the presence of unrealized cargo terminal capacity at Georgian ports, in the context of the problem under consideration, indicates the insufficient development of both short- and long-distance access routes, which is a negative factor hindering the increase in cargo traffic.

At the same time, the implementation of the Program by the Government of Georgia is aimed, among other things, at eliminating weaknesses in the country's transport infrastructure. Under a positive scenario for the development of seaports in the Black Sea basin, by 2030 the planned cargo turnover will be 79.3 million tons per year. In addition, the commissioning of new infrastructure and a rough-water port will also help increase the transit potential of the region.

In terms of sea transportation within the Black Sea basin in the East-West direction, the absolute leader and competitor of other possible projects should be considered the TRACECA project implemented by the European Union, connecting the seaports of Europe (Romania, Bulgaria) and Ukraine with the ports of Turkey and Georgia (countries associated with the European Union). Currently, the density of routes laid between the ports of these states indicates low traffic and, as a result, low cargo flow, which in turn also creates favorable conditions for organizing the transit route in question.

The analysis showed that currently the throughput capacity of cargo terminals of seaports of the Black Sea basin is not fully realized. A factor hindering the realization of the region's transit potential is the insufficient development of access roads to seaports. During the implementation of the Program, by 2030 it is planned to eliminate this negative factor and increase the throughput capacity of terminals by 79.3 million tons per year relative to 2019. Achievement of these goals is ensured by the implementation of investment projects involving the construction and reconstruction of both port infrastructure and and creation of a new transport cluster to ensure the stable operation of industrial enterprises.

The creation of a transit corridor between the sea ports of the Black Sea Basin of Georgia and the ports of Romania and Bulgaria will facilitate the integration of international transport corridors passing through the territory of Georgia with pan-European transport corridors No. 4, 7, 8, thereby ensuring both the diversification of ITC routes and the minimization of transport costs, related to the number of countries crossed by the cargo and the safety of the route and, as a result, will strengthen Georgia's competitive advantage in the region.

At the global level, with the creation of the corridor, there will be an increase in the degree of integration of the Georgian and world transport systems, an increase in transport activity in the Black Sea basin, and there will also be an opportunity to diversify the routes of cargo flows of the international East-West transport corridors.

At the meso level, the development of maritime communications between Georgia and the ports of Romania and Bulgaria will ensure increased connectivity of international transport flows with Georgian transport flows, stimulating the development of the country's transport system.

At the regional level, the creation of a corridor will facilitate the switching of part of the cargo flow passing through the territory of Georgia to the capacity of the ports of the Autonomous Republic of Adjara and Samegrelo, which will stimulate the integration of the transport systems of the Black Sea regions with the rest.

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GLOBAL AND REGIONAL SIGNIFICANCE OF THE ZANGEZUR CORRIDOR

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ГЛОБАЛЬНОЕ И РЕГИОНАЛЬНОЕ ЗНАЧЕНИЕ ЗАНГЕЗУРСКОГО КОРИДОРА

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Abstract

This article discusses the global and regional importance of opening the Zangezur Corridor in the context of international events. It emphasizes that historically, and in the future, the Zangezur Corridor will serve as a connecting link between various cultures, ethnic groups, and states in the region.

The article provides comprehensive information regarding the economic, geopolitical, and transportation significance of this corridor. It highlights that, in addition to this, the Zangezur Corridor can play a strategic role in energy policy. This corridor can facilitate the transportation of the region's energy resources to European markets.

In conclusion, the Zangezur Corridor is identified as a strategic transit route in the South Caucasus, with the potential to play a pivotal role in the political, economic dynamics, and security of the region.

Аннотация

В статье говорится о глобальном и региональном значении открытия Зангезурского коридора на фоне международных событий. Отмечается, что Зангезурский коридор исторически играл и будет играть роль связующего звена между различными культурами, этносами и государствами региона.

В статье представлена обширная информация об экономическом, геополитическом и транспортном значении этого коридора. Отмечается, что помимо этого Зангезурский коридор может сыграть стратегическую роль с точки зрения энергетической политики. По этому коридору энергоресурсы региона могут транспортироваться на европейские рынки.

В заключение отмечается, что Зангезурский коридор является стратегическим транзитным маршрутом на Южном Кавказе и способен сыграть важную роль в политической, экономической динамике и безопасности региона.

Keywords: Zangezur Corridor, regional significance, economic importance, geopolitical relevance, energy policy, transportation, strategic role, communication, infrastructure.

Ключевые слова: Зангезурский коридор, региональное значение, экономическое значение, геополитическое значение, энергетическая политика, транспорт, стратегическая роль, коммуникация, инфраструктура.

Сегодня президент Ильхам Алиев также выполняет волю своего отца, восстанавливая Зангезурский коридор. Армяне это прекрасно знают. Они понимают, насколько важна будущая перспектива Зангезурского коридора. Они понимают, что пребывание Зангезура в составе Армении означает географическое разделение тюркского мира. Потому что эта территория играет роль самого удобного моста, соединяющего тюркский мир. Транспортные, коммуникационные и инфраструктурные проекты, которые пройдут здесь, соединят весь тюркский мир. Благодаря огромному неустанному труду Ильхама Алиева мечты дашнаков о разделении тюркского мира остались в их сердцах, их надежды рухнули.

С созданием Зангезурского коридора перспективные логистические проекты приобретут новое значение. Новый образ жизни соединит страны и континенты и станет величайшим

достижением нашей страны, расположенной в самом центре растущей сети транспортных маршрутов.

На фоне международных событий перспективы Зангезурского коридора приобретают новое, более комплексное значение. Сегодня уже очевидно, что славное будущее этого перспективного транспортного сообщения тесно связано с растущим логистическим потенциалом нашего региона. Геополитические изменения в меняющемся мире после российско-украинского конфликта закрывают традиционные маршруты. Потоки наземного транспорта из Европы в Китай и Юго-Восточную Азию через Россию ограничены по политическим причинам, а потоки грузов все больше перемещаются на юг, что открывает большие возможности для стран региона.

Зангезурский коридор имеет большое региональное и международное значение. Грузия, Иран, Турция и Россия, а также западные и арабские государства выиграют от этого коридора. По мнению некоторых экспертов, после открытия Зангезурского коридора китайское государство также сможет получить значительную выгоду от этой дороги.

Зангезурский коридор выбран в качестве стратегических ворот на Южный Кавказ. Этот коридор является транспортным и торговым маршрутом, который соединяет Нахчыванскую Автономную Республику Азербайджана с ее основной территорией и включает Армению в региональную экономическую интеграцию. Важность Зангезурского коридора следует оценивать наряду с политической, экономической динамикой и динамикой безопасности региона. До Советского Союза Зангезур был регионом, большинство населения которого составляли турки-мусульмане. Демографическая структура региона начала меняться, когда он был присоединен к Армении Советским Союзом в 1920-х годах.

Зангезурский коридор исторически служил связующим звеном между различными культурами, этническими группами и государствами региона. В настоящее время Нахчыванская Автономная Республика отделена от основной территории Азербайджана Мегриским районом. Таким образом, Зангезурский коридор соединит Нахчыван с Азербайджаном и обеспечит интеграцию этого региона в политическую, экономическую и социальную структуру Азербайджана. Укрепив территориальную целостность Азербайджана, коридор будет способствовать открытию Нахчывана внешнему миру и его участию в региональном сотрудничестве.

С экономической точки зрения Зангезурский коридор может сыграть стратегическую роль в возрождении торговли и транспорта в регионе. Несмотря на то, что географическое положение коридора ограничено Азербайджаном и Турцией, он облегчит доступ Нахчывана к Черному морю и Европе. Это позволит Нахчывану играть активную роль в региональной экономической интеграции.

В то же время, Зангезурский коридор, проходящий через Нахчыван, облегчит доступ стран Центральной и Южной Азии к европейским рынкам. Это поможет увеличить региональную торговлю и стимулировать экономический рост.

Кроме того, Зангезурский коридор может сыграть стратегическую роль с точки зрения энергетической политики. По этому коридору энергоресурсы региона могут транспортироваться на европейские рынки. Богатые ресурсы нефти и природного газа Азербайджана могут быть интегрированы в международные энергетические проекты через Зангезурский коридор, что обеспечит энергетическую безопасность региона. Это может поддержать экономическую и политическую стабильность стран региона и помочь Западу диверсифицировать свои энергетические ресурсы. С точки зрения стратегической безопасности Зангезурский коридор может повлиять на политический баланс в регионе. Коридор увеличит региональную мощь Азербайджана, соединив Нахчыван с Азербайджаном, а также вовлечет Армению в региональную интеграцию. Таким образом, будет создана благоприятная среда для мирных решений и регионального сотрудничества, а риск конфликта будет снижен.

Создание Зангезурского коридора полностью отвечает национальным, историческим и будущим интересам Азербайджана. Это была национальная цель, миссия, которую Великий Лидер хотел реализовать на протяжении десятилетий. Ильхам Алиев, последователь Общенационального лидера, продолжил эту миссию и довел ее до цели. "Наши исторические земли - это Иреванское ханство, Зангезурский, Гейчинский районы. Это должно знать молодое поколение и мир", - сказал он.

Создание Зангезурского коридора имеет для автономной республики 3 основных значения:

1. *Транспортное сообщение.* Этот коридор обеспечивает кратчайший и наиболее эффективный маршрут сообщения между материковым Азербайджаном и Нахчыванской Автономной Республикой, территорией Азербайджана, изолированной от остальной части страны. Это важно для перевозки грузов, людей и сообщения между этими двумя районами.

2. *Геополитическое значение:* Зангезурский коридор стал центром споров и конфликтов между Арменией и Азербайджаном. Подписанное соглашение передало Азербайджану контроль над Зангезурским коридором, что позволит укрепить его позиции в регионе.

3. *Экономическое значение:* Зангезурский коридор открывает новые возможности для экономической интеграции региона, включая транзит товаров, энергоресурсов и связи с мировыми рынками.

С открытием Зангезурского коридора наша республика укрепит свою роль главного звена важнейших транспортных коридоров, откроет безграничные возможности для интеграции с восточной частью континента и Поднебесной. Его выгодное географическое положение и установление грамотных связей со всеми звеньями мировой логистики способствуют его превращению в транспортный узел.

Эксперты признают, что Зангезурский коридор создает дополнительные транспортные возможности для всех стран региона и наших партнеров из дальнего зарубежья. По мнению экономиста-международника Орхана Багирова, Евросоюзу также нужна транспортная артерия, от которой зависят мир и стабильность в регионе, а значит, и безопасность поставок газа. Кроме того, областью особого интереса сегодня стал эффективный потенциал нашего региона как надежного транспортного направления. Все это создает основу для реализации проекта, открывающего кратчайший сухопутный путь из Азии в Европу.

Грузооборот между Россией и Азербайджаном составляет 7-8 миллионов тонн в год, в том числе 560 тысяч тонн экспорта фруктов и овощей из Азербайджана в Россию и транзита России в Грузию. Следует учитывать, что значительная часть грузов между Российской Федерацией и Ираном в Азербайджане перевозится автомобильным транспортом и не учитывается в железнодорожной статистике.

Поэтому отсюда следует два вывода - строительные работы по Зангезурскому коридору увеличат поток строительных материалов. И как только они будут завершены, они смогут раскрыть потенциал железнодорожного транспорта как более чистого и быстрого движения на большие расстояния, минуя «узкие» зоны портового движения.

Для России Зангезурский коридор станет новым сухопутным маршрутом в Армению и Турцию. Теперь российским машинам приходится идти в эти страны, проезжая через территорию Грузии, по неустойчивым горным серпантинам Военно-Грузинской дороги, которую регулярно перекрывают из-за непогоды. Железнодорожное сообщение вновь осуществляется только через территорию Грузии, через территорию Азербайджана, по объездному маршруту: сначала в Баку, а оттуда по международному маршруту «Баку-Тбилиси-Карс».

Зангезурский коридор обеспечит круглогодичный и всепогодный доступ российского транспорта в Армению и Турцию и сократит железнодорожное сообщение с республиками примерно на 200 км. И наоборот – Армения и Турция смогут перевозить пассажиров и грузы в Россию по более стабильному и короткому маршруту. Кроме того, Армения откроет железнодорожное сообщение с Ираном через Нахчыван.

Азербайджан получит не только долгожданное сухопутное сообщение с Нахчыванской Автономной Республикой, но и еще один выход в Турцию за счет экономии на транзитных платежах (40 км через территорию Армении или Ирана, 250 км через Грузию). Кроме того, этот доступ получают все страны, транспортирующие грузы из Азии в Европу через каспийские порты Азербайджана, то есть в первую очередь Китай.

Межконтинентальное значение Зангезурского коридора как альтернативного коридора чрезвычайно велико. Этот коридор предусматривает транспортировку товаров из Китая в восточные провинции Турции, а оттуда в Европу через Средиземное море или Стамбульский пролив.

Данное нововведение также соответствует стратегиям диверсификации транспортных маршрутов Турции и Китая, и в этом смысле в ближайшем будущем Зангезурский коридор может выступить важным торговым маршрутом на фоне интеграции в транспортную систему Восток-Запад. коридор. между континентами Европы и Азии.

Наконец, следует отметить, что Зангезурский коридор является стратегическим транзитным маршрутом на Южном Кавказе и способен сыграть важную роль в политической,

экономической динамике и безопасности региона. Помимо соединения Нахчывана с Азербайджаном и содействия региональному сотрудничеству и экономической интеграции, коридор также важен с точки зрения энергетической политики и стратегической безопасности. В этом смысле коридор можно определить как путь к региональному прогрессу.

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PRODUCTION SUSTAINABILITY OF PORTS

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Abstract

The article analyzes the dynamics of growth rates and the structure of cargo turnover of the Black Sea ports of Georgia for the period from 2019 to 2023. An analysis of the production indicators of the largest stevedoring operators showed the unevenness of development, which is due to the exhaustion of the port infrastructure capacity of some ports and the underutilization of others due to the non-compliance of sea berths with modern requirements. The reserve capacity of all Georgian ports over the past three years has been 28-34%, associated with economic and political factors.

Relevance of the problem. The issue of sustainable development, first articulated internationally in 1987 as development in which "present generations meet their needs without compromising the ability of future generations to meet their needs", is now considered not only at the macroeconomic level but also at the macroeconomic level. balanced economic development, society, and ecology, but also at the level of economic entities.

The problem of enterprise sustainability is becoming increasingly relevant due to the high level of uncertainty in the development of the global community in the context of the spread of the COVID-19 pandemic, increased competition both at the national and international levels, as well as the emergence of new geopolitical and economic risks. These and other factors increase interest in considering the problem of sustainable development of business entities. Currently, there is no consensus on which specific performance indicators of an enterprise should be considered indicators of its economic sustainability. Most often, to assess economic sustainability, the financial results of enterprises are used, such as profit, income, cost, profitability, solvency, etc. In our opinion, the sustainability of an enterprise should be assessed not only using a set of financial indicators. Production indicators can and should be used.

The purpose of the study is to assess the place and role of the Black Sea basin in general economic indicators, analyze the production indicators of the leading ports of Georgia, the production sustainability of its leading stevedoring operators, and, based on the results obtained, conclude the trends and problems of their development.

Research methods - dialectical, statistical, analysis and synthesis, induction and deduction, structural-functional, and comparative analysis - all made it possible to verify the reliability of the results obtained and the validity of the conclusions.

Keywords: *Black Sea basin, seaport, port operator, cargo turnover, port facilities.*

Introduction

Positions of Georgian ports in general economic indicators. The black sea ports are leaders among all other economic entities in the country in terms of cargo turnover. Participants in foreign economic activity, exporters, and importers of goods actively use services at the ports. One of the reasons is their short distance from the countries of the middle east, north Africa, and the Persian gulf.

Research results

Positions of Georgian ports in general economic indicators. The black sea ports are leaders among all other economic entities in the country in terms of cargo turnover. Participants in foreign economic activity, exporters, and importers of goods actively use services at the ports. One of the reasons is their short distance from the countries of the middle east, north Africa, and the Persian gulf.

On the black sea coast of Georgia, there are three seaports (a fourth deep-water one is being built), which, in our opinion, can be divided into three types according to geographical and operational conditions: 1) those with development potential; 2) limited in development; 3) located in a resort city. The first type includes the Batumi, Poti ports, and the deep-water port of Anaklia under construction, the second type includes the so-called small port of Kulevi. This is a shallow water port located outside the city. This does not allow the port to increase its production capacity since the territory is limited. The third type consists of two ports - Batumi and Anaklia.

In terms of total cargo turnover of seaports, it ranks first among all seaports of Georgia; at the end of 2023, it accounts for 30.7% of all foreign trade cargo passing through the berthing front of Georgia. The ports handle about 90% of Georgia's total grain turnover and more than 50% of ferrous metals. The dynamics of the volume of cargo transshipment through ports for the period from 2017 to 2023 are shown in the table.

TABLE 1. DYNAMICS OF PORT CARGO TURNOVER FOR 2016-2023

The name of the indicators	Year							
	2016	2017	2018	2019	2020	2021	2022	2023
Transshipment volume, million tons.	175,30	174,40	194,50	232,90	244,00	269,50	272,20	258,10
liquid cargo	106,00	111,90	117,70	134,50	138,70	151,10	153,10	162,00
dry cargo	69,30	62,50	76,80	98,40	105,30	118,40	119,10	96,10
Transshipment volume growth rate, %	—	-0,5	11,5	19,7	4,8	10,5	1,0	-5,2
Specific gravity,%:								
liquid cargo	60,47	64,16	60,51	57,75	56,84	56,07	56,25	62,77
dry cargo	39,53	35,84	39,49	42,25	43,16	43,93	43,75	37,23
Share in the Georgian economy, %	31,0	29,6	31,2	34,4	33,8	34,3	33,3	30,7

From those given in the table. From 1 data it follows that due to an increase in transshipment capacity, the commissioning of new ports for 2017-2023. the volume of transshipment of the Black Sea ports increased 1.47 times, reaching 258.1 million tons. The liquid segment of the regional market grew faster than the dry cargo segment, increasing by 1.53 times over the period. The dynamics of cargo turnover during the Arab period are quite uneven, with both downward and upward trends observed. The corridor for changes in growth rates was within 25% (from minus 5.2% in 2023 to plus 19.7% in 2019), so the production development of ports cannot be called sustainable.

This is also confirmed by the fact that the dynamics of growth in transshipment volumes at ports are generally more even: if we compare the growth rates with general market dynamics, we can say that the development of regional operators was less stable. During periods of development, abrupt growth is noticeable, in others, there is a tendency to slow down activity.

In 2016, compared to 2015, the cargo turnover of Georgian ports decreased by 0.5% and amounted to 174.4 million tons. The decrease in liquid cargo transshipment was mainly due to the transshipment of oil, petroleum products, and grain. In the oil cargo transportation segment, the influence of interspecific competition from pipeline transport was felt. Various factors have been attributed to the decline in grain transportation volumes. First, cut your grain yield by a quarter. Secondly, the war between Ukraine and Russia. Thirdly, reducing the transit of grain from Kazakhstan.

In 2016-2023 Georgian ports continued to increase the volume of cargo work and strengthen their leading role in the Black Sea basin. In 2018, the most western increase was recorded - 19.7% relative to the period, which was twice as fast as its growth dynamics (8.5%) and the main share of ports in transshipment of Georgian ports – 34.4%.

The growth of cargo transshipment continued, mainly due to grain, raw materials, and container cargo. The situation with the transshipment of liquid cargo, not only oil cargo, but was also developing quite positively.

Ports are focused on the transshipment of raw materials such as crude oil, petroleum products, bulk cargo, and grain. Transit oil and petroleum products sent from Kazakhstan exceed the capacity of the Batumi terminal. Therefore, the share of liquid cargo traditionally prevails; by the end of 2023, it is 62.77%. Crude oil is shipped mainly through the terminals of the port of Batumi (except for the Baku-Tbilisi-Ceyhan land route).

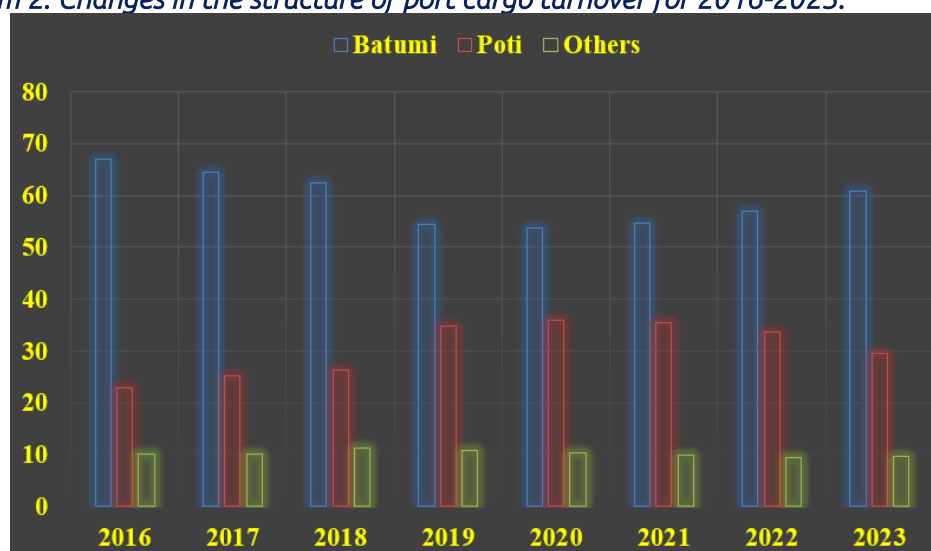
Analysis of production indicators of the leading ports of Georgia. Production performance indicators of Georgian ports for the period from 2016 to 2023 (Table 2). As we can see, the Batumi Port is the biggest one. Its industrial development in recent years can be considered sustainable, taking into account that the cargo turnover for 2016-2023 increased by 33.6%, last year - by 1.2% compared to 2016, reaching a maximum for the period - 156.83 million tons. The only period with negative dynamics was 2017.

Table 2. Dynamics of cargo turnover at the ports of Georgia for 2016-2023

Port	Year, million tons								Growth rate, %
	2016	2017	2018	2019	2020	2021	2022	2023	2023/16
Batumi	117,40	112,60	121,50	127,10	131,40	147,40	154,90	156,83	133,6
Poti	17,80	17,70	22,10	25,20	25,20	26,60	25,60	25,20	141,6
Others	9,40	7,90	10,20	30,50	33,20	35,30	30,10	20,92	222,6
Total	144.6	137.5	153.8	182.8	189.8	209.3	210.6	203.02	140.4

Source: compiled by the author [1, 6, 7]

In the remaining ports, growth rates are unstable, especially in the last analytical period. The port of Poti has been reducing its cargo turnover for the last two years. In 2021, the main reason for the decrease in the indicator by 1 million tons (from 26.6 to 25.5 million tons) is the reduction in the export flow of petroleum products and the volume of coal transshipment. In 2022, the reason for the drop of 1.6% compared to 2021 was a seasonal decrease in carryover grain stocks, as well as unfavorable price conditions in this market segment.

Diagram 2. Changes in the structure of port cargo turnover for 2016-2023.

Source: compiled by the author based on data from [1, 6, 7]

Changes in the structure of cargo turnover by ports for 2016-2023, shown in the diagram. Based on the results of the analysis, we can say that 90% of the total cargo turnover is provided by the Batumi and Poti ports. The commissioning of the deep-water port of Anaklia will lead to a slight redistribution of cargo flows - a decrease in the share of the ports of Poti and Kulevi to 8.11% and an increase in the importance of the ports of Batumi and Poti. This will be associated with government support measures for port cargo turnover, so many clients of Georgian ports will continue to work through them.

Production sustainability of leading stevedoring operators. Sustainability of industrial development of individual stevedoring operators in 2022-2023. Let's look at the indicators of cargo turnover and production capacity utilization (table 3).

TABLE 3. SUSTAINABILITY OF INDUSTRIAL DEVELOPMENT OF INDIVIDUAL STEVEDORING OPERATORS IN 2022-2023

Stevedoring operator	2022		2023		Growth rate	Structural change
	Volume, mln tons	Share, %	Volume, mln tons	Share, %	%	%
MEGA-TRANS	65	23,88	65	25,18	0	1,30
MSC GEORGIA	6,3	2,31	1,3	0,50	-79,4	-1,81
Black Sea Terminal	3,8	1,40	3,9	1,44	3,4	0,04
Others	162,23	59,60	153,49	59,46	-5,4	-0,14
Total:	272,2	100,00	258,1	100,00	-5,2	0,00

Source: [Forbs Georgia: <https://forbes.ge/saqarthvelos-150-qhvelaze-shemosavliani-kompania-2/>]

As can be seen, in 2023 compared to 2022, the majority of port operators showed unsustainable development. Thus, due to the decline in the grain market, the cargo turnover of the number of operators decreased (msc Georgia (-79.4%) and others). A certain part of the port operators improved their performance, which ensured the export of resources, re-export (passenger cars), gold, ores, water, and wine to Turkey, Romania, Bulgaria, Greece, Italy, and India.

The cargo turnover of the region's largest operator - MEGA-TRANS - was in a deep recession, remaining at last year's level - 65 million tons, since the development of the capacity of its terminals is limited by several factors, including limited territories, exhaustion of the capacity of road and rail approaches. According to market experts, expanding the port of Poti is impossible, since it is located in a bay, which is a convenient point of entry for ships, but the coastline has strict area restrictions.

Considering the place and role of the Black Sea ports in foreign trade and the national maritime policy of Georgia, in recent years, several documents have been developed and approved at the state level aimed at solving the most important long-term tasks for the development of seaport infrastructure in this region. The development of port infrastructure was determined by some government documents, one of which is the Comprehensive Plan for the Modernization and Expansion of Trunk Infrastructure for the Period until 2030, approved by order of the Government of Georgia. In pursuance of these documents, the capacity of port operators has grown over the past three years (Table 4).

From those given in the table. 4 data shows that over the past three years, the capacity of port operators has increased insignificantly - from 373.4 million tons in 2022 to 390.4 million tons in 2023 with an average annual growth rate of about 2%. New capacities were introduced in ports, a new deep-water pier is being built in Batumi and the deep-water port of Anaklia.

Table 4. Port Capacity Utilization in 2021-2023

Indicators	Year			Growth rate, %	
	2021	2022	2023	2022/2021	2023/2022
Transshipment volume, million tons	269,50	272,20	258,10	101,0	94,8
Port capacity, million tons	373,4	382,8	390,4	102,5	102,0
Capacity utilization, %	72,17	71,11	66,11	98,5	93,0
Capacity reserve, %	27,83	28,89	33,89	103,8	117,3

Source: compiled by the author based on data from [12]

The commissioned capacity grew faster than cargo turnover, so the capacity utilization of port operators has recently shown a negative trend: at the end of 2023, 33.9% of the basin's capacity was idle. This is explained by several factors: the growth of the infrastructure of the Batumi port; the faster pace of commissioning of berths for transshipment of grain crops; downtime at the ports of Crimea (Russian Federation), since due to economic sanctions; sending and receiving cargo is impossible in international traffic. In general, it is clear that in 2023, only ports that increased their capacity for the transshipment of coal and petroleum products received development impetus, which is associated with a change in the structure of exports from the Russian Federation and foreign economic conditions.

Freight turnover in ports, as well as in the country as a whole, is ahead of the level of development of railway infrastructure. This negates efforts to develop Georgian export capacity. On the approaches to the ports of the region, one of the pressing issues is the development of the infrastructure of port stations.

Among the shortcomings of the ports, one can also note the almost complete lack of high-quality warehouse infrastructure - class-A sites, temperature-controlled warehouses, as well as simply covered warehouses. This significantly limits cargo handling capabilities and high-quality use of port facilities.

An analysis of the production indicators of the largest stevedoring operators showed the unevenness of their development, which is due to the exhaustion of the port infrastructure capacity of some ports and the underutilization of others due to the non-compliance of sea berths with modern requirements. The reserve capacity of all ports over the past three years has been 28-34%, associated with economic and political factors.

Conclusion

The analysis showed that with an annual increase in cargo transshipment volumes and an increase in the production capacity of ports due to the commissioning of new and modernization of existing terminals, the further development of port terminals is hampered by the limited capacity of railway access roads to ports, the low level of automation of loading and unloading operations and outdated port infrastructure. Factors constraining the development of ports include territorial restrictions on the development of port and port infrastructure, as well as a lack of investment projects for the development of port infrastructure based on public-private partnership mechanisms. Only the elimination of these problems will contribute to the sustainable industrial development of regional port operators and increase the quality level of their services to international standards.

The study showed that the reserve capacity of all ports over the past three years has been 28-34%, which is largely due to a reduction in the export of timber and forest products and requires measures to diversify exports. For many decades now, Georgia's export specialization has been the export of non-renewable resources - timber, gold, ores, ferroalloys, sinter, etc. Cereals and mineral waters are renewable natural resources, therefore the growth of their exports will not exhaust the country's natural resource potential and infringe on the opportunities of future generations. Because more than $\frac{3}{4}$ of all Georgian exports are carried out through seaports, it is necessary to increase the attention of the central and regional authorities to the modernization of their port and port infrastructure.

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Medical sciences

MODERN MECHANISMS OF PERSONALITY DISORDERS

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Introduction. The research is based on the concept of the constitutional-continuum space of personality, consisting of three constitutional ranges. It is assumed that there is a possibility of a constitutional range of psychological and mental norms, in which the extreme positions of the individual are marked as accentuations [1]. The constitutional range of personality disorders (LD) or psychopathy is highlighted, reflecting the pathological mental constitution [2]. The average constitutional range is a range of borderline abnormal personality (PAL), isolated at the clinical, pathopsychological and psychophysiological levels [3]. The obtained complex results were processed using nonparametric discriminant analysis using the χ^2 criterion, based on the null hypothesis of the absence of differences between the compared groups [4]. With the help of long-term psychophysiological studies, it was possible to differentiate at a highly reliable level between the following groups: conditionally healthy people and patients with schizophrenia paranoid variant; between conditionally healthy people and patients with schizoaffective psychosis (two forms); between patients with schizophrenia and patients with schizoaffective psychosis (affectdominant and schizodominant forms). Psychophysiological and mathematical formulas were constructed that allowed for reliable differential diagnosis between the compared groups [5] when conducting studies in the general population.

The purpose of the study is to determine the mechanisms of formation of abnormal personality variability in the general population.

Research materials and methods. 420 people from the general population of employees of secondary schools, universities, and private educational institutions were surveyed, of which group 1 included 202 people aged 25-40 years; group 2 consisted of 218 people aged 40-55 years. Of the subjects in group 1, 112 people belonged to the range of PAL, and 90 people belonged to the range of norm-accentuation. Of the 2 groups, 134 people were assigned to the constitutional range of PAL, and 84 people were assigned to the range of norm.

In accordance with the methodological principles of constitutional psychiatry and psychology, all subjects of the general population were differentiated into 4 personality psychotypes with the structure of cycloids, epileptoids, schizoids and hysteroids. Further, the subjects were differentiated depending on the location of their average pathopsychological parameters in the constitutional-continuum space of personality: the range of norm-accentuation or the range of borderline abnormal personality (PAL). No representatives of the constitutional range of the LR were found.

The experimental pathopsychological examination method included: personal and clinical questionnaires – a pathoharacterological diagnostic questionnaire [5], a method for determining the level of neuroticism and psychopathization [6]; the Eysenck personality questionnaire [7]; a clinical questionnaire for identifying and evaluating a neurotic condition [8]; the J. Taylor anxiety scale [9]. The results obtained formed the basis for a multi-vector pathopsychological analysis and confirmation of the structure of the personal psychotype [10].

The results obtained. LR began in the first and second groups for 4-5 years of clinical and psychological observation of manifestations of states of personal decompensation and behavioral maladjustment for no more than 2-4 weeks under the influence of banal professional stress influences, primarily in representatives of the PAL range.

In the first group, representatives of the PAL range had states of personal decompensation and behavioral maladaptation combined with endogenous mental mechanisms, as evidenced by the spontaneity of manifestations, the severity of the actual reactions of decompensation and maladaptation, followed by transformation into abortive mental disorders of the neurotic level and abnormal personal states of conflict, intemperance, irritability both at home and at work lasting up to 3-5 months. Criticism of his condition was selective and accusations of his disorders were addressed to others.

So, in the second group, in representatives of the PAL range, banal stressors were "layered" on distinct clinical manifestations of hypertension, atherosclerosis with predominant cerebrovascular damage to the cerebral vessels, type II diabetes mellitus, and psychoneuroendocrine diseases. In the representatives of the norm-accentuation range, neither mental nor personality disorders were recorded in the first nor in the second group during all the years of observation.

In addition to the endogenous mental mechanisms underlying personal decompensation and behavioral maladjustment, the second most significant personal mechanism was identified in the form of cognitive dissonance [12, 13, 14].

First of all, the surveyed paid attention to the statements made, actions that contradicted personal beliefs, attitudes, and worldview of a person. Almost everyone tried to psychologically justify their statements and actions, but the call, the "itch" of conscience intervened, which led to intrapersonal conflict and mental suffering. At this stage, the synchronization of positive interaction between body and soul was disrupted. In response to stressors, the personality reacted with psychosomatic reactions and disorders in those organs and systems that were characterized by constitutional vulnerability (cardiovascular, gastrointestinal, and uro-genital systems). However, these clinical mental manifestations were secondary to personal experiences in the form of increasing feelings of guilt, resentment, shame, disappointment and inability to come to stable concepts, ideas, beliefs, values.

Cognitive dissonance at its peak led to a "rebellion of conscience", which is almost impossible to cope with if you do not change the stereotype of behavior in life. Conscience demands justice, but life dictates its own rules and reconciling intrapersonal experiences, in fact, conflict is very problematic. It was during this period that the prolongation of destruction in the structure of the personal psychotype took place either according to the psychosomatic type, or according to the neurotic, or according to the psychopathic.

After 4-5 years of cognitive dissonance, the surveyed developed such negative higher personality traits as unscrupulousness, rudeness, envy, arrogance, deceitfulness, irritability, capriciousness, straightforwardness, indifference to loved ones, arrogance, cowardice, uncriticism, malevolence, ambition. A negative psychotypological drift developed from the constitutional range FELL towards the range of LR, primarily in such psychotypes as schizoid, hysteroid, epileptoid and cycloid.

The third mechanism of personality disorders turned out to be spiritual dissonance – a state of mental and personal discomfort caused by a contradiction in consciousness between one's own spiritual aspirations and beliefs, on the one hand, the appearance of a positive spiritual assessment of another Faith, which created an insoluble internal conflict with subsequent partial destruction of personality. At the same time, there is no negative attitude towards one's own original Faith, but the presence of a positive attitude towards someone else's Faith causes an internal "spiritual split" of the personality. The subjects were faced with the question: "where is the truth?!". At this stage, a person loses confidence in the truth of his own Faith and has not yet acquired firm beliefs about the truth of someone else's Faith, which leads to an even deeper "spiritual split!".

In interreligious families with different original beliefs, there are always long-term painful experiences regarding the "renunciation" of one's own Faith and the lack of acceptance or rejection of someone else's Faith in the depths of the soul. Even the short existence of such a contradiction (1-2 years) constantly strengthens the internal spiritual conflict in the consciousness of the individual, contributing to deep personal, often irrevocable destruction.

When talking about the mechanisms of LR, one should not forget the initial feeling of guilt, resentment, shame, disappointment and inability to come to stable spiritual beliefs at the stage of cognitive dissonance, as well as the incessant "revolt of conscience" in order to see in this a prolongation of personal destructiveness, when cognitive and spiritual dissonance combine into a single cognitive-spiritual conglomerate turned against the personality.

At this stage, fundamentally different negative higher personality traits were registered among the surveyed: intransigence, malice, misanthropy, selfishness, cruelty, ruthlessness, snobbery, greed, vindictiveness, nihilism, unreality, obscurantism.

Conclusions. Thus, three mechanisms of personal destruction are identified: known – endogenous; then cognitive dissonance; spiritual dissonance, which are the basis of modern personality disorders. These mechanisms contribute to a negative psychotypological drift in the constitutional-continuum space from the range of PAL towards the range of personality disorders with the formation of a well-defined conglomerate of negative higher personality traits.

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IMPACT OF GERIATRIC REHABILITATION IN THE COMPLEX MANAGEMENT OF SARCOPENIA AND FRAILITY

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Abstract

Ultimately, we observe development of geriatric rehabilitation, due to increased life expectancy and the augmented relative proportion of elderly and old people in the population, including in the European Union and in our country.

Authors present complex rehabilitation programme, including synergic combination of traditional and modern rehabilitation methods (physical activity, exercises, functional electrostimulations, TENS, laser, robots, virtual reality). Special attention is paid to the potential of physical and rehabilitation medicine for prevention and treatment of sarcopenia and frailty.

Systematic geriatric rehabilitation stimulates autonomy and ameliorates quality of life of patients.

Keywords: geriatric rehabilitation, sarcopenia, frailty, robots, algorithm, quality of life

Introduction

Geronto-rehabilitation has evolved in recent years, due to increased life expectancy and the augmented relative proportion of elderly and old people in the population, including in the European Union and in our country.

Sarcopenia

Sarcopenia is defined as a reduction of the muscle mass [1]. Baumgarten et al (1998) explain the relationship between low muscle mass and functional deficiency [2]. Sarcopenia is characterized by a progressive and generalized loss of mass and force of skeletal muscles, with results: physical dysfunction, altered quality of life, and finally – death [3, 4]. The reduction of muscle mass provokes functional dysfunctions, frequent falls and loss of autonomy in everyday life [5, 6]. Only about 30 % of the strength difference between young adults and older adults is due to aging. Therefore, the muscle loss is result of reduced physical activity. Sarcopenia presents typical view in lower and upper extremities (fig.1 and fig.2).

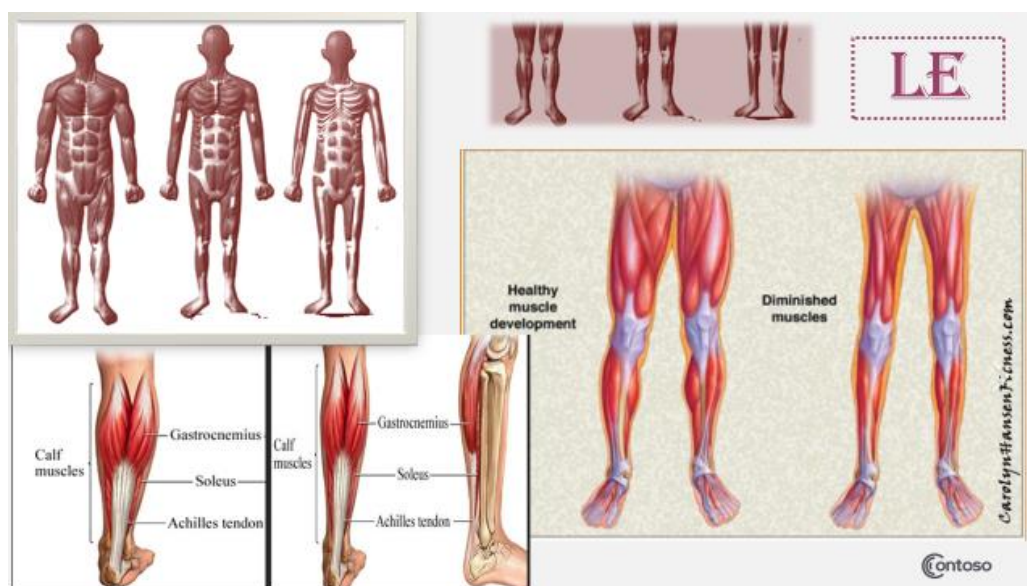


Fig. 1. Sarcopenia in lower extremity (LE)

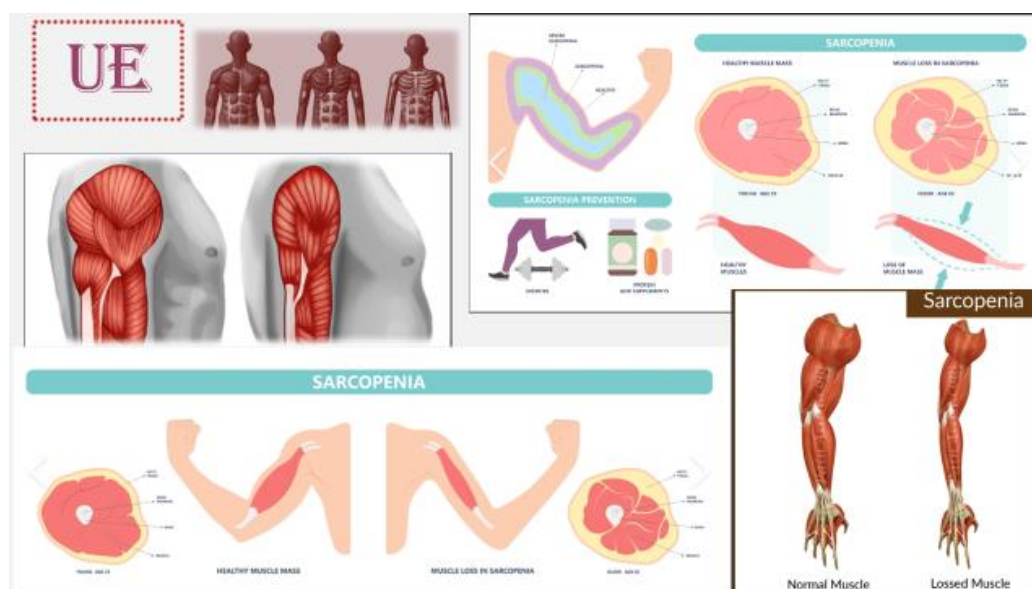


Fig.2. Sarcopenia in upper extremity (UE)

For functional assessment in sarcopenia, we use different tests, e.g. the SARC-F scale (fig.3): strength, assistance with walking, rising from a chair, climbing stairs, falls [7].

In Europe, we use the European Consensus on Sarcopenia: version 1 (2010) and version 2 (2018) [8]. According to revised European Consensus, the operational definition of sarcopenia includes three criteria: Criterion 1 – low muscle strength, Criterion 2 – Low muscle quantity and quality and Criterion 3 – low physical performance. The diagnosis can be probable (only criterion 1), confirmed (criteria 1 & 2) and severe (all three criteria). The version of 2018 differentiates primary and secondary sarcopenia, acute and chronic sarcopenia, and sarcopenic obesity. Sarcopenia can be result of aging, disease, physical inactivity or malnutrition.

From 2016, sarcopenia has a code (M62.84) in the International Statistical Classification of Diseases and Related Health Problems, 10th Revision, Clinical Modifications (ICD-10-CM) [9].

Some authors consider that changes in both strength and quality may precede loss of muscle mass and propose the term "Skeletal muscle function deficit" for the age-related muscle dysfunction [10].

Frailty

Frailty is a geriatric syndrome with multisystem impairment, associated with increased vulnerability to stressors. We observe reduced reserve and resistance to stressors, consequence of the cumulative declines of multiple physiological systems. Frailty develops along a continuum from independence through to loss of autonomy and death, as physiological reserves progressively diminish the patient's capacity to recover from an acute insult or illness [11].

Authors apply different parameters for evaluation of frailty, e.g. grip strength, gait speed or distance walked during a 6-minutes' walk test (cutoff value 400 m for distance and cutoff value 80 cm per second for gait speed) [12, 13, 14].

Two types of frailty are distinguished: physical and cognitive frailty [15, 16].

Physical medicine and Rehabilitation

Physical and Rehabilitation Medicine (PRM), as defined by the PRM Section of the European Community of Specialist Physicians [Union Europeenne des Medecins Specialistes (UEMS) - PRM Section], is "an independent medical specialty focused on the promotion of physical and cognitive functioning, activities (including environment), participation (including quality of life), and modification of personal and environmental factors. PRM is responsible for the management of the prevention, diagnosis, treatment, and rehabilitation of people with health-related disabilities and comorbidities of all ages."

According to the World Health Organization, rehabilitation has to reduce the degree of incapacity and disability, with the goal of social integration. Rehabilitation is a set of medical, social, educational and vocational activities carried out jointly and in a coordinated manner in the case of persons with reduced working capacity due to illness or other impairments, with a view to achieving the maximum possible physical, mental and working capacity. The main sections are: medico-psychological, occupational, socio-legal rehabilitation.

Contemporary Physical Medicine uses a combination of methods for functional evaluation and physical therapy, as well as multiple physical factors (PF):

➤ **natural PFs:** water (incl. mineral), air (incl. ions and aerosols), temperature (heat or cold); movement (active & passive), activities; with corresponding parts of PRM: hydro/balneo/therapy, aero-therapy; thermotherapy or cryotherapy, physiotherapy, ergo-therapy.

➤ **preformed PF:** electric currents, magnetic fields, light (incl. laser), ultrasound; corresponding sections of FRM: electrotherapy, magneto-therapy, photo-therapy, laser, ultrasound-therapy.

In geriatric rehabilitation, ultimately we emphasize on kinesitherapy and occupational therapy, using also some treatments with preformed modalities, especially functional electrostimulation (in case of motor deficits), transcutaneous electroneurostimulation (TENS) and magnetotherapy (for pain relief); laser therapy (in case of autonomic dysfunction).

Management of Sarcopenia and Frailty

The complex management of sarcopenia and frailty includes lifestyle interventions, diet (high protein intake and supplementation with essential amino-acids, especially leucine; antioxidants and vitamin D) and exercises [17].

Gerontorehabilitation algorithm

The specialized PRM-programme in geriatric patients with sarcopenia and frailty includes various elements (fig.3).



Fig. 3. Specialized PRM-programme

Ultimately, we observe an introduction of robots and virtual reality in geriatric clinical practice (fig.4).



Fig.4. Perspectives of geronto-rehabilitation for grasp and gait training

Specific exercises in Sarcopenia and Frailty

Authors recommend four principal types of exercises for geriatric patients with sarcopenia and frailty: aerobic exercises, resistance exercises, flexibility exercises, balance and gait training [17, 18, 19, 20]:

- **Aerobic exercises for improvement of physical condition** – for stimulation of cardio-vascular and respiratory functions (e.g. walking or jogging; swimming, water aerobics; bicycle riding; dancing; gardening; tennis; golf; basketball. Minimum 150 minutes / per week;
- **Muscle-strengthening exercises:** Resistance exercises with progressive weight training, Thera band exercises; Minimum 2 sets of 10-15 repetitions – for every big muscle group. Minimum twice weekly, but not every day. Inspiration during the load phase, expiration during relaxation phase.
- **Flexibility exercises:** Stretching - Minimum twice weekly;
- **Balance exercises** – for prevention of falls (e.g. exercises for balance training – on 1 or on 2 legs; on stable or un-stable surface; heel and toes walking; sideways walking; backward walks; exercises for lower extremities).

Conclusion

Complex PRM-programme stimulates functional recovery of geriatric patients with sarcopenia and frailty, and increases their quality of life.

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Pedagogical sciences

ENHANCING ENGLISH LANGUAGE LEARNING THROUGH TECHNOLOGY

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Abstract

Technology has played a substantial part in molding contemporary society, providing multiple advantages that reach to all parts of humanity, including education. This paper investigates the incorporation of modern technology into English as a Foreign Language (EFL) instruction, concentrating on both its transformational possibilities and the limitations it encounters. Important innovations like virtual reality, also called VR, and augmented reality, also known as AR, are thoroughly studied, revealing their capacity to build comprehensive educational settings and improve the language acquisition process. The paper also discusses the issues of availability, proficiency in technology, educational acceptance, and electronic interruptions, emphasizing the significance of planned adoption and ongoing educational growth for instructors.

Keywords: Technology, English as a Foreign Language (EFL), Language Learning, Virtual Reality (VR), Augmented Reality (AR), Pedagogy, Integration, Challenges, Opportunities

Technology is an integral component of the existence of humans. It contributes to social development and improves people's lives on a daily basis. Nevertheless, technology was not initially getting as sophisticated as it is this moment. It has an origin story of independently driven advancement and growth throughout ages. Since the first industrial revolution, the usage of technology in our everyday lives has grown swiftly, and its characteristics have gotten increasingly alluring with time. As a result, individuals are accustomed to using technology to ease their workloads, especially in education, where it is utilized to deliver/learn content via digital media, distance learning, and so on.

Advancements in technology have significantly altered traditional English teaching methods. New teaching methodologies and tactics have recently been created to use cutting-edge technology. According to Pun and Campus (2013), technology can effectively capture the interest of students who are learning languages. Capturing pupils engaged is crucial for successful classroom instruction in English, as it shows their interest in the course. Teachers should view technological advancements as a chance to enhance English teaching methods. Using technology, particularly the web, in EFL courses can assist students improve their language abilities, including listening, speaking, reading, and writing. Computer technology's usage in EFL classrooms for teaching, learning, practice, and assessment is a topic of great interest among ELT scholars and educators. Computer technology is widely used in educational settings to teach foreign languages. This application offers several benefits for teaching, learning, and evaluating second and foreign languages, including English. Using computers in EFL classrooms allows for personalized access to multimedia content with genuine language models.

One of the most major benefits of incorporating technologies in the EFL classroom are the capacity to accommodate various methods of learning. Each pupil learns language in their own individual path, and technology offers a wealth of materials and instruments that cater to these variations. Students with visual impairments might profit through multimedia lectures, chalkboards, and instructional movies, but students who listen might thrive on recordings of information, audio files, and language acquisition applications. Using a variety of technology resources, educators may build an atmosphere for learning that caters to the requirements of all students. Furthermore, technology promotes proactive involvement as well as involvement between pupils. Multimedia systems, including instructional applications and internet-based tests, allow learners to continuously hone their vocabulary while receiving right away and tracking their growth as they learn. This connection additionally enhances the learning experience, yet it also promotes independence and independence in learning. Furthermore, digital technologies such as VR (virtual reality) games as well as online social networking sites could put learners in actual language environments while also encouraging practical interpersonal abilities that are critical for learning a new language. Additionally, technology brings up a universe of real language materials that were never available to EFL students. Learners may use the World Wide Web to get to a

multitude of real resources such as papers, blog entries, podcasts, and social networking channels, enabling learners to connect with real-world language meaningfully. Technology assists in bridging the disconnect among school and the real globe by providing pupils with actual language input, rendering language acquisition more applicable and useful. Another big benefit of employing gadgets in educational settings is the ability to tailor lessons. Adapted educational resources and intelligent tutoring applications may use pupil abilities, limitations, and educational interests to provide personalized information and exercises. This individualized approach not only improves learning results, but it also allows students to take control of their learning path. Furthermore, technology allows instructors to diversify education efficiently, offering tailored assistance for pupils who have different requirements and skills.

Despite the numerous advantages, it is critical to recognize that technology ought to be utilized wisely and strategically in the English as a Foreign Language classroom. Teachers should carefully choose and incorporate electronic resources which are consistent with their teaching objectives and educational style. Furthermore, sufficient instruction and regular professional growth are essential for guaranteeing that teachers have the expertise and skills needed to properly integrate technologies into their classroom instruction.

Nevertheless, despite the potential advantages, integrating technology into English as a Foreign Language (EFL) classrooms presents its own set of challenges and complexities. One of the most major problems in incorporating technologies into EFL classes is the disparity in accessibility and equipment between learners and organizations. Inequalities in technological assets, including laptops access to the internet, and programs, may decrease the efficacy of technology-enhanced educational activities. In certain circumstances, pupils might lack accessibility to the essential equipment or stable web connections, which limits their capacity to fully communicate with online educational materials. Another barrier is the technical skill gap between EFL students and teachers. Whereas digital natives might be familiar with technology, some pupils as well as teachers might not have the necessary abilities to properly use digital technologies for language acquisition. This discrepancy can hamper the proper incorporation of electronic devices into lessons in the classroom, reducing its possible advantages for learners to learn languages. Incorporating technologies into EFL curricula necessitates a thorough understanding of educational ideas and teaching practices. Just embracing technological advances before connecting it to goals for learning and instructional approaches might result in surface involvement and low impact on learning. Teachers need instruction and continue their education to properly incorporate tech into their teaching methods and make sure it improves instead of takes away overall language acquisition results. The widespread use of electronic devices in modern life has caused worries regarding electronic interruptions in educational settings. EFL educators must deal with students' propensity for employing gadgets for other reasons during sessions, which can undermine their ability to learn. Managing and reducing these distractions while maximizing the advantages of modern technology for language acquisition is a fine line that necessitates preventative measures and instructional approaches. Building and sustaining computer systems at colleges and universities may be logistically challenging. Technological challenges, updates to software, and breakdowns in hardware may interfere with instruction and impair the seamless operation of online educational settings. Sufficient technological support as well as funding are required to overcome these issues and enable the smooth incorporation of technological devices in the EFL classroom.

Technology presents a plethora of opportunities for interactive and engaging practice across the four primary language skills: listening, speaking, reading, and writing. Now examine specific tools and platforms that empower students to hone these skills while fostering a dynamic learning environment.

Auditory comprehension is crucial to acquiring a language, and technologies provides a variety of instruments to help this capacity.

Audacity: This flexible audio editing program lets learners to capture and modify their own voices, which is useful for practicing pronunciation and creating audio compositions.

Lyricstraining: By gaming auditory exercise using the lyrics of songs, this tool improves the procedure pleasant whereas boosting understanding. **ESL Lab:** caters to all competence levels via conversations, assessments, and presentations.

Speaking proficiency is developed by consistent instruction and constructive criticism, utilizing technological aids in a variety of ways.

Flipgrid lets pupils to capture film replies to suggestions or inquiries, receive peer criticism, and improve the way they speak.

Voxopop: This voice-based community fosters oral engagement on a variety of themes, promoting cooperation and speech development.

SpeakPipe: With audio messages and spoken answers, SpeakPipe allows for simultaneous instruction in speaking and feedback from teachers.

Exposure to various readings and hands-on activities promotes efficient comprehension of material.

Newsela: With a large collection of news items tailored for various reading levels, Newsela encourages understanding and knowledge of current events.

ReadTheory: ReadTheory provides individualized reading activities, tailoring content to individual skills and tracking progress over time.

Google Scholar: Google Scholar provides access to scholarly publications and research papers that encourage enhanced comprehension of material and analytical abilities.

Writing skills are honed via practice, cooperation, and criticism, aided by technology:

Google Docs': cooperative document modification feature enables actual time authoring, peer evaluation, and teamwork.

Grammarly: This writing assistance application provides immediate assistance on syntax, spelling, and stylistic issues, therefore improving written correctness and coherence.

Padlet is a virtual discussion forum that fosters written comments, discussion of concepts, and peer cooperation on tasks related to writing.

Virtual Reality (VR) and Augmented Reality (AR) technologies have an enormous opportunity to alter educational processes in EFL classrooms by creating comprehensive and dynamic settings that stimulate learners with their senses and improve their ability to learn a language experience.

VR technology enables learners to digitally experience actual language settings such as crowded downtown areas, past events, and wilderness areas, engaging them in actual situations where they may practise linguistic abilities in background information. VR simulations allow students to directly interact and engage with various societies, norms, and immigration, promoting cultural understanding, sympathy, and international interpersonal abilities. Also VR language acquisition programs provide online linguistic laboratories whereby learners might follow speaking, listening, and pronunciation abilities in a replicated educational environment while receiving immediate feedback and instruction from virtually instructors or a language trainers. And VR-based bilingual programmes offer learners comprehensive training in languages situations in which they may live and engage in an online language belonging, interact with simulated individuals or simulations in their chosen language, and participate in immersed linguistic endeavors.

What about Augmented Reality, AR applications superimpose electronic content (text, pictures, and audio) on actual items or settings, resulting in collaborative language acquisition sessions that combine both technological and physical aspects. And AR flashcard applications and language instruction aids assist learners learn vocabulary by displaying complemented explanations, illustrations, and visual aids when they capture actual objects or photos with their handheld devices. AR language instruction videogames and multimedia tasks make typical language lessons and instruction exciting and dynamic, encouraging learners to take an active role in and interact with language content. Additionally, AR-enhanced excursion apps enable learners to take digital linguistic excursions of galleries, monuments, and historical locations, with audiovisual material, facts about the past, and language challenges overlayed on the real-world setting.

The use of technology into English as a Foreign Language (EFL) education has enormous promise for improving educational processes and engaging learners in useful language exercise. Through realistic virtual worlds to engaging virtual reality apps, innovation offers teachers several opportunity to develop exciting and participatory classrooms that appeal to a variety of instructional methods and preferences. However, effectively integrating technology into EFL classes is not without obstacles. Challenges including availability, technological competency, instructional position, and distractions from technology necessitate considerable attention and tactical preparation. Through tackling these problems and using novel techniques to technology-enhanced instruction of languages, teachers might open up fresh opportunities for language learning and competency growth.

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RESEARCH OF THEORETICALLY APPROACHES TO THE FORMATION AND DEVELOPMENT OF THE MARKET FOR HIGHER EDUCATION SERVICES

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The study of theoretical and conceptual approaches to the formation and development of the market for higher education services made it possible to identify new patterns in the field of regulation of the market for higher education services in the context of digitalization.

Classic concepts of regulating consumer demand based on the use of basic economic institutions of competition and property are undergoing significant changes due to the intensive development of digital technologies - companies Google, Apple, Meta, ResearchGate, Udemy, Coursera have demonstrated exponential growth in market capitalization and growing market power in the last decade.

In the sphere of material production, the market effects of the development of digital technologies are determined based on the level of marginal production costs. Thus, the digital transformation of economic relations leads to a decrease in marginal production costs against the backdrop of an increase in the total cost of production of intangible components. The most important intangible components in the field of material production are artificial intelligence technologies (ChatGPT). Along with this, the market effect of digital transformations of organizations is also the influence of market super rent received by economic agents - leaders in the technology market, on social inequality in society. According to a number of scientists, the main risk of digitalization of the economy as a result of the development of breakthrough technological technologies is not unemployment, but the growth of inequality.

Digitalization directly affects the structure and relationships of institutions in society, leading to the rapid development of platform competition. The development of the higher education services market is inextricably linked with the active implementation of artificial intelligence technologies, which are renewing the development of forms of competition and cooperation between economic agents in the educational services market. Today, the superiority of natural intelligence over artificial intelligence is expressed in the ability of natural intelligence for critical and creative thinking, as well as in the presence of the so-called "emotional intelligence". The general name of such skills is defined by researchers as digital competencies. The following groups of digital competencies are known: competencies of value choice; competence in planning and organizing activities; competence to carry out activities; competencies of self-government and self-development of the subject in activities; performance management competencies; competence to assess and take into account the consequences and effects of activities. All these competencies determine the superiority of natural intelligence over artificial intelligence on the principle of planning one's activities and assessing the results of activities within the framework of the decision made.

The basic model of competencies as a normative document establishing a system of uniform requirements for the formation, continuous and successive building of digital economy competencies throughout a person's life, is a strategic guideline for formulating systemic principles for organizing the provision of higher education services in the context of digitalization.

Improving the education system, which plays a key role in providing the digital economy with competent and competitive personnel, is based on a set of systemic principles for organizing the provision of higher education services. By systemic principles for organizing the provision of higher education services in the context of digitalization, we understand the basic provisions and norms of behavior that guide governing bodies when making management decisions based on the use of digital technologies, information resources, services and infrastructure that ensure compliance with educational and research activities, and also university management processes to meet the requirements of the digital economy.

We include the following among the systemic principles for organizing the provision of higher education services in the context of digitalization:

- 1) the principle of a platform organization for the provision of higher education services in the conditions of digitalization based on network interaction of educational organizations;*
- 2) the principle of organizing the digital infrastructure of management, the educational process, scientific research and development in an educational organization of higher education;*
- 3) the principle of differentiation of higher education services using end-to-end digital*

technologies;

4) the principle of permanent implementation of breakthrough digital technologies in the development of online education based on the introduction of domestic products, services and platform solutions;

5) the principle of continuous training of university teaching staff, students and other stakeholders in the competencies of the digital economy;

6) the principle of motivating personnel to master the competencies of the digital economy.

The systemic principles we formulated for organizing the provision of higher education services in the context of digitalization are based on the idea of forming competency models based on the requirements of the digital society, the state and the labor market for human competencies, taking into account realities.

The development of the digital economy shows that the latest breakthrough technologies, such as artificial intelligence, the Internet of things, digital platforms, quantum computing, digital twins, and blockchain, are significantly changing traditional models of providing higher education services. An analysis of trends in the development of the higher education services market in recent years shows an increase in the volume of the online education market while a simultaneous decrease in the volume of the market for classical forms of offline education.

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Philological sciences

INDIVIDUALIZED APPROACH IN TEACHING A NON-NATIVE LANGUAGE

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Abstract

This article is dedicated to the question of how students with varying language abilities can acquire non-native language proficiency. The article gives an analytic overview of the work of students at various levels of language proficiency as they continue to study a non-native language. The overview is based on complex research that is currently being used by language teachers. An integrative approach to the study of the communicative and cognitive activity of a secondary language personality provides a new perspective on the study of foreign languages. Individual study gives participants the opportunity to optimize their work surrounding the acquisition of communicative and cognitive secondary language personality and allows them to achieve positive results.

Keywords: *non-native language, secondary language personality, communicative and cognitive activity, style of training, style of studying, "conflict of styles".*

The integrative theory of non-native language acquisition, which has become a methodological basis for modeling the communicative-cognitive activity of an adult user in the process of learning a non-native language in the conditions of its functioning, becoming an integrative science, is based on practice and research in the field of psycho-, socio-, ethno-linguistics, pragmatics, culturology, psychology, cognitive science, informatics, etc. The theory of language teaching actively investigates the external and internal aspects of the communicative-cognitive activity of an adult secondary language user in the process of learning a non-native language in the conditions of its functioning. Language teaching methodology actively investigates external and internal aspects of communicative-cognitive activity of adult secondary linguistic personality learning a non-native language. The integrative approach to the study of language acquisition process allows methodology to combine the most effective elements of different teaching methods and techniques, to take into account students' learning styles, instructor's learning styles, foreign/non-native language proficiency levels [1, 134].

The complexity of working with a group of students who already have experience in learning a non-native language and have a level above elementary is that each student has his/her own communicative competence, including knowledge about the world and language, the level of strategic competence (the ability of a secondary linguistic personality to realize the components of linguistic competence in the communicative use of language in the context of the situation) in each student is individual and formed / not formed in accordance with the level of language proficiency; each student has his/her own communicative competence; each student has his/her own level of language competence; each student has his/her own level of communicative competence in the context of the situation; each student has his/her own communicative competence in the context of the situation.

The concept of "style conflict".

By taking into account the individual characteristics of the student, the teacher is given the opportunity to avoid many problems arising in the learning process in the "student-teacher" relation. The cause of most problems is, according to Rebecca Oxford's definition, the "conflict of styles" of learning and teaching [3, 140]. Learning style refers to features of cognitive, emotional, and physiological behavior of an individual that serve as a relatively stable indicator of how the individual perceives and reflects learning information.

"Conflict of styles" is the negative consequences resulting from incorrectly chosen teaching tactics of a teacher who has not fully studied his students and has not created the most comfortable learning environment for each of his students. Creating a comfortable learning environment involves a set of activities related to the study of the student's personality, the characteristics of his/her temperament,

cognitive style, interests, interpersonal contacts, etc., as well as the solution of a number of problems [4, 58].

The formation of language knowledge should be carried out on the basis of taking into account and evaluating the following features of the personality: peculiarities of the psychological structure of the personality, i.e. his/her ability to think and focus attention, peculiarities of memory, character, working capacity, individual rhythm of information processing (fast and intensive or slow and extensive); type of language acquisition; style of speaking in the native language; emotionality; extravertedness/introvertedness; subject's status in life; subject's status in the study group; self-confidence; self-confidence in the learning process; and the individual's style of learning.

When determining the individual style of learning activity, the type of nervous activity, type of thinking activity, cognitive style as a manifestation of the peculiarity of individual intelligence, peculiarities of secondary language personality's behavior in the process of learning activity, speaking style in the native language, etc. are chosen as the main parameters.

About the concept of cognitive style.

The concept of cognitive style is used to designate: a) interindividual differences in the processes of information processing; b) types of people depending on the peculiarities of their organization. On the basis of the analysis of styles the choice of teaching methods, the choice of types of tasks, the choice of the form of test control, the establishment of feedback is carried out. Analysis of joint and individual learning activities of students, their ability and capacity to work in a group, microgroup, isolated is carried out by the method of observation in the process of learning activities. On the basis of this analysis the choice of forms of work for classroom and independent activity of students is made.

On the basis of the analysis of styles the choice of teaching methods, the choice of types of tasks, the choice of the form of test control, the establishment of feedback is carried out. On the basis of this analysis the choice of forms of work for classroom and independent activity is made.

To solve the program of the integrated approach several learning tasks are included: restoration of existing knowledge, correction of errors, expansion and deepening of existing knowledge, new information, teaching strategies for solving speech behavior problems.

When solving learning tasks, it is necessary to globally use all possible means and channels of influence on the student's psyche (reliance on visual, auditory perception, on thought and emotional processes that interact with the processes of assimilation) [5, 250].

Predicting learning crises gives the realization that "conflict of styles" leads to very serious problems of academic performance, to such complications as unwillingness to learn, apathy, depression, hyperactivity, aggression, etc., which eventually leads to the complex of an unsuccessful student.

Conclusion.

An integrated approach to individualized learning in the process of teaching Russian as a non-native language helps the teacher to get to know each of his/her students better, to give everyone an opportunity to become successful, and the teacher himself/herself to realize himself/herself as a teacher and as an educator.

Thus, individualization of teaching is not a forced necessity, but a necessary need coming from all sides of communicative and cognitive activity - participants of the learning process. The individualized approach allows optimizing the communicative-cognitive activity of the secondary linguistic personality and contributes to the effective use of various methods and techniques of teaching non-native language to adult learners.

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THE ROLE OF LANGUAGE IN INTERCULTURAL COMMUNICATION

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Abstract

Intercultural communication (ICC) is a special section of the general theory of communication that studies, theoretically and practically, the communicative interaction of representatives of different cultures. This educational and methodological manual is intended to introduce students to the basics of the theory of intercultural communication as a special field of scientific knowledge, as well as to the possibilities of applying this theory in real communication practice. knowledge of the basics of the theory of intercultural communication is an integral part of the training of a linguist, translator, foreign language teacher, as well as any specialist who in one way or another has to interact with foreigners, participate in international negotiations, conversations, give lectures in a foreign language (and therefore foreign cultural) audience etc.

The article examines issues of intercultural communication, namely the relationship between language and culture. The authors identify a number of structural characteristics of cultures and emphasizes that language is both an expression and a determining factor of a common worldview.

Keywords: *intercultural communication, language, culture, intercultural relations, communication, worldview, communicative competence.*

A professional communicator, such as a linguist or a specialist in the field of communication, must be able to manage communication, creating in the interlocutor the sensations and impressions necessary at a given specific moment, must be able to overcome various communication barriers - obstacles that complicate the communication process or direct its course in a different way the communicator needs. To learn this, you must first understand that communication is a complex process that affects various aspects of the subjectivity of its participants. This determines the specificity of intercultural communication as a special branch of science: the theory of intercultural communication is emphatically interdisciplinary in nature: understanding the foundations of intercultural communication presupposes at least partial possession of knowledge, theoretical concepts and practical techniques that relate to such areas of humanitarian knowledge as anthropology, sociology, psychology, linguistics - sciences that study various aspects and sides of human interaction. One of the objectives of this manual is to form among its readers general ideas about those theoretical provisions of related scientific disciplines that are essential for understanding the specifics of intercultural communication.

The interdisciplinarity of the theory of intercultural communication determined the structure of this manual. its first chapters are devoted to the theoretical context of ICC: the general theory of culture, enculturation and acculturation, general issues of communication theory, individual phenomena of social psychology and linguistic pragmatics, which are of great importance in the situation of intercultural interaction. At this stage, the student needs to expand and systematize his ideas about the socio-psychological, anthropological and linguistic mechanisms of communication, understand exactly what factors influence the success of communication and how these factors can be controlled. the second part of the manual is devoted to a discussion of individual components of intercultural communication itself - both verbal and non-verbal; the role of ethnocultural stereotypes in intercultural communication; the problem of intercultural conflict. getting acquainted with the content of the second part of the manual, the student needs to project the theoretical information conveyed in the text of the manual onto specific situations of intercultural communication, trying to formulate for himself certain "recipes" of

communication, which, on the one hand, would take into account his individual psychological characteristics inherent in his cultural and communicative patterns, and on the other hand, would be aimed at taking into account the cultural, psychological and communicative characteristics of the interlocutor. Whenever possible, the authors try to formulate practical recommendations aimed at facilitating intercultural interaction and developing skills for effectively managing intercultural communication.

The problem of the relationship between language and culture has bothered many linguists and philosophers since ancient times. On the one hand, culture seems to be all-encompassing, permeating almost every aspect of human life, including people's languages. On the other hand, when people need to share culture, they communicate through language.

People from different cultures can understand each other even though they speak different languages and have different worldviews because many basic concepts are universal.

Since language and culture are intertwined, the study of language cannot be separated from the study of culture.

For the individual, language is like a "quasi-ideal" system of signs and meanings, which is the most important social carrier of knowledge and, therefore, the most general model of interpretation in every culture.

Language is an indispensable prerequisite for man as a cultural being: without language there is no culture. Language serves to reduce complexity and categorize experience, is a tool for communication, and for arousing emotions. It determines the way we perceive the world.

Language is formed and differentiated in accordance with the worldview, needs, expectations and motivations of different cultures. It is both an expression and a determining factor of a general worldview.

Language is a means of understanding; if a person has not learned the language of the host country, he feels isolated and helpless in that culture.

Ignorance of the language clearly and clearly defines the boundaries between understanding and misunderstanding and can lead to misunderstandings.

People of different cultures differ in what they consider good and bad, desirable or unworthy. This can lead to problems in intercultural relationships.

Communication is "a set of codes by which people agree to communicate with each other, it is the interaction between people that ensures the coordination of behavior based on common constructions of reality through differentiation."

Codes are a kind of game rules according to which real phenomena are translated into portable symbols. Each person is decisively influenced by his own spatial culture in which he grows up. Cultures can differ in various structural features such as language, thinking, perception, spatial experience, value orientations, non-verbal communication, experience, behavior patterns (customs, norms, roles), as well as social groups and relationships that form a specific culture profile.

People of different cultures face different problems in the communication process, namely misunderstanding, misinterpretation, independence and superiority. All this may be associated with the structural characteristics of a particular culture. People of different cultures differ in what they consider good and bad, desirable or unworthy. This can lead to problems in intercultural relations. Structural characteristics should be understood as national character, perception, time, space, thinking, language, non-verbal communication, value orientations, behavioral patterns (customs, norms, roles), as well as social groups and relationships.

Every culture has its own ideas about how a person behaves "right" or "wrong." Morals and norms are rules that define how people belonging to a certain culture should behave (called behavior patterns).

First of all, these behavioral patterns are complex because they typically do not make sense on their own and only gain their meaning in an overall context. This type of complexity, combined with ethnocentrism and cultural self-evidence, is the source of many misunderstandings and misinterpretations when interpreting behavior in another culture.

Misunderstandings, misinterpretations and barriers are much more likely to arise in completely normal situations, and can also be caused by a person applying his or her habitual behavior patterns to a foreign culture.

People of any nationality have a certain basic pattern of their behavior and thus stand out from people of other nations. For example, the Germans are hardworking, punctual, and serious, while the French are gallant and charming. National character influences a person's perception and makes communication difficult.

The result is differences in communication that can be described as misunderstandings and friction. The value system also influences our thinking, experiences, actions and is passed on from generation to generation in the process of socialization. There are five value orientations, namely "human nature orientation", "human nature orientation", "time orientation", "activity orientation" and "relationship orientation". This value orientation is usually very stable and changes slowly.

Difficulties in intercultural communication can arise due to the fact that in almost all societies there are different levels of language (official language and everyday language, in which numerous dialects are distinguished). Mastering the rules of speech is an important part of a person's ability to be a member of a community.

Communicative competence includes both linguistic and nonverbal expressions. Every person has many qualities, such as intelligence, tolerance, personal strength, and the ability to build positive social relationships, which determine a person's behavior in a given situation. On the one hand, communication is a form of action, and on the other hand, a form of "practical culture".

For the realization and development of culture, language plays a decisive role for people. To ensure success in communication and collaboration, it is necessary to strive for understanding. Since communication is the ultimate goal of intercultural communication, we need to promote this understanding by identifying potential opportunities for conflict (misinterpretation, misunderstanding, cultural barriers, etc.) that may arise as a result of cultural differences. Good communication leads to a good atmosphere of cooperation.

Intercultural communication is the interaction of speakers of different cultures. Man is not the only carrier of culture; biologists and psychologists argue that some animals (in particular, great apes) are capable of developing and transmitting culture. Thus, different animal populations are carriers of different cultures, and the interaction of these groups can also be called intercultural communication. The theory of intercultural communication (ICC), of course, is not concerned with the study of the analysis of animal communication. It is important, however, to understand that the ICC is a very ancient phenomenon, it appeared simultaneously with the formation of what we call different cultures. The man observed people unlike him and recorded his observations. attempts to analyze "dissimilarities" can be found in ancient authors, in medieval chronicles, biographies of saints, in fiction, etc.

However, the MCC theory as an independent scientific discipline arose quite recently, in the middle of the 20th century. interest in the study of intercultural communication processes and their theoretical understanding arose primarily under the influence of globalization. Transnational corporations are being created, the tourism industry is developing, migration processes are intensifying, more and more people are entering into interethnic marriages, and the adoption of children from other countries is becoming increasingly popular.

Some difficulties also arise with the definition of communication, since it, like culture, is the object of study of a variety of sciences. In this topic, we will limit ourselves to the simplest definition: communication is the process of exchanging information.

So, intercultural communication is the exchange of information carried out by carriers of different cultures, and the fact that the communicants are carriers of different cultures significantly influences their communication and to some extent determines its course. MCC theory is a discipline that studies such interaction.

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AN INTEGRATIVE APPROACH TO THE DEVELOPMENT OF THE KAZAKH SMALL POETIC CORPUS OF ABAI: PROSPECTS FOR RESEARCH IN KAZAKH PHILOLOGY

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Abstract

This article explores the development of an integrative approach to constructing a small poetic corpus of Abai Kunanbayev, a prominent Kazakh poet and thinker. The aim of the research is to analyze and systematize Abai's poetic texts using modern methodological approaches. The work has significant scientific and practical importance as it facilitates a deep understanding of Kazakhstan's cultural and literary heritage. The research methodology includes computer textology and content analysis, allowing for a detailed examination of the texts. Key results include the identification of new aspects of Abai's work and the development of a methodological tool for their study. The research makes a significant contribution to philology by expanding the boundaries of understanding Kazakh literature. The practical significance of the work lies in creating a foundation for further research and educational programs.

Keywords: Abai Kunanbaiuly, Poetic corpus, Computer textology, Cultural heritage, Methodological approaches

INTRODUCTION

In modern scientific discourse, close attention is paid to the study of the cultural and literary heritage of great personalities. In this context, a comprehensive analysis of the work of Abai Kunanbayev, a Kazakh poet, philosopher and thinker, whose legacy has had a significant impact on the development of Kazakh literature and culture, is especially relevant. Despite the significant contribution of researchers to the understanding of his work, there are a number of problems and questions that have not yet received an exhaustive answer. This determines the choice of the topic of this work and determines its relevance.

The rationale for choosing the topic lies in the need to develop an integrative approach to creating a small poetic corpus of Abai, which will become a new stage in the study of his legacy. The predecessors in this field mainly concentrated either on the general aspects of his work, or on the analysis of individual works without creating a unified system for their study. The lack of an integrative approach limits the possibilities of philological analysis and interpretation of the poet's texts.

The relevance of the topic is determined by the ever-increasing interest in the figure of Abai, both in Kazakhstan and abroad. Despite the extensive research base, there are a number of issues related to the interpretation of his ideas and poetic metaphors that require additional analysis. Gaps in existing

research and a limited number of complex works, including textual and contextual analyses, make this area a priority.

The purpose of the research is to develop and test an integrative approach to the creation of a small poetic corpus of Abai, which will not only allow a new look at his legacy, but also significantly expand the methodological base in Kazakh philology. The work assumes the formation of a methodological tool that includes the analysis of texts, their systematization and interpretation using modern scientific approaches and technologies.

MATERIALS AND METHODS

This section describes the materials and methods used in the study, considering in detail their choice and application. It includes both a description of the materials and the progress of the work, as well as a detailed description of the methods used.

Characteristics of materials. The materials for the study are presented in qualitative and quantitative terms. In this context, the material is the texts of poetry by Abai Kunanbayev, systematized from various sources. These materials have been carefully selected and evaluated to ensure their representativeness and relevance to the research questions posed. The characterization of the material used is critically important, as it underlies the reliability of the conclusions and methodology of the study.

The degree of knowledge of the problem. This subsection provides an analysis of the current state of knowledge of the topic, based on recent publications and research. At the same time, repetition of already established procedures is avoided, the emphasis is on identifying gaps that this study proposes to fill.

The use of hardware and software. Specialized software tools are used for text analysis, such as analytical platforms for content analysis and text analytics. Each of the tools used is described in detail, including versions and manufacturers, which allows you to repeat the research process in other conditions.

The scientific methodology includes the following components:

The research question(s), which determines the direction and focus of the research.

A hypothesis (thesis) representing assumptions that will be tested in the course of the work.

The stages of the study describing the sequence of actions from data collection to their analysis.

Research methods, including qualitative and quantitative approaches, analytical techniques and methods of data interpretation.

The results of the study, which will be obtained on the basis of the applied methods and data processing.

Thus, this section provides a complete and transparent understanding of the methods and approaches used in the study, which is the key to its scientific value and practical significance.

LITERATURE REVIEW

In this section, a comprehensive analysis of literary sources that touch on the topic of research is carried out. The purpose of the review is to identify the scientific contribution of both domestic and foreign scientists to the study of the work of Abai Kunanbayev [1], [2], [3], [4], as well as the identification of insufficiently developed aspects that need to be supplemented within the framework of the current study.

Fundamental works. The review includes classic works by Kazakhstani and Russian researchers who laid the foundations for understanding Abai's philosophical and literary ideas. These studies provide a critical foundation for current analysis and represent traditional approaches to interpreting his poetry and prose.

Modern research. The review also covers recent publications, including the work of scientists from Europe and the United States who apply new methodological approaches such as computer textual and cultural analysis. These studies expand the boundaries of the traditional view of Abai's work, offering new interpretations and approaches to the analysis of his legacy.

Analysis of scientific contributions. The review provides a critical analysis of the scientific contribution of each author. It examines exactly how their work contributed to a deep understanding of the topic, which methods and approaches were used, and which aspects remain underestimated or erroneous.

Gaps in the study. An important part of the review is to identify gaps in existing research. Despite his extensive scientific contributions, some aspects of Abai's poetry and philosophy have not yet received due attention. These gaps relate, for example, to a comparative analysis of his works with modern literary trends or a detailed study of the metaphorical structure of his poems.

The author's additions. At the end of the section, it is emphasized how the current research suggests filling these gaps by presenting new theoretical and methodological approaches that have been applied to further study Abai's work. This includes the use of an integrative approach to the analysis of his poetic corpus, which allows for a new interpretation of his works and a deeper understanding of the poet's contribution to the cultural heritage of Kazakhstan [5].

RESULTS AND DISCUSSION

This section is a key part of the structure of the scientific article, since here the data obtained during the research are presented and analyzed, and their comparison with already known results in this field is carried out.

Analysis of the results. At the beginning of the section, the results obtained by the author are described in detail. This includes quantitative and qualitative data revealed during the analysis of Abai Kunanbayev's small poetic corpus. Special attention is paid to new aspects that were discovered in the poet's texts, for example, previously unknown metaphors or connections with other literary traditions.

Discussion of the results. This is followed by a discussion of the results in the context of existing studies. Here the author analyzes how the new data correlate or contrast with previous works. This may include a comparison of analysis methods, interpretation of results, as well as theoretical approaches. The discussion should also concern the significance of the discovered data [6] for the current state of literary science, their impact on rethinking known facts or introducing new views on traditional ideas.

Scientific provisions. This subsection formulates key scientific statements that have been developed based on data analysis [7]. These may be new theoretical proposals, hypotheses, or models proposed to explain the phenomena under study. The provisions should be clearly formulated and justified using the research data.

Critical analysis. An important part of this section is a critical analysis of our own results in the light of their limitations and opportunities for further research. The author should indicate which aspects require additional verification or can be interpreted differently depending on the methodology used.

Thus, the section "Results and discussions" not only presents the data obtained during the research, but also contributes to the academic community by offering new ideas and approaches for further analysis and research of Abai Kunanbayev's work.

CONCLUSION

The conclusion of this work serves to summarize the results of the study, confirm the statements made and assess the contribution to the development of scientific knowledge in the field of Kazakh philology and literary science.

Research objectives and methods. The main purpose of this study was to develop and test an integrative approach to the creation of a small poetic corpus of Abai Kunanbayev's work, which would allow a deeper analysis of his literary heritage. To achieve this goal, the methods of computer textual analysis, content analysis and comparative literary criticism were used.

The results and conclusions of the study. As a result of the work, a poetic corpus was formed, which included rare and little-studied texts, and their in-depth analysis was carried out. The study showed that the use of an integrative approach enriches the understanding of the poetic language of Abai, revealing new aspects of his work and the relationship with other cultural traditions. The conclusions confirm the hypothesis of the importance of a systematic approach to the analysis of literary heritage for a deep understanding of its structure and ideas.

Research prospects and application possibilities. The obtained results open up new prospects for further research in the field of Kazakh philology, in particular, for the development of broader poetic and prose corpora, which can contribute to a more complete study of Kazakh classical literature. The developed approach can also be applied in other fields of the humanities, where a comprehensive analysis of texts is required. In addition to academic significance, the results of the research can be used in educational practice, for the development of curricula and courses dedicated to Kazakh literature.

Thus, this study not only expanded the boundaries of scientific understanding of Abai's work, but also proposed methodological approaches that can be used in various scientific disciplines for a deeper and comprehensive analysis of literary texts.

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Political sciences

NEW CHALLENGES AND PERSPECTIVES IN CULTURAL DIPLOMACY: NAVIGATING A GLOBALIZED LANDSCAPE

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Abstract

Cultural diplomacy, a dynamic and evolving facet of international relations, plays a pivotal role in fostering global understanding and cooperation. This article navigates the intricate landscape of cultural diplomacy, exploring its multifaceted dimensions and examining the diverse impacts it has on nations and their citizens. The opening section provides a brief overview of cultural diplomacy, outlining its essence as a bridge between nations, fostering cross-cultural exchange, and influencing global perceptions. It introduces the central thesis that the article will explore both the positive and negative effects of cultural diplomacy.

The article delves into the positive contributions of cultural diplomacy, emphasizing its role in facilitating cultural exchange and mutual understanding. It discusses how these exchanges promote empathy, break down stereotypes, and contribute to the soft power of nations. The positive effects are exemplified through cases of successful cultural diplomacy initiatives that have strengthened international relations.

Building on the positive aspects, the article transitions to an exploration of the potential drawbacks of cultural diplomacy. It discusses issues such as cultural appropriation, the instrumentalization of cultural initiatives for political gains, and the imbalance of power in cultural representation. Real-world examples illustrate how these negative effects can manifest and impact the effectiveness of cultural diplomacy.

Recognizing the nuanced nature of cultural diplomacy, this section emphasizes the need for a delicate balance. It highlights the importance of avoiding cultural appropriation, navigating political instrumentalization, and addressing power imbalances to ensure that cultural diplomacy initiatives contribute positively to global interactions.

In the conclusion, the article emphasizes that, when approached with authenticity, sensitivity, and a commitment to mutual understanding, cultural diplomacy has the potential to build bridges and foster positive international relations. It calls for a nuanced perspective that acknowledges both the benefits and challenges, encouraging a more mindful and inclusive approach to cultural diplomacy.

Keywords: cultural diplomacy, soft power, public diplomacy, cultural exchange, cultural appropriation, global collaboration, mutual understanding

In an interconnected world where diplomacy transcends traditional geopolitical boundaries, cultural diplomacy emerges as a powerful tool for fostering international relations. Beyond treaties and negotiations, cultural diplomacy harnesses the shared language of arts, traditions, and heritage to build bridges between nations, fostering mutual understanding and cooperation.

Cultural diplomacy is rooted in the recognition that shared cultural experiences can transcend political differences, providing a foundation for meaningful connections. By promoting cultural exchange, nations engage in a form of soft power that goes beyond military might or economic influence. This approach recognizes the importance of people-to-people connections, understanding that fostering relationships at the individual and cultural levels contributes to enduring diplomatic success. The Silk Road Ensemble is a musical collective founded by cellist Yo-Yo Ma in 2000. Named after the historic Silk Road trade routes that connected cultures across Asia, Europe, and Africa, the ensemble consists of musicians from various countries, representing diverse musical traditions. The goal of the ensemble is to

promote cultural exchange and create a platform for collaboration among musicians from different backgrounds. The Silk Road Ensemble brings together musicians who play a wide range of instruments and represent diverse musical genres, including classical, folk, and traditional music from various cultures. The ensemble tours globally, performing in venues around the world. Through their concerts, they showcase the richness and diversity of global musical traditions, fostering appreciation for cultural heritage. The Silk Road Ensemble's performances and collaborations serve as a form of cultural dialogue, breaking down barriers and fostering communication between musicians from different cultural backgrounds. Audiences worldwide have the opportunity to experience and appreciate the richness of diverse musical traditions. This exposure helps promote a more nuanced understanding of the cultures represented. By creating a space for musicians to collaborate and share their cultural heritage, the ensemble contributes to building connections and relationships that go beyond musical boundaries.

Cultural diplomacy is seen as a key component of soft power, as it involves the exchange of ideas, values, and traditions to create positive perceptions of a nation. Soft Power Theory, introduced by Joseph Nye in the late 1980s, is a concept that emphasizes the ability of a country to influence others through non-coercive means. Nye contrasts soft power with hard power, which involves the use of military force or economic sanctions. Soft power relies on attraction, persuasion, and the appeal of a country's culture, values, and policies to shape the preferences of others.

Joseph Nye identified three primary resources of soft power, which are crucial for a nation's ability to influence others through attraction and persuasion. These resources contribute to the overall appeal of a country and help shape positive perceptions on the global stage. The three resources of soft power are: culture, political values and foreign policies.

Firstly, cultural resources play a significant role in soft power. This includes a nation's language, arts, literature, music, cinema, traditions, and overall way of life. The global dissemination of a country's cultural products and the appreciation of its cultural heritage contribute to creating a positive image. Cultural exchange programs, international festivals, and the promotion of a nation's cultural achievements enhance its soft power by fostering mutual understanding and appreciation. South Korea's "Korean Wave" or "Hallyu" is a notable example of how cultural resources have been effectively utilized to enhance a country's soft power. The term "Hallyu" refers to the global popularity and influence of South Korean culture, particularly its entertainment industry, including K-pop music, Korean dramas (K-dramas), films, and other forms of media. South Korea strategically leveraged its cultural resources to expand its soft power influence worldwide.

South Korean pop music, commonly known as K-pop, has gained immense popularity globally. K-pop groups, such as BTS and BLACKPINK, have massive international fan bases. The catchy music, distinctive choreography, and global fan engagement contribute to the positive image of South Korea. K-dramas have become a global cultural phenomenon, reaching audiences far beyond South Korea. These television series often portray themes of love, family, and Korean traditions. They provide an insight into Korean culture and lifestyle, fostering cultural exchange and understanding. It is important to note that, South Korea's film industry, with critically acclaimed productions like "Parasite" (winner of the Best Picture at the 92nd Academy Awards), has gained international recognition. Korean films not only showcase the country's cinematic talent but also offer a window into Korean society and culture.

The global popularity of K-pop, K-dramas, and Korean films has contributed to a positive international image for South Korea. The country is often associated with creativity, innovation, and a vibrant cultural scene. In addition, the cultural appeal of South Korea has led to an increase in tourism as fans from around the world visit to experience Korean culture firsthand, attend concerts, and explore filming locations featured in popular dramas. Particularly, the success of the Korean Wave has opened up economic opportunities for South Korea, including increased exports of cultural products, collaborations with international artists, and partnerships in the entertainment industry.

The second resource of soft power is a country's political values and ideals. Nations that embody and promote values such as democracy, human rights, individual freedoms, and the rule of law often have greater soft power. The appeal of a nation's political system and its commitment to principles that resonate with people worldwide can influence their perceptions and preferences. Advocating for and practicing values that are widely admired contribute to a country's attractiveness and soft power. An example of political values as a component of soft power is the promotion of democratic governance by the United States. The United States has long positioned itself as a champion of democratic governance, emphasizing principles such as individual freedoms, human rights, the rule of law, and representative democracy. The promotion of these political values has been a central element of U.S. foreign policy. U.S. leaders, in speeches and diplomatic interactions, often emphasize the importance of democratic values.

This includes promoting free and fair elections, protecting human rights, and supporting the rule of law as essential components of a just and stable society. The U.S. has historically supported democratic movements around the world, providing diplomatic and, at times, material assistance to countries seeking to establish or strengthen democratic institutions.

The third resource is a nation's foreign policies and its behavior in the international arena. The way a country engages with the global community, its approach to diplomacy, and its commitment to cooperation and collaboration all impact its soft power. Transparent and fair foreign policies, as well as a willingness to address global challenges, can enhance a country's standing and attractiveness. Positive diplomatic initiatives, contributions to international development, and efforts to address global issues such as climate change or public health crises contribute to a nation's soft power. These three resources are interconnected and collectively contribute to a nation's ability to exert influence through soft power. Countries that effectively leverage their cultural assets, embody attractive political values, and pursue foreign policies that resonate with global audiences can enhance their soft power and shape international perceptions in their favor. One notable example is Sweden's foreign policy strategy, often referred to as "The Swedish Model." Sweden has long been recognized for its distinctive foreign policy approach, emphasizing diplomacy, human rights, and international cooperation. This approach is commonly known as "The Swedish Model" and represents an example of soft power in foreign policy. Historically, Sweden has maintained a policy of military non-alignment and neutrality, especially during times of conflict. This stance has allowed Sweden to position itself as a peaceful and non-threatening actor on the global stage. Sweden places a strong emphasis on humanitarian values in its foreign policy. It actively supports international humanitarian efforts, contributes to development aid, and engages in peacekeeping missions. This focus on humanitarian diplomacy enhances Sweden's global image as a compassionate and responsible international actor. At the same time Sweden places a high value on diplomacy and multilateralism. It actively participates in international organizations such as the United Nations and the European Union, advocating for collaborative solutions to global challenges. This commitment to multilateralism enhances Sweden's influence and soft power.

Public diplomacy is a key component of soft power, working alongside cultural diplomacy and other non-coercive measures to influence and shape international perceptions. Public diplomacy refers to the activities conducted by a government to engage with foreign publics directly, aiming to build relationships, foster mutual understanding, and influence perceptions. Unlike traditional diplomacy, which often involves negotiations between governments, public diplomacy targets a broader audience, including citizens, academics, journalists, and opinion leaders.

Public diplomacy seeks to build positive relationships between nations by fostering understanding and goodwill among foreign publics. It aims to shape perceptions of a country by promoting a positive image and countering negative stereotypes. For example, The Fulbright Program, established by the U.S. government in 1946, is one of the most renowned examples of a public diplomacy initiative designed to foster positive relationships between nations through academic and cultural exchange. Named after Senator J. William Fulbright, the program aims to increase mutual understanding between the people of the United States and people of other countries. The Fulbright Program has been highly successful in building positive relationships between the U.S. and other nations. It has created a global network of alumni who have gone on to become leaders in various fields, contributing to diplomatic, academic, and cultural initiatives. The program's emphasis on mutual respect, understanding, and collaboration has helped to strengthen diplomatic ties and foster goodwill on an individual and institutional level.

Public diplomacy plays a role in managing crises and conflicts, offering a channel for communication and clarification during challenging times. An example of how public diplomacy has been employed in crisis management is the case of the Iran Nuclear Deal, officially known as the Joint Comprehensive Plan of Action (JCPOA). The Iran Nuclear Deal, signed in 2015 between Iran and the P5+1 countries (United States, United Kingdom, France, Germany, Russia, and China, plus the European Union), aimed to address concerns about Iran's nuclear program. The agreement sought to curb Iran's nuclear activities in exchange for sanctions relief and reintegration into the global community.

The public diplomacy efforts surrounding the Iran Nuclear Deal contributed to shaping public opinion and political discourse. While the agreement faced criticism and challenges, the use of public diplomacy played a role in managing the crisis by facilitating communication, dispelling misinformation, and garnering support for a diplomatic resolution. This example underscores the importance of public diplomacy as a tool for crisis management, especially in complex geopolitical situations where effective communication and understanding are critical.

While cultural diplomacy has many advantages, it is not without its challenges and potential disadvantages. Cultural diplomacy involves the exchange of cultural elements, which can sometimes lead to misunderstandings. Differences in interpretation, cultural nuances, and context may result in unintended miscommunications. An example of cultural misunderstanding in cultural diplomacy occurred during the 2018 Winter Olympics in Pyeongchang, South Korea, involving the flag of Japan. During the opening ceremony, South Korea hosted a parade of nations, featuring athletes from various countries marching under their respective national flags. When the Japanese team entered the stadium, the flag bearer, speed skater Nao Kodaira, was seen waving the Rising Sun Flag, a historical Japanese flag that features a red sun with 16 rays emanating from it. The Rising Sun Flag is associated with Imperial Japan and its military actions during World War II. For many Koreans, the flag evokes painful memories of Japanese imperialism and colonization. South Korea, as a country that experienced the harsh consequences of Japanese colonization, is sensitive to symbols associated with that era. The use of the Rising Sun Flag can trigger negative emotions and be perceived as insensitive. The presence of the Rising Sun Flag during the Olympic ceremony sparked public outcry in South Korea. Many Koreans expressed their discomfort and anger on social media, arguing that the flag's use was inappropriate given its historical implications. The incident led to diplomatic tensions between South Korea and Japan. The South Korean government officially expressed its concerns and called for sensitivity regarding historical symbols, while the Japanese government defended the use of the flag, stating that it is a part of their national identity.

The incident highlights the importance of cultural sensitivity when selecting symbols, especially those with historical significance. Symbols that may have different interpretations in different cultural contexts should be approached with caution. When cultural misunderstandings occur, diplomatic channels should be used for dialogue and resolution. Open communication can help address concerns, clarify intentions, and prevent a prolonged escalation of tensions. This example underscores how symbols, even innocuous in one cultural context, can carry historical weight and lead to misunderstandings. Cultural diplomacy requires a nuanced understanding of the historical and emotional implications of symbols to foster positive international relations.

In addition, in cultural diplomacy initiatives, there may be an imbalance of power between nations with different levels of cultural influence. Dominant cultures might overshadow or even assimilate less influential ones, potentially eroding cultural diversity. An example of the imbalance of power in cultural diplomacy can be observed in the relationship between the United States and Cuba, specifically during the period of the U.S. embargo on Cuba and the cultural exchanges that followed the thawing of diplomatic relations. The United States and Cuba had a historically tense relationship, marked by political differences and the U.S. embargo on Cuba that began in the early 1960s. The embargo limited various forms of interaction, including cultural exchanges, between the two nations. The U.S. embargo on Cuba restricted the flow of cultural products, information, and interactions between the two countries for several decades. This created a significant imbalance of power in cultural diplomacy, with the United States imposing restrictions on Cuba's cultural engagement with the world. In 2014, the Obama administration announced a shift in U.S. policy toward Cuba, aiming to normalize diplomatic relations. This included the loosening of travel restrictions and the encouragement of cultural exchanges as a means of fostering understanding and building bridges between the two nations.

While the normalization of relations allowed for increased cultural exchanges, the power dynamics were still imbalanced. The United States, as the larger and more influential nation, had a more significant role in shaping the narrative and influencing cultural interactions. Cultural exchanges often brought American artists, musicians, and intellectuals to Cuba, contributing to the flow of American cultural influence. While this exchange provided opportunities for Cubans to experience different perspectives, the sheer magnitude of U.S. cultural output compared to Cuba's created a lopsided dynamic. The example of U.S.-Cuba relations underscores how political dynamics and historical imbalances of power can shape cultural diplomacy efforts.

Cultural appropriation refers to the adoption, borrowing, or imitation of elements from another culture, particularly when the dominant culture takes aspects of a marginalized or minority culture without proper understanding, respect, or acknowledgment. It often involves the misuse or commodification of cultural elements, contributing to the erasure of the original context and reinforcing power imbalances. An example of cultural appropriation in cultural diplomacy can be seen in the use of Indigenous symbols and art forms by non-Indigenous entities for promotional or artistic purposes without proper understanding, respect, or consent. One such instance involves the use of Native American headdresses and imagery in fashion and music festivals. In various music festivals around the world, it

has not been uncommon to witness instances where non-Indigenous artists and festival-goers appropriate Indigenous cultural elements as part of their attire or performance, often without recognizing the cultural significance or seeking permission. Cultural appropriation can have negative consequences for Indigenous communities. It may perpetuate stereotypes, trivialize sacred traditions, and undermine the cultural integrity of Indigenous peoples. It can also contribute to a lack of respect for Indigenous rights and history.

In concluding our exploration of the nuanced nature of cultural diplomacy, it becomes evident that this dynamic realm demands a delicate and thoughtful approach. As we traverse the landscape of cross-cultural interactions, fostering mutual understanding, and strengthening global relations, it is essential to reflect on the lessons learned and envision a path forward.

Cultural diplomacy, by its very essence, involves a series of balancing acts. On one hand, it celebrates the richness of diversity, encouraging the exchange of ideas, arts, and values. On the other hand, it requires a careful dance to avoid unintended consequences such as cultural appropriation, the instrumentalization of cultural initiatives for political purposes, or the unintentional reinforcement of power imbalances.

Central to effective cultural diplomacy is the power of dialogue. Genuine, open, and inclusive conversations among nations and communities can bridge gaps and dismantle stereotypes. Recognizing the agency of all participants, irrespective of their cultural or geopolitical standing, is paramount to fostering an environment where mutual respect and understanding can flourish.

In envisioning the future of cultural diplomacy, it is imperative to prioritize education and empathy. Initiatives that promote cultural literacy and encourage individuals to step into the shoes of others contribute to a more informed and interconnected global society. Empathy becomes the currency that transcends borders, fostering bonds that go beyond political or cultural differences.

A recurring theme in our exploration has been the call for authenticity. Cultural diplomacy is most impactful when it springs from genuine efforts to share and learn, unmarred by ulterior motives or superficial exchanges. Authenticity amplifies the positive effects of cultural diplomacy, creating lasting impressions that endure beyond the initial interaction.

As we bid adieu to this exploration of cultural diplomacy, let us aspire to contribute to the creation of a harmonious global community. A community where nations and individuals engage in cultural diplomacy with a profound sense of responsibility, mindful of the potential impact of their actions on the rich tapestry of human experiences. By embracing the nuanced nature of cultural diplomacy, we can collectively move towards a world where diversity is not just acknowledged but celebrated, and where cultural interactions are a source of strength and unity.

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Psychological sciences

COMPARATIVE ANALYSIS OF DEPRESSION INDICATORS AMONG 18-20 YEARS OLD STUDENTS ACROSS VARIOUS DISCIPLINES

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Abstract

Depression, characterized by a persistent state of low mood and cognitive impairment, is the most prevalent mental disorder. The incidence of depressive episodes tends to increase among students during examination periods. Numerous studies have underscored the significant impact of depression on students' academic activities, leading to a decline in their academic performance and outcomes. The primary objective of our research was to investigate the prevalence and levels of depression among students. The study was conducted in collaboration with researchers from the "Science Group" at Western Caspian University, focusing on undergraduate students aged 17-20 years, enrolled in the first and fourth years across various disciplines. Psychophysiological tests were employed to determine the level of depression among students. This article presents a segment of the research findings. The study was carried out on a regular academic day, and the findings revealed an absence of neurotic depression among the undergraduate students in both the first and fourth years, which is considered within the normative range.

Keywords: Depression, 1st And 4th Year Students, Anxiety, Exam Stress, Zung Scale.

INTRODUCTION

Student mental health is a global issue of significant concern. Globally, students exhibit high levels of depression, anxiety, and stress symptoms, which can adversely impact human psychology. Examinations, particularly those for university entrance, can serve as a source of anxiety for students. A study conducted in Turkey revealed a high prevalence of university entrance exam anxiety among students, with a rate of 48.1 percent (Bilgel & Bayram, 2008). Examinations can induce considerable stress, especially when they act as determinants for future opportunities and career trajectories. Exam-induced anxiety and stress can negatively affect a student's academic performance, physical health, personal development, and overall quality of life. A substantial proportion of undergraduate students may be experiencing depression and may require mental health services, a need that is corroborated by the findings of this study. Improved recognition of depression has been associated with enhanced depression literacy and reduced stigma (Mallen, 2008; Zhang, 2018). In light of these findings, it is recommended that undergraduates be equipped to recognize mental health issues as "mental illnesses". While undergraduates may be aware of available help options, they may be hesitant to seek professional help, opting instead for assistance from informal social networks. Therefore, efforts should be made to enhance both the propensity of undergraduates to seek professional help and the mental health literacy of informal help providers (Mottram, 2008). The issue needs to be addressed, as undergraduates may perceive depression as a "weakness" rather than a "disease", which may deter them from seeking professional help. Initiatives aimed at reducing stigma should also address the various dimensions of stigma (Zhang, 2018).

Numerous research endeavors have been undertaken on the prevalent subject of depression, yet several questions remain unresolved. In light of this, our research undertook a comparative analysis of depression indicators among students enrolled in various courses, thereby contributing to the existing body of knowledge on this topic.

RESEARCH METHOD

The study was carried out among first and fourth-year undergraduate students, aged 17-21, at Western Caspian University. The research was structured in three distinct stages: during a regular school

day, immediately prior to examinations, and following examinations. The primary objective of conducting the research across these three stages was to ensure maximum accuracy in the results and facilitate a comprehensive comparative analysis. As per the research outlined in the present article, the undergraduate students in their first and fourth years were pursuing studies across four distinct disciplines: Natural Sciences, Humanities, Exact Sciences, and Economics. The primary rationale for conducting the research separately among first and fourth-year students across different disciplines was to discern potential variations in depression levels across different majors.

In order to assess the level of depression, we utilized the Zung Self-Rating Depression Scale (ZDRS), a recognized indicator of depression. This scale, developed by William W.K. Zung, was formulated based on the diagnostic criteria for depression and surveys conducted among patients diagnosed with depressive disorders. The severity of depression is ascertained based on the patient's self-evaluation. The scale comprises 20 items, each requiring the respondent to select one of the following responses: "rarely", "occasionally", "often", or "most of the time". The analysis of the examination results involves the evaluation of several factors, encompassing various symptom groups such as general somatic symptoms, specific somatic symptoms, psychomotor disorder symptoms, suicidal tendencies, irritability and indecision, feelings of inner emptiness, and mood disorders. The ZDRS is employed not only for the clinical diagnosis of depression and monitoring the clinical dynamics of depressive disorders, but also in epidemiological studies and clinical trials of antidepressants and other medications. The validity of the scale has been corroborated through clinical trials and comparisons with other clinical scales, including the Hamilton scale and Beck's questionnaire. The sensitivity of the scale was tested among diverse groups of patients, both with and without depressive disorders. Prior to completing the scale, the respondent is acquainted with the instructions for its use. The scale is completed independently by the respondent, without intervention from the specialist. The process of completing the scale takes a few minutes, with each of the 20 items of the ZDRS requiring a response. The responses are evaluated and a total score is computed.

The scoring for the Zung Self-Rating Depression Scale (ZDRS) is as follows: For items 1, 3, 4, 7, 8, 9, 10, 13, 15, and 19, the responses are scored as "rarely" – 1; "occasionally" – 2; "often" – 3; "in most cases" – 4. Conversely, for items 2, 5, 6, 11, 12, 14, 16, 17, 18, and 20, the scoring is inverted: "rarely" – 4; "occasionally" – 3; "often" – 2; "in most cases" – 1.

The total score on the ZDRS is interpreted as 20-49: normal; 50-59: mild depressive disorder; 60-69: moderately severe depressive disorder; 70-80: major depressive disorder. These ranges provide a measure of the severity of depressive symptoms in the individual.

RESULTS OF RESEARCH.

During the course of the research, intriguing observations were made among the first-year students. For those studying Natural Sciences, the depression index was recorded as 28 points on a regular school day, escalating to 36 points prior to examinations, and subsequently reducing to 34 points post-examinations. Among the students pursuing Humanities, the depression index was found to be 32 points on a regular school day, increasing slightly to 35 points before the exam, and further to 37 points after the exam. The students engaged in Exact Sciences exhibited a depression index of 34 points on a regular school day, which increased to 36 points before the exam, and further to 37.5 points after the exam. Lastly, for the students studying Economics, the depression index was observed to be 31.5 points on a regular school day, rising to 33 points before the exam, and further to 36.3 points after the exam. (Figure 1).

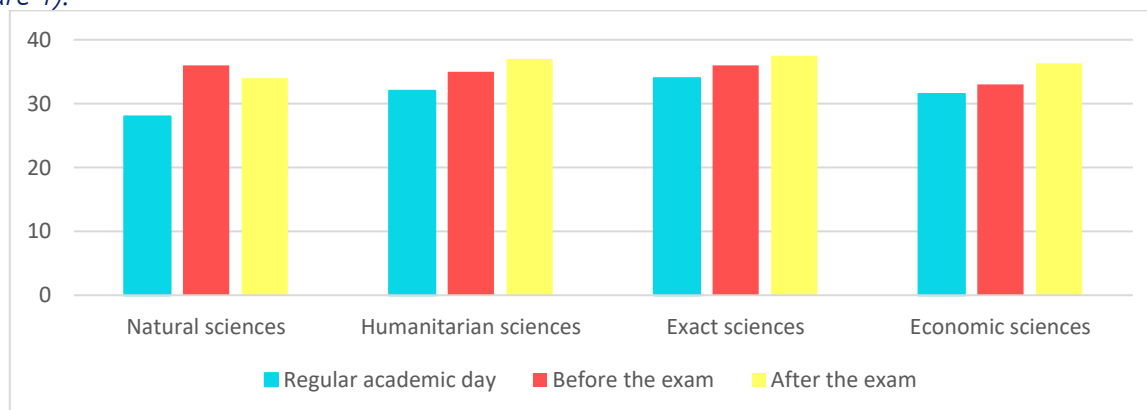


Figure 1. The results of the depression index in 1st-year students studying different profiles

Distinct results were observed among the fourth-year students. Specifically, the depression index for fourth-year students majoring in Natural Sciences was recorded as 41 points on a regular school day, decreasing to 39 points before examinations, and slightly increasing to 40.5 points post-examinations. For those majoring in Humanities, the depression index was found to be 40.2 points on a regular school day, marginally decreasing to 40.1 points before the exam, and rising to 42.3 points after the exam. Among the students pursuing Exact Sciences, the depression index was 36.1 points on a regular school day, increased to 38.3 points before the exam, and further to 39 points after the exam. Lastly, for the students studying Economics, the depression index was observed to be 40 points on a regular school day, rising to 41.2 points before the exam, and slightly decreasing to 40.5 points after the exam. (Figure 2).

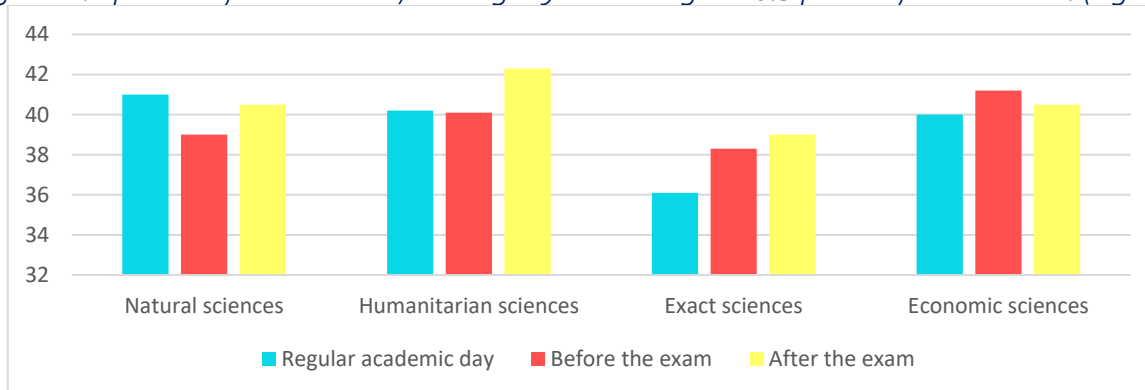


Figure 2. Results of the depression index in 4th year students studying different profiles.

Consequently, the findings of our study revealed that none of the students under investigation exhibited a genuine level of depression, as all recorded scores were below the threshold of 50 points. These results suggest that the students are essentially healthy. Individuals who are practically healthy typically exhibit accurate perception and emotional evaluation of situations, which prevents the depression index from escalating to exceedingly high levels. The presence of depression within the normal range appeared to be independent of the students' chosen academic disciplines. Simultaneously, the absence of depression is indicative of the potential for achieving high success rates and the future development of highly knowledgeable personnel.

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Technical sciences

DEVELOPMENT OF SPECIFICATIONS FOR CHICKEN SNACKS WITH BEEKEEPING PRODUCTS

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Introduction

When developing new technologies, demonstrating safety is a critical component of bringing products to market and gaining public acceptance. Innovative parameters and purposes (such as health) may require the development of new analytical methods, controls and specifications for different types of products and processes (Ong et. al, 2023). The presented Specifications are part of a dissertation study and were developed for the production of meat snacks in Polissya Chicken Limited Liability Company conditions (Ukraine).

Relevance of healthy meat products

The latest research in the meat industry concerns innovations for the creation of health products. Thus, processed meat products are becoming increasingly important as an important component of the meat industry due to consumer interest in health benefits. These technologies involve binding or holding meat, meat offal and vegetable proteins together to form a meat product with the sensory and textural properties of meat. Such meat products are low in salt and fat, high in dietary fiber and antioxidants (Samad et. al, 2024). Another way, related to poultry production, is the addition of probiotics, prebiotics and phytoextracts to the feed, which have an effect on the poultry meat and provide functional properties (Dong et. al, 2024).

Instead, we offer to use the meat of chickens grown using the classic technology for broilers. But we use a new method of marination, canning and enrichment, which consists in adding beekeeping products.

Prerequisites for developing of Specifications

The development of Specifications also allows to prevent falsification of food products and compliance with the rules of its storage during sale. According to Abitayeva & Abeev (2024), food adulteration is an acute problem of the modern food industry, as the fraudulent replacement of expensive ingredients with cheaper alternatives occurs all over the world. That is why the development of Specifications, which will include requirements for quality and safety parameters, as well as diagnostic methods for their control, is an actual priority of scientific research.

Chicken snacks with beekeeping products, made with natural honey, bee pollen, propolis and a mixture of spices, are highly nutritious long-term storage products. The use of beekeeping products ensures an increase in biological and energy value, resistance to microbiological spoilage, improvement of technological and rheological properties of poultry meat snacks.

Reasoning of beekeeping products enrichment

Bee pollen increases the biological value of the product by enriching it with carotenoids, B vitamins and amino acids (leucine, isoleucine, valine, arginine, lysine, phenylalanine, serine, threonine, histidine, methionine, tryptophan, proline, glycine, alanine, tyrosine, asparagine, glutamic acid); macro- and microelements (potassium, calcium, magnesium, iron, sodium, zinc, magnesium, copper, phosphorus; phenolic compounds (flavonoids, polyphenols, phenolic acids) (El Ghouizi et. al, 2023).

Honey in the composition of the product enriches it with enzymes (amylase, invertase, catalase, protease, inulase, lipase, phosphatase, glycogenase, peroxidase, reductase, β -glucosidase), which have a pronounced bactericidal effect and improve digestion; organic acids (gluconic, tartaric, malic, formic, acetic, lactic, succinic, citric), which have a leading role in metabolism and many metabolic processes (Alaerjani et. al, 2022).

Propolis has broad antimicrobial properties and allows to increase the shelf life of snacks. It saturates the product with flavonoids (quercetin, kaempferol, galangin); benzoic (natural preservative, antimicrobial properties), ferulic (antioxidant properties) and decenoic acids (antiviral properties) (Chavda et. al, 2023).

Adding the listed beekeeping products will allow to create a nutritious health product with a long shelf life.

Conclusion

Specifications for the production of snacks in the conditions of a processing enterprise have been developed under the name: "TUU 10.1-45479476-001:2024. Polissya Chicken Limited Liability Company. Poultry snacks with beekeeping products. Specifications. Pyliatyn. 2024." The developed Specifications meet the requirements of the current legislation of Ukraine.

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PROBLEMS FACED BY PASSENGERS IN AIR TRANSPORT

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Abstract

In the article, the problems faced by passengers in air transport were analyzed and the solutions to the problems were determined as a result of the conducted surveys.

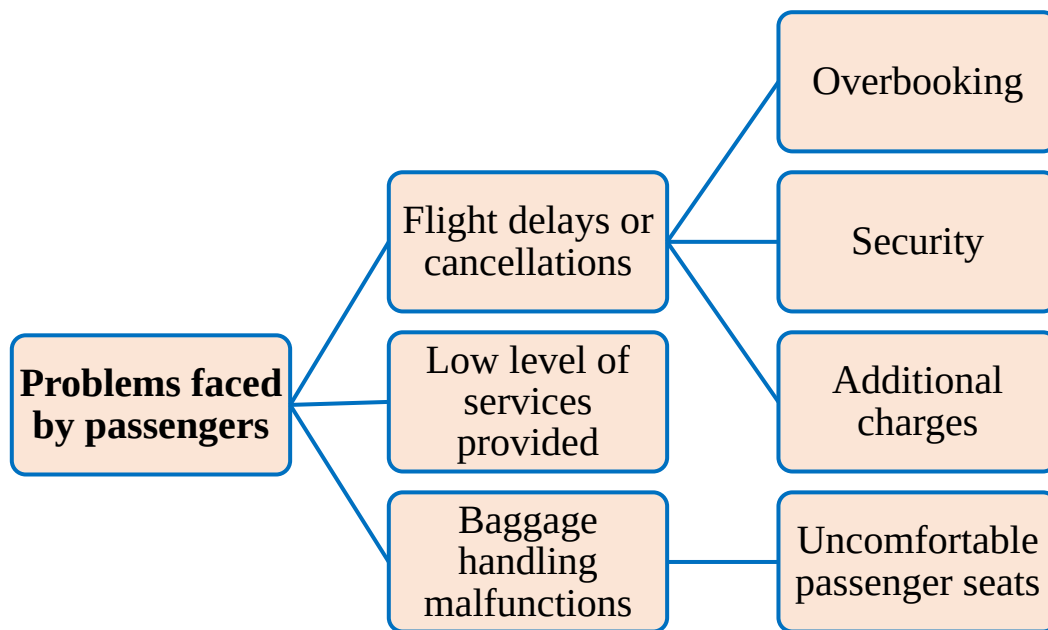


Figure 1 . Problems faced by passengers.

Figure 1 shows the systematized procedures that passengers are dissatisfied with. These problems are described as follows [1].

Flight delays or cancellations: One of the most common problems faced by airlines is flight delays, changes in aircraft type (from a large capacity aircraft to a smaller capacity one) or cancellations, which in turn lead to legitimate dissatisfaction among passengers. If the passenger's flight is not direct, that is, if he continues his flight from the transfer point with another flight, there is a possibility of incurring additional expenses. Due to the fact that such cases occur more often than other problems, its weight among general dissatisfactions, that is, its elimination is important. A delay at one node can cause other delays within the system.

Safety: Although rare, malfunctions in operating equipment, turbulence and other such unpleasant safety issues cause significant discomfort to passengers as well as fear and anxiety.

Overbooking: Airlines sell overbooking tickets on high-demand routes, i.e. issue two tickets for one seat, in order to compensate for the seats of passengers who do not show up for the flight and to make maximum use of the passenger capacity of the aircraft. If all the passengers arrive on time for the flight, the airline is forced to "compulsorily" refuse transportation to ticket holders who have already been sold at the end of check-in. Although these cases are against the law, the airline prepares a plan of measures to eliminate such problems, submits it to the relevant state authorities and receives official permission for this. In practice, selling more than the norm is called "Overbooking", and when the mentioned cases occur, it is certainly not well received by passengers.

Although the overbooking strategy serves the financial interests of airlines, it sometimes causes addition expenses and customer dissatisfaction [1].

Additional expenses: Some airlines may impose additional charges (outside of the ticket price) for services such as baggage, seat selection and food, which can create unexpected costs for passengers.

Baggage Defects: According to SITA's annual report, in 2019, a total of 4.54 million passengers (domestic and international) were transported, 25.4 million pieces of their baggage were damaged, for these reason airlines approximately \$3 billion have paid compensation. [2]. In order to eliminate these shortcomings, the International Air Transport Association (IATA) adopted Resolution No. 753 in order to improve the RFID program, and its first pilot project Bag Journey was implemented at Hamad International Airport under the name "Haqiba". The program allows passengers to enter the Track My Bags section on the airline's website and provide identification information: the number assigned to the baggage during check-in (baggage tag number or allocation number, i.e. allocation status) and the passenger's last name. The Bag Journey program provides real-time information about the passenger's baggage to the passenger's mobile phone throughout the flight from the moment the plane takes off to the destination airport.

Low level of services provided: Although demand is regulated by fare (price) in passenger air transport markets, the level of service is important. In modern times, the quality of the service provided on board the aircraft has 70% impact on the formation of the image of the airlines. The fare and service offered here directly affect the airline's market share. In order to increase market share, airlines attract consumers not only with fares, but also with the services they provide. Taking into account all this, it can be concluded that safety, fare and comfort are considered the most important factors in the airline's activity.

Uncomfortable passenger seats: The International Industry Working Group (IIWG), which operates within IATA, works closely with airline manufacturers, bringing to their attention passenger demands and wishes regarding the structure and comfort of the aircraft deck, especially the seats. It should be noted that these factors are important for trans-highway aircraft, as low-cost or low-cost carriers, which currently account for 33% of passenger air traffic, do not pay much attention to this factor.

The problems mentioned above can be shown in the form of a system as follows:

1. Delay or cancellation of flights
2. Low level of provided services
3. Malfunctions in baggage transportation
4. Uncomfortable passenger seats
5. Security
6. Additional costs
7. Overbooking

The results of the surveys show that 86% of passengers want to use biometric data, and 76% want to register luggage individually and provide passport information in advance. In addition, 98% of passengers want operational information about any changes, 68% want to get information about the flight from the airline, 71% want to register individually, and 60% want to contact the airlines through social networks.

At the end of 2018, IATA conducted a survey among passengers on what kind of information is given to their mobile devices, and a number of interesting points emerged here. More than 10,000 air transport consumers from 145 countries participated in the survey. 82% of the respondents stated that they wanted to receive information about the status of the flight, 49% about baggage and 46% about the waiting time in queues at special and passport control. In addition, 56% of passengers wanted real-time tracking of their luggage and 73% wanted information about its status delivered via SMS or mobile devices. 65% of the respondents agreed to give their personal data to the air transport entities in order to speed up the pre-flight procedures, and 45% wanted to apply biometric passports.

As a result of the survey, the factors that the passengers were dissatisfied with were also revealed. Thus, 57% of them complained about the inspection of their personal belongings, 48% about the ban on carrying electronic devices in their hand luggage, and 41% about the lack of consistent control.

74% of the survey participants said they were satisfied with the automated application of migration procedures, and 65% believed it was more seamless.

Almost half of those who want to travel (43%) wanted their tickets to be allocated through tourism organizations, 84% wanted the registration to be automated, and 47% wanted it to be provided through mobile devices. 70% of the respondents said that they were satisfied with the introduction of automated registration desks, and 30% said that they preferred the organization of traditional procedures.

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**AIR TRANSPORT EMERGENCIES AFFECTING CARGO TRANSPORTATION ON THE ROUTE
BAKU (AZERBAIJAN REPUBLIC) - SHANGHAI (PEOPLE'S REPUBLIC OF CHINA)**

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**АВАРИЙНЫЕ СИТУАЦИИ НА ВОЗДУШНОМ ТРАНСПОРТЕ, ВЛИЯЮЩИЕ НА ГРУЗОВЫЕ
ПЕРЕВОЗКИ ПО МАРШРУТУ БАКУ (АЗЕРБАЙДЖАНСКАЯ РЕСПУБЛИКА) – ШАНХАЙ
(КИТАЙСКАЯ НАРОДНАЯ РЕСПУБЛИКА)**

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При выборе того или иного вида транспорта будь то для пассажиро- или грузоперевозок, всегда задаешься вопросом, на сколько он будет безопасным. Опасения, что что-то может случиться, не беспочвенны, так как каждый день мы получаем новости о разного рода авариях на автомобильном, железнодорожном, воздушном или морском транспорте.

Статистические данные и общественное мнение по этому вопросу тоже очень различаются. Впрочем, одно можно сказать точно: абсолютно безопасных видов транспорта не существует.

В данном тезисе мы будем рассматривать причины и статистику авиационных происшествий, а также дадим несколько рекомендаций, которые могут быть целесообразны для предупреждения предпосылок чрезвычайных ситуаций на воздушном транспорте.

Для удобства возьмем конкретное направление, а именно: грузоперевозки по маршруту Баку (Азербайджанская Республика) – Шанхай (Китайская Народная Республика).

На сегодняшний день, благодаря усилиям нашего государства в развитии внешней политики за счет участия в разного рода международных транспортных проектах, а также роста потенциала Республики в качестве транзитного хаба, количество грузовых рейсов непрерывно растет.

Так, только по направлению Азербайджан – Китай, в 2023 году нашими авиакомпаниями совершались рейсы в три крупнейших города: Шанхай, Гонконг и Чжэнчжоу. За отчетный период по рассматриваемому нами направлению (Баку – Шанхай) было перевезено более 22 тыс. тонн груза, что на 5% больше, чем в 2022 году, и статистика показывает, что эта цифра будет только расти.

Однако, говоря о безопасности полетов и учитывая все возможные факторы, нельзя исключать вероятность авиационных происшествий, которые могут произойти на любом маршруте, в том числе и на вышеуказанном.

"Аварии в авиации случаются редко. В 2023 году на 32,2 млн полетов пришлось пять несчастных случаев со смертельным исходом. Это говорит нам о том, что полеты - один из самых безопасных видов деятельности, которыми может заниматься человек, - заявил генеральный директор IATA Уилли Уолш. – Но, даже несмотря на то, что риски при полетах исключительно низки, это не означает, что они полностью отсутствуют". [2]

Основными причинами их возникновения считаются следующие:

- человеческий фактор (ошибки экипажа или диспетчерской службы, неправильная погрузка, несоблюдение центровки и т.д.) - до 50%;
- неисправность техники (поломка бортовой техники, плохое качество топлива) - до 25%;
- воздействие внешней среды (туман, ливень, резкое похолодание, высокая влажность воздуха, метель) - до 17%;
- прочие (террористический акт, саботаж, невыясненные) - до 8%. [1]

При этом стоит также отметить тот факт, что более половины авиaproисшествий происходит на аэродромах и прилегающей территории.

В настоящее время, оценивая все совершенные полеты по направлению Баку – Шанхай, мы можем смело утверждать, что чрезвычайных ситуаций, повлекших за собой смерть экипажа, полную потерю груза и т.д., не было. Однако необходимо выделить и такие моменты, которые могли бы стать предпосылками к авиационным происшествиям.



Рис. 1. Диаграмма, отображающая возможные причины возникновения авиационных происшествий.

Чаще всего вина за это ложится на наземный обслуживающий персонал. Это может быть не учет центра тяжести при центровке самолета, неправильная подача транспортных средств к воздушному судну, пренебрежение техникой безопасности, а также своевременным техническим обслуживанием. Порой причина может крыться и в неправильной подаче топливозаправщика к самолету, что, к сожалению, распространено при обслуживании воздушного судна.

Но рассматривая и беря во внимание все возможные сценарии развития событий, следует подумать и о том, что стоит сделать для того, чтобы устранить или свести к минимуму триггерные ситуации, которые могут в дальнейшем привести к чрезвычайным ситуациям.

Во-первых, сегодня существует огромная необходимость в повышении уровня квалификации наземного персонала, это могут быть различные тренинги или же курсы.

Во-вторых, это использование более современных обслуживающих транспортных средств, непосредственно вступающих в контакт с воздушным судном.

И, наконец, в-третьих, автоматизация тех процессов, в которых очень велик человеческий фактор.

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