

2025 Sharing Information on Progress **(SIP) Report**

Almaty Management University

December 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“ *The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).* **”**

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.

SUSTAINABLE DEVELOPMENT GOALS





Getting Started

This section provides foundational information about Almaty Management University, including key details and basic institutional data.

Mission

We are making the world better through the development of education, research, and entrepreneurship.

Vision

AlmaU is a driver of higher education and a leader in academic innovation in Central Asia+.

Strategy

AlmaU Strategy 2025-2028 narrative

AlmaU operates in a dynamically transforming global and regional educational ecosystem, where higher education is recognized as a key driver of sustainable development, human capital growth, and the transition to a knowledge economy. AlmaU aims to expand its presence in Central Asia and adjacent territories (Central Asia+). The Central Asian higher education market is characterized by dynamic development and increasing competition. It is demonstrating sustainable growth and active transformation, driven by government investment, structural reforms, and a commitment to international integration. Over the past five years, the region has been transitioning from quantitative growth (increasing the number of universities, students, and budgets) to qualitative changes—modernization of educational programs, reform of university governance, and development of the research ecosystem. In an environment of increasing competition, changing educational models, and market regionalization, AlmaU has a strategic window of opportunity to expand its presence in the Central Asian region. This region represents a promising, yet unconsolidated, higher education market, requiring innovative, flexible, and future-oriented solutions. AlmaU's strategic role is not simply to adapt to these changes, but to shape the agenda for educational quality, research, and sustainable development in the region.

AlmaU Strategy 2025-2028

[View document](#)  [Download document](#) 

Strategy Alignment

AlmaU Strategy's alignment with Agenda 2030

AlmaU set sustainable development as one of the university's values. AlmaU operates in a dynamically transforming global and regional educational ecosystem, where higher education is recognized as a key driver of sustainable development, human capital growth, and the transition to a knowledge economy.

AlmaU actively develops environmental initiatives: eco-campus projects, the use of renewable energy sources, the construction of buildings based on green / high-tech principles, and compliance with modern environmental standards. Sustainable development is integrated into educational programs and research (for example, the SDG Ambition program).

Since 2009, AlmaU has been actively supporting the sustainable development agenda in education through participation in PRME initiative. In 2021, together with several leading institutions of the region, the university initiated the creation of the Eurasian chapter of the UN PRME, which is part of the UN Global Compact ecosystem. In March 2025, AlmaU officially joined the UN Global Compact in Kazakhstan. Among the Kazakhstani universities that are part of the Global Compact are Satbayev University and KBTU. Direct admission to the UN Global Compact opens up new opportunities for AlmaU in the areas of international cooperation, dialogue with the business community, and the implementation of joint initiatives and educational programs focused on sustainability.

By 2028, AlmaU aims to establish itself as a dynamic center of knowledge, innovation, and social progress, operating in harmony with the rhythm of Almaty and focused on the sustainable development of the Central Asian region and neighboring regions with close economic and socio-cultural ties.

AlmaU's strategic vision is based on the philosophy of an open, entrepreneurial, and people-centered university, deeply rooted in the urban context and focused on interdisciplinarity, social impact, and global recognition. We transform the traditional model by embedding the spirit of entrepreneurship and innovation in all areas.

AlmaU of the future is an ecosystem where ideas and approaches to education and practice are born, tested, and commercialized; it is both a space and an environment where students, faculty, and researchers develop entrepreneurial competencies and create startups. Flexibility, risk-taking, and a focus on creating new value are the key drivers of our university. We not only impart knowledge but also actively shape the future through innovation, which is realized through dual formats, project-based and skill-based learning, and the acceleration of student startups, becoming a platform for business development.

The university will create an ecosystem where education becomes a space for generating and commercializing ideas, and where students, faculty, and researchers develop entrepreneurial skills, launch startups, and participate in solving real-world business problems. Project-based and dual learning, focused on practical skills, as well as support for student initiatives through accelerator programs, form the foundation of an educational model aimed at preparing leaders prepared for the challenges of the new economy.

AlmaU plans to fully utilize the urban environment, acting as an Urban University –a university living and developing in the rhythm of the city. The university consciously rejects the model of an isolated academic structure, transforming the campus into an open infrastructure accessible not only to students but also to a wider urban audience. Public spaces, cultural events, sports areas, and educational initiatives will be integrated and become part of urban life, fostering social capital and strengthening Almaty's cultural identity. AlmaU not only integrates into the city but also actively participates in shaping its future, co-creating urban policy, infrastructure solutions, and public initiatives.

At the same time, AlmaU is strengthening its strategic partnership with businesses, ensuring a two-way exchange of knowledge, technology, and talent. The university offers industries access to modern educational practices and innovations, while businesses, in turn, become active participants in shaping program content and creating joint projects. Each AlmaU school acts as an independent hub, fostering professional and local communities around itself, strengthening the decentralization and adaptability of the university's entire structure. This allows for the rapid scaling of successful projects originating in Almaty to the entire region.

A human is at the center of our philosophy. AlmaU consciously fosters a people-centered environment in which students, faculty, staff, and city residents are perceived as full participants in a unified system, with the university as its essential element. Through support for initiatives, inclusive educational formats, and a commitment to well-being and community development, AlmaU fosters a culture of trust, mutual responsibility, and personal growth. The university views education not only as a process of knowledge transfer but also as a mechanism for improving the quality of life and strengthening social cohesion.

In line with the university's third mission, AlmaU acts as a proactive social agent, creating a platform for the development of the city and region by promoting educational, cultural, and sporting initiatives. AlmaU is becoming a hub for civil society consolidation, implementing projects aimed at integrating education, business, and social activities.

Strategic Priority 1: Educational Ecosystem

AlmaU's strategic goal in the field of educational ecosystem is to create a glocal educational ecosystem by 2028, aimed at preparing drivers of social and economic transformation to shape a sustainable future.

Key areas include business education, digital technologies, healthcare, and other areas where a systemsbased and interdisciplinary approach is particularly in demand. Particular attention is paid to training professionals who combine deep knowledge in one area with broad competencies in related fields.

AlmaU's educational ecosystem.

The new educational model is based on four strategic pillars that ensure both the academic and personal success of graduates:

- 1) Education for Global Challenges. AlmaU develops in students a worldview focused on solving pressing global problems: environmental, social, and ethical. Projects, startups, and case studies are developed with the SDGs in mind. Courses on global citizenship, inclusion, and cultural diversity are integrated into the educational process.
- 2) Skill-Based Learning. The curriculum includes the following key modules, such as: "Tolyq Adam" aimed at developing meta-skills (critical thinking, philosophical dialogue, reflective and resilience skills). "Skills and Technologies of the Future," which encompass digital, financial, and entrepreneurial competencies, including the use of artificial intelligence and innovation design.
- 3) Personalization and technology. AlmaU emphasizes individualized educational trajectories. Students choose a combination of a major and a minor, supplemented by the "21st Century Skills" module. A dual education model is mandatory, with at least 25% of students completing internships in industry. Employment support is provided by the "200 Graduate" project. Employers ", which unites promising employers.
- 4) Synergy between academic and extra-academic development. The essence of synergy is that education must extend beyond the classroom. Students will develop their soft skills through participation in clubs, volunteering, and socially significant initiatives. To support the well-being of students, a "Student Wellbeing Service" program will operate, offering assistance with academic, psychological, and everyday issues in a one-stop shop.

Strategic Priority 2: Research Ecosystem and Commercialization

Strategic goal for the research ecosystem: by 2028, create a sustainable research ecosystem focused on generating cutting-edge knowledge and solutions in business, entrepreneurship, and the SDGs, strengthening AlmaU's position by ensuring a share of revenue from project activities at the university level of 30% overall, and from 5% to 30% at the school level.

In a rapidly transforming global landscape and the growing importance of scientific and technological progress, universities play a key role in creating knowledge, developing human capital, and generating sustainable solutions for the economy and society. AlmaU University recognizes this mission and is consistently building a research ecosystem that meets modern challenges and regional demand for innovation. AlmaU's strategy for 2025–2028 is focused on systematically strengthening the scientific component, integrating research into the educational process, and building an effective model for interaction with industry. AlmaU plans to create a sustainable research ecosystem capable of generating applied and fundamental knowledge in priority areas such as business, entrepreneurship, digital transformation, and the Sustainable Development Goals (SDGs).

AlmaU reliably embraces the principles of the knowledge economy, which combine intellectual resources, information exchange, and collective creativity, generating new knowledge that becomes an essential component of development. This approach enables the implementation of project solutions based on the dynamic integration of accumulated and emerging knowledge, engaging all levels of the team in the joint creation of unique value for stakeholders, and transforming ideas and research results into sought-after products, services, and social initiatives. The knowledge economy is an essential element of AlmaU's business processes, shaping its innovation policy and strengthening its role as an intellectual hub for the region.

AlmaU aims to build a full-fledged ecosystem of technology transfer and commercialization of scientific results, capable of ensuring a link *Research → Innovation → Market* and providing legal protection of IP, access to funding (national and international), acceleration of implementation in the industry and training of personnel.

Strategic Priority 3: Global Strategy

AlmaU's global strategy is ethical and sustainable international relations that take into account cultural diversity, financial capabilities, and academic needs of AlmaU. By 2030, AlmaU aims to transform itself into an intellectual hub for Central Asia and position itself as an internationally recognized university bridging European and Asian educational standards. The internationalization strategy is based on the *Responsible → Comprehensive → Contextualized*, focused on ethical, systemic and context-appropriate development.

A responsible approach involves building sustainable international relationships that take into account cultural and linguistic diversity, the academic needs, and financial capabilities of students and faculty. Comprehensiveness is expressed through the deep integration of global academic and management standards into all levels of the university's activities, from curricula to research initiatives.

Contextualization involves considering the specifics of AlmaU's educational programs and schools, adapting international practices to the local and regional environment, and implementing customized KPIs and flexible partnership models.

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The internationalization strategy includes several interrelated areas:

- Academic Internationalization

- Research Integration
- Research Integration
- Global Recognition Indicators
- Developing human and student potential
- Developing human and student potential

AlmaU aims to implement comprehensive development of international partnerships through operational mechanisms aimed at long-term sustainability and mutual added value for the university and its partner universities. AlmaU's globalization strategy encompasses not only one-off events but also the integration of project-based and academic activities into the curricula, research, and strategic initiatives of all of the university's Schools.

Strategic Priority 4: Business Strategy

AlmaU's financial strategy for the coming years is aimed at establishing a sustainable, non-profit model for university development. This model relies primarily on its own resources, channeling revenues primarily from core activities and also through targeted investment resources. The university is accumulating funds to modernize key assets. Priority areas include: updating and expanding the campus and its infrastructure, developing the AlmaU digital ecosystem, and supporting human capital (faculty, staff, and students).

The key logic of AlmaU's financial strategy is the principle: *Financial Sustainability → Innovation → Social Impact*, where sustainable financing becomes the foundation for technological development, and digitalization is a tool for improving the quality of education and operational efficiency.

AlmaU's financial and digital strategies form the foundation for the university's sustainable development as an innovative, digital, and urbanly integrated educational space.

The leading directions of transformation are:

- Sustainable financing through a professionally managed endowment fund. By 2050, the university plans to achieve a strategic capital level of USD 50 million to systematically support all areas of the university's development. The fund will be managed by a specialized board implementing an independent investment policy, regular fundraising campaigns, and ensuring independent auditing.
- Digital maturity through the implementation of AI tools, reduced operational costs, and improved student engagement.
- Infrastructure flexibility with a focus on urban and industrial integration.

Institutional History

A brief history of your institution and its path towards the adoption of RME

brief history of your institution and its path towards the adoption of RME.

Almaty Management University (AlmaU) is one of Kazakhstan's leading universities in business, management, and the social sciences, with a legacy rooted in the country's transition to a market economy and its integration into the global academic community.

AlmaU traces its origins to **1988**, when it was established as the **Almaty School of Managers** for training professional managers during a period of profound economic and institutional change of the country. In **1996**, the institution evolved into the **International Academy of Business**, expanding its academic portfolio and strengthening its focus on graduate and executive education. At that time, notably, ASM-IAB was the creator of the first MBA (1996) and later DBA (2005) programs in the history of higher education in Independent Kazakhstan. The first business administration programs were established and opened in cooperation with the world-renowned business schools like Maastricht School of Management (MSM, 1998), HEC Paris Business School (1999), Sheffield Hallam University (2012). A major milestone came in **2014**, when the institution was promoted to the status of a university and adopted its current name—**Almaty Management University (AlmaU)**—reflecting its transformation into a comprehensive university with a strong international outlook.

From its early years, AlmaU's mission has gone beyond the transfer of managerial skills. The university has consistently emphasized ethical leadership, social responsibility, and the role of education in shaping sustainable economic and societal development. This value-based orientation laid the foundation for AlmaU's early and deliberate engagement with the **Principles for Responsible Management Education (PRME)**.

A key step in this journey was AlmaU's decision to become a **signatory of the United Nations Principles for Responsible Management Education (PRME)** in **2009**. By joining PRME, AlmaU formally aligned its mission, curriculum development, research agenda, and partnerships with the six PRME Principles, embedding responsibility, sustainability, and ethics into management education. Since **2012**, AlmaU has regularly prepared and published **PRME Sharing Information on Progress (SIP) reports**, using the framework to assess progress, ensure transparency, and continuously improve its impact.

Over time, AlmaU's engagement with RME deepened from institutional alignment to regional and global leadership. In **2020**, AlmaU's President became involved in PRME's global governance structures, signaling the university's active contribution to international dialogue on the future of management education. In **2021**, AlmaU played a leading role in the establishment of **PRME Chapter**

Eurasia, a regional platform designed to support universities across Central Asia and neighboring regions in integrating sustainability, ethics, and the Sustainable Development Goals (SDGs) into education and research.

AlmaU's commitment to RME has also been reinforced through its participation in global sustainability initiatives. For **2023**, the university joined the **PRME Champions community**, a select group of institutions recognized for their advanced practices and leadership in responsible management education.

In **2025**, AlmaU became an official participant of the **UN Global Compact**, further strengthening the link between its educational mission, institutional governance, and global sustainability standards.

AlmaU is a member of SDSN, the League of Academic Integrity, and Magna Charta Universitatum (MCU) initiatives.

Today, Responsible Management Education is embedded across AlmaU's academic programs, research activities, partnerships, and community engagement. Through UN PRME, the UN Global Compact, and regional and international collaborations, AlmaU continues to prepare responsible leaders capable of addressing complex global challenges, advancing the SDGs, and creating sustainable value for business and society.

Graduates & Enrollment

2024 Statistics	Number
Graduates	1147
Faculty & Staff at the University	680
Faculty & Staff at the Institution	680
Student Enrollment at the University	4607
Student Enrollment at the Institution	4607
Undergraduate Attendance	3415
Masters-Level Postgraduate Attendance	1089

2024 Statistics	Number
Doctoral Student Attendance	103
Certificate, Professional Development, or Continuing Education Attendance	108

Degrees Offered

Bachelor Programs

-  Bachelor of Arts (B.A.)
-  Bachelor of Business Administration (B.B.A.)

Masters Programs

-  Master of Science (M.Sc. or M.S.)
-  Master of Business Administration (M.B.A.)
-  Master of Arts (M.A.)

Doctoral Programs

-  Doctor of Philosophy (Ph.D.)
-  Doctor of Business Administration (D.B.A.)



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment



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Letter from the President

Assylbek Kozhakhmetov

Founder, President and Rector of AlmaU

Dear Partners and Friends,



At Almaty Management University (AlmaU), we are deeply committed to building a sustainable and inclusive future. Education for us goes beyond the transfer of knowledge—it embodies a responsibility to shape leaders who act with integrity, empathy, and a long-term vision for society and the planet.

This year, we strengthened our focus on sustainability, embedding it across our teaching, research, and operations. From advancing solutions to global challenges such as climate change and inequality to reducing our environmental impact on campus, we aim to be a model of responsibility and innovation.

Our students and faculty actively engage in meaningful community projects, international collaborations, and research that drives progress. These efforts reflect our belief that universities must lead by example—fostering not only academic excellence but also ethical and social leadership.

Through our mission and values, AlmaU continues to integrate the UN Sustainable Development Goals (SDGs) into all aspects of learning and institutional life. Our partnerships with local and international organizations, businesses, and universities have strengthened our shared commitment to creating positive, lasting change.

Together with our partners, we continue to shape a brighter future—one rooted in sustainability, inclusivity, and global cooperation. Thank you for being part of this journey.

Definition of Purpose

Today, the traditional functions of the university are no longer sufficient to remain the globally recognized institution. The third mission of the university – social orientation, service to society, contribution of regions, to the cities, communities, the formation of civic engagement and responsibility – is the key agenda of higher education in the world.

Institutional Engagement

26% - 50%

of faculty at Almaty Management University actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

How We Define Values

AlmaU core values: Leadership, Entrepreneurship, Responsibility, Integrity, Sustainability. These values are integrated into the university activity and aimed to promote sustainable development among the AlmaU community and ecosystem.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Individual leader
- ❖ Senior leadership office

Student Awareness

0% - 25% of students at Almaty Management University are aware that we are a PRME Signatory Member.

Student Engagement

0% - 25% of students at Almaty Management University actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

How We Define Teach

AlmaU emphasizes the creation of a glocal educational ecosystem—a system that combines global vision and local relevance, focused on developing transformative leaders for the new era. This approach requires moving beyond the classical model of university education and embracing a new role for the university: as a platform for personal and societal transformation.

Educator Recognition

At Almaty Management University, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Faculty promotion and tenure consideration
- ❖ Financial incentives
- ❖ Institutional recognition events
- ❖ Professional development opportunities
- ❖ Course evaluation scores

Barriers to Innovative Curriculum

In 2024, Almaty Management University identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Curriculum inertia
- ❖ Limited interdisciplinary collaboration
- ❖ Measurement and benchmarking issues
- ❖ Overloaded faculty
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2024, Almaty Management University identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Collaboration barriers
- ❖ Compliance concerns
- ❖ Limited faculty development opportunities
- ❖ Overloaded faculty
- ❖ Resource constraints

- ❖ Technology gaps
- ❖ Time constraints



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

In a rapidly transforming global landscape and the growing importance of scientific and technological progress, universities play a key role in creating knowledge, developing human capital, and generating sustainable solutions for the economy and society. AlmaU University recognizes this mission and is consistently building a research ecosystem that meets modern challenges and regional demand for innovation.

Research vs Research for RME/Sustainable Development

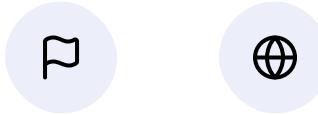
36 Peer-reviewed articles were published by Almaty Management University from this past calendar year.

vs

23 Peer-reviewed articles were published by Almaty Management University from this past calendar year in support of RME.

Research Funding

In 2024, Almaty Management University was awarded funding for research that is:



National

International

Socializing Research

In 2024, Almaty Management University contributed research findings to:

- ❖ Local media
- ❖ National media
- ❖ Open-access platforms
- ❖ Public events and lectures
- ❖ Research collaborations
- ❖ Social media and digital outreach

Research Barriers

In 2024, Almaty Management University identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Data access and management
- ❖ Funding challenges
- ❖ Institutional policies and bureaucracy
- ❖ Publishing barriers
- ❖ Retention and engagement
- ❖ Technology and resource access
- ❖ Time constraints



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

AlmaU aims to implement comprehensive development of international partnerships through operational mechanisms aimed at long-term sustainability and mutual added value for the university and its partner universities. AlmaU's strategy encompasses not only one-off events but also the integration of project-based and academic activities into the curricula, research, and strategic initiatives of all the university's Schools.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ CEEMAN (Central and East European Management Development Association)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ United Nations Global Compact non-business signatory

Student Organization Partnerships

- ❖ Enactus
- ❖ PRME Global Students



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

At the core of AlmaU's transformation and evolution is a business strategy that includes a sustainable financial model, the development of modern infrastructure, and digital transformation using AI and other technologies. This will ensure high levels of operational efficiency, personalized learning, and a commitment to the well-being of AlmaU's employees.

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Employee equity, diversity, inclusion
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Professional training opportunities
- ❖ Student equity, diversity, inclusion



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

How We Define Share

The university strives to move beyond the traditional model by creating an open, entrepreneurial, and people-centered ecosystem that advances education, research, and entrepreneurship, contributing to the sustainable development of the region.

Engagement Opportunities

Almaty Management University offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

Almaty Management University communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Non-governmental organizations (NGOs)
- ❖ Research and academic networks

Communication Barriers

Almaty Management University faces the following barriers in transparent communications:



Audience
reach



Bureaucratic
delays



Engagement
gaps



Feedback
loops



Inconsistent
updates



Messaging
clarity



SIGNATORY

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