

**Non-profit Joint-stock Company
Abylkas Saginov Karaganda Technical University**

**REPORT
on the current state of the risk management process at
Abylkas Saginov Karaganda Technical University NJSC
for the first quarter of 2026**

Karaganda 2026

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1. General assessment of the risk management system

In the first quarter of 2026, the University risk management system operated normally in accordance with the provisions of the approved Risk Portfolio, the Risk Management and Internal Control Policy, and procedures implemented via the Automated Risk Management System (ARMS).

Based on the results of the reporting period, the following conclusions were drawn:

- no instances of realized consolidated risks included in the Company Risk Register were recorded;
- no breaches of established risk tolerance levels for the key risks were identified;
- no critical incidents affecting the achievement of the University strategic KPIs were identified;
- a single operational risk materialized at the level of a structural unit; its consequences were contained and did not result in systemic negative effects;
- development of the Automated Risk Management System (ARMS) and the expansion of its coverage across structural units are ongoing.

Overall, the resilience of the risk management system is assessed as stable and under control.

2. Analyzing the implementation of Risk Management Plan measures

During the reporting period, the key measures were implemented to improve the corporate risk management system:

1. Following a review of the risk management system status for 2025, reassessment of the key risks was conducted. The reassessment indicated an increase in the likelihood of occurrence by one level for risks that had materialized (+1 relative to the previous assessment).

Based on the analysis, amendments were proposed for the Risk Register, Risk Map, and Risk Appetite statement. These amendments were incorporated into the updated Risk Portfolio; the corresponding justification was prepared and submitted to the Board of Directors for review (Appendix 2).

2. A draft Risk Management Action Plan for the Company for 2026 was prepared. The plan outlines measures aimed at minimizing the Company's risks, specifying the actions to be taken, implementation timelines, and the responsible structural units.

3. The following work was carried out within the framework of the Automated Risk Management System (ARMS):

- Risk Registers for the following structural units were entered into the ARMS at the Department of Science and Innovation; the Research Activities Division; the Innovation and Scientific-Technical Programs Division; the Center for Social and Personal Development; the Public Relations Division; Chief of Staff; the

State Procurement Division; the Economics, Finance, and Accounting Directorate; Accounting and Reporting Division; the Economic Planning and Analysis Division; the Settlements Division; the Materials Division; the Contractual Educational Services Sector; and the Archive (Appendix 1).

- Work continues with risk owners to update preventive measures;
- Statistical data exports in the Information section of the ARMS have been updated.

Assessment of the measures effectiveness

Implementation of these measures demonstrates a shift in the risk management system from a predominantly formal approach to risk recording toward a model of continuous monitoring and distributed responsibility among risk owners.

The following trends are observed:

- 1) expanded coverage across departments;
- 2) increased granularity of risk registers;
- 3) integration of risk management into operational processes;
- 4) development of analytical support via the automated risk management system (ASUR).

3. Realized risk events and the Risk Portfolio status

No key risks materialized in the first quarter of 2026; however, a single risk event occurred at the level of a structural unit, which did not impact the University consolidated risk level (Appendix 2).

No impact from the structural unit realized risk on the strategic indicators of the Company Development Plan and Development Program for 2024–2029 was recorded. Structural units acting as owners of risks associated with the University core strategic objectives also reported the status of these risks as "unchanged" at the end of the first quarter of 2026.

As of the end of the first quarter of 2026, no significant changes to the consolidated risk profile were identified; specifically:

- risks classified within the "red" and "yellow" zones of the Risk Map remain under control;
- no breaches of risk appetite were detected;
- control over strategic, academic, financial, and operational risks has been maintained.

4. Development of risk culture

In the first quarter of 2026, positive trends in the development of the risk culture were observed:

- increased involvement of structural units;
- increasing the number of formalized risk registers;
- development of self-assessment practices among risk owners;

- development of analytical support within the automated risk management system.

At the same time, certain issues persist:

- inconsistent quality of risk descriptions across units;
- prevalence of a reactive approach in some registers;
- insufficient formalization of quantitative risk indicators;
- limited use of predictive analytics.

Conclusion

Thus, as of the end of the first quarter of 2026, the University risk management system demonstrates a sufficient level of resilience, controllability, and alignment with the established risk appetite.

The previous reporting period saw a general increase in the likelihood of key risks materializing (by one level on average); this reflects the University heightened sensitivity to external and internal factors, primarily in the financial-economic and HR spheres which was factored into the update of the Risk Portfolio.

Following the Risk Portfolio update, the strategic risk profile remains challenging, dominated by risks related to the revenue generation, research activities, and international competitiveness. Materialized risks have been primarily financial and HR-related (e.g., declining labor productivity, lack of the income growth for academic staff), exerting a systemic impact on the University stability. Furthermore, the risk of declining the international rankings persists due to the long-term nature of the measures being implemented. A new group of risks associated with the adoption of artificial intelligence has also been identified; while this reflects the University digital transformation, it necessitates additional monitoring effectiveness.

The absence of materialized consolidated risks attests to the effectiveness of current monitoring and proactive management mechanisms. A single risk materialized within a structural unit but was promptly identified and contained, having no significant impact on the achievement of the University strategic goals.

The University risk management system is functional and institutionally mature; however, the current level of risk exposure, particularly within the financial-academic sphere necessitates further strengthening of preventive measures and more rigorous monitoring of the outcomes of digital initiatives..

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Appendix 1. Included risks from structural units

No.	Risk name	Risk description	Risk type	Degree if impact (1 to 5)	Probability of occurrence (1 to 5)	Damage from realization (1 to 5)	Consequences	Preventive measures
Department of Science and Innovation (Director Suleyev B.D.)								
1	Risk of reducing the alignment of scientific research with the needs of production and business.	Lack of sustained cooperation between specialized departments and industrial enterprises	academic	3	3	3	<i>Loss of interest from the business sector, a decline in the volume of applied research, and a drop in revenue.</i>	<ol style="list-style-type: none"> 1. Developing cooperation with enterprises and the business sector 2. Participating in applied and joint research projects 3. Implementing mechanisms for the commercialization of research results
2	Risk of the material and technical base becoming obsolete and unsuitable for conducting research geared towards the needs of modern manufacturing.	Inadequacy of the departments' scientific and laboratory equipment for conducting cutting-edge scientific research.	academic	4	2	3	<i>Declining the quality and relevance of scientific research; loss of the university's competitiveness in the research sphere; reduction in publication activity and the quality of research outcomes; constraints on training personnel for high-tech industries; and a decrease in the volume of research result commercialization.</i>	<ol style="list-style-type: none"> 1. Modernizing and upgrading equipment based on an analysis of the departments' research infrastructure 2. Maintaining a database of scientific equipment by specialization 3. Analyzing equipment acquired through state-funded, program-targeted, and contract-based projects 4. Developing partnerships with industrial enterprises

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3	Risk of declining the quality of the results of scientific and scientific-technical activities	Low quality and/or lack of significant results from scientific and scientific-technical activities	academic	3	1	3	<i>Decline in the university's scientific competitiveness, reduction in publication activity and deterioration of scientometric indicators, decrease in grant and targeted program funding, and limitations on the commercialization of research results.</i>	<ol style="list-style-type: none"> 1. Identification of departments with low research productivity; 2. Analysis of the reasons for declining research quality; 3. Professional development for research staff; pairing experienced researchers with early-career scientists; 4. Formation of inter-departmental research groups; 5. Development of research schools; 6. Support for the preparation of articles for high-impact journals.
4	Risk of non-performance of obligations under grant, program-targeted, and commercial contract financing agreements.	Breaches of obligations, including regarding performance deadlines under grant, program-targeted, and commercial contract funding agreements	academic	3	3	3	<i>Legal sanctions, reduced grant and program-based funding, and reputational damage to research project leaders</i>	<ol style="list-style-type: none"> 1. Monitoring the fulfillment of contractual obligations; advising research supervisors.
5	Risk of failing to meet planned scientific performance targets	Failure by structural units to meet targets related to R&D and grants	strategic	2	2	2	<i>Failure to meet the university's strategic goals and KPIs; deviation from the research development strategy; reduced effectiveness in implementing research policy; and</i>	<ol style="list-style-type: none"> 1. Breakdown of target scientific indicators by department 2. Implementation of a continuous monitoring system for scientific indicators 3. Analysis of deviations and reasons for failure to meet targets

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							<i>a decline in the university's ranking positions</i>	
Division of Innovation and scientific-technical programs (Head Azilkhanov R.K.)								
1	Delayed conclusion of grant funding agreements	Rescheduling of contract conclusion by the Science Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan	strategic, operational	2	1	2	Rescheduling the start dates of specific tasks	Tracking contract-related information; notifying research supervisors; recording contract status.
2	Decline in the number of young scientists	Declining engagement of young scientists in research activities	strategic	2	2	2	Slight decline in activity	Gathering information on participation; tracking metrics; compiling summary data
3	Insufficient recruitment of foreign scientists	Limited participation of foreign specialists in research activities	operational	2	2	2	Limited number of international interactions	Gathering information on engaged specialists; tracking interactions; generating reports
Division of research activities (Head Ovsishcher L.V.)								
1	Insufficient publication activity	Low number of publications in WoS/Scopus journals	strategic	2	2	2	Minor deviation from planned figures	Collection of publication data; tracking of metrics; generation of analytical information

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2	Failure to meet payment deadlines under R&D contracts	Delays in payments from counterparties	financial, operational	2	2	2	Shift in the timing of fund receipts	Contract management; monitoring of payment status; notification of responsible personnel
3	Lack of the material-technical base	Insufficient resources for performing individual R&D	strategic	2	2	2	Limited performing of individual works	Gathering information on requirements; tracking the status of material and technical resources; compiling consolidated information.

Risk Register of the Career and Employment Center

1	Risk of compromising the system for monitoring mandatory post-study service and losing contact with graduates.	Manual data collection increases the likelihood of reporting errors and the staff workload, creating a risk of failing to confirm employment targets to the operator..	legal	3	4	4	<ol style="list-style-type: none"> 1. Reduced accuracy and timeliness of data regarding the employment and mandatory post-graduation service of graduates. 2. Failure to meet the requirements of authorized bodies and university KPIs concerning the monitoring of graduates who studied under state-funded quotas. 3. Increased administrative workload and error rates associated with the manual collection and storage of 	<ol style="list-style-type: none"> 1. Informing graduates about the importance of the mandatory work placement requirement: meetings with JSC Fincenter and faculty-specific sessions. 2. Development and implementation of an electronic system for the automated tracking and updating of graduate data—including employment and mandatory work placement status—via regular push notifications, enabling analytics on graduates who have dropped out or are inactive.
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							documents, along with a higher risk of data loss.	
2	Risk of declining the graduate employment rate	Insufficient readiness of graduates to enter the labor market leads to a failure to meet the strategic employment target and a decline in the university's ranking.	strategic	2	3	4	<ol style="list-style-type: none"> 1. Decline in the university's reputation and in trust among prospective students and employers. 2. Failure to meet strategic targets and KPIs regarding graduate employment. 3. Reduced demand for educational programs and a decline in the competitiveness of admissions. 	<ol style="list-style-type: none"> 1. Awareness-raising and information campaigns with enterprises regarding the specifics of their operations, requirements, and available vacancies 2. Monitoring of preliminary employment status through the submission of employment certificates and formal requests by graduates
3	Risk of declining the personnel potential	Departure of qualified personnel deprives the center of established connections and experience, making it impossible to provide quality assistance to students or fulfill the university's plans.	strategic	1	2	3	<ol style="list-style-type: none"> 1. Reduced operational efficiency of the Center. 2. Failure to meet the Center's performance targets and KPIs. 3. Weakened engagement with employers and partners due to a shortage of qualified specialists at the Center. 	<ol style="list-style-type: none"> 1. Revision of the remuneration system to retain qualified staff. 2. Implementation of an automated electronic tracking system to streamline the collection and recording of data on graduate employment, thereby reducing staff workload and ensuring the consistent achievement of the center's targets and KPIs.
Risk Register of the Public Procurement Department								
1	Risk of specifying characteristics that link the goods, works, or services being procured to	References to trademarks, service marks, trade names, patents, utility	operational	1	1	1	Violation of Article 207, Clause 1 of the Code of Administrative	The organizer must specify clear requirements in accordance with the rules for

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	specific potential suppliers, "tailored" technical specifications, and superfluous requirements.	models, industrial designs, or precise product specifications are prohibited, except in exceptional cases. Such references restrict the pool of potential participants, resulting in a so-called "tailored" procurement.					Offenses. Fine: 50 MCI.	conducting public procurement.
2	Risk of non-reviewing or untimely reviewing of comments on the draft tender documentation (TD)	Failure to meet established deadlines. State procurement regulations prescribe a timeframe within which the organizer must respond to suppliers' comments and questions and publish the discussion minutes.	operational	1	1	1	Violation of Article 207, Clause 2 of the Code of Administrative Offenses. Fine: 30 MCI.	Observing the terms of PP procedure
3	Risk of including qualification requirements in the tender documentation that are not provided for by the Republic of Kazakhstan's legislation on public procurement.	Actions contrary to the law are prohibited. For example, an organizer cannot demand a license if the work or services do not fall under categories requiring licensure. деятельности.	operational	1	1	1	Violation of Article 207, Clause 5 of the Code of Administrative Offenses. Fine: 50 MCI.	Observing the RK Law on SP and Rules of PP procedure

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4	Risk of a supplier being deemed non-compliant with qualification requirements or tender documentation requirements on grounds not provided for by public procurement legislation.	Unlawful rejection. The list of grounds for rejecting a supplier's bid is defined by the Rules and the Law on State Procurement.	operational	1	1	1	Violation of Article 207, Clause 7 of the Code of Administrative Offenses. Fine: 100 MCI	Observing the RK Law on SP and Rules of PP procedure
5	Risk of failing to divide the procurement of goods, works, and services into lots based on their homogeneous nature and place of delivery.	A procuring entity may specify multiple delivery locations for a single lot, provided there are at least five such locations. In all other cases, the procurement must be divided based on the homogeneous nature of the goods/services and their delivery locations.	operational	1	1	1	Violation of Article 207, Clause 8 of the Code of Administrative Offenses. Fine: 10 MCI	Observing the RK Law on SP and Rules of PP procedure
6	Risk of the customer failing to submit—or submitting late—to the authorized body information regarding a supplier's evasion of contract conclusion through failure to provide contract performance security or the anti-dumping amount;	If the supplier fails to provide contract security, the procuring entity must submit a request to the Ministry of Finance of the Republic of Kazakhstan within three working days of the supplier's evasion of contract conclusion, seeking the supplier's inclusion in the Register of	operational	1	1	1	Violation of Article 207, Clause 10-1 of the Code of Administrative Offenses. Fine: 30 MCI	Observing the RK Law on SP and Rules of PP procedure

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		Unreliable Suppliers.						
7	Risk of conducting procurement via the single-source method—by directly concluding a public procurement contract—in cases not provided for by public procurement legislation;	The procuring entity is required to procure goods, works, and services in a competitive environment. Desk-based monitoring audits single-source procurements, and the procuring entity faces a fine for the improper use of this procurement method.	operational	1	1	1	Violation of Article 207, Clause 11 of the Code of Administrative Offenses. Fine: 100 MCI	Observing the RK Law on SP and Rules of PP procedure
8	Risk of procuring goods, works, or services not included in the approved annual (preliminary) state procurement plan	Goods, works, and services may not be procured unless included in the plan, with the exception of procurements made pursuant to Subparagraphs 3, 6, 22, 23, and 24 of Paragraph 3, Article 16 of the Law on State Procurement.	operational	1	1	1	Violation of Article 207, Clause 11 of the Code of Administrative Offenses. Fine: 100 MCI	Observing the RK Law on SP and Rules of PP procedure
9	Risk of failure to publish—or delayed publication of—the procurement plan or any amendments/supplements thereto	The procuring entity is required to publish the approved plan or any amendments thereto within five working days of the date of approval.	operational	1	1	1	Violation of Article 207, Clause 13 of the Code of Administrative Offenses. Fine: 15 MCI	Observing the RK Law on SP and Rules of PP procedure

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10	Risk of delayed reviewing tender bids; delayed publication of the preliminary qualification protocol and the final results protocol	Violation of timeframes for reviewing procurement documentation: The organizer reviews potential suppliers' bids within three working days, calculates notional discounts, and prepares the final results protocol.	operational	1	1	1	Violation of Article 207, Clause 14 of the Code of Administrative Offenses. Fine: 30 MCI	Observing the RK Law on SP and Rules of PP procedure
Risk Register of the Department of economics, finance, and accounting								
1	Risk of errors in tax reporting	Errors in declarations	financial	3	3	3	Sanctions imposed by tax authorities	Accounting automation, training employees
2	Risk of missing reporting deadlines	Untimely reporting	operational	2	2	2	Sanctions imposed by tax authorities	Control
3	Risk of errors in payroll calculation	Incorrect rates	operational	2	2	2	Conflict with staff	Automation of calculations in 1C
4	Risk of technical failure in 1C software	Failure occurrence when using 1C	operational	2	2	2	Conflict with staff	Requesting internet connectivity from the IT department; working with the service provider to improve the module
5	Risk of personal data leakage	Breaking confidentiality	Legal	1	1	1	Conflict with staff	Data protection, access restriction

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6	Risk of errors in budget planning	Incorrect forecasts for income and costs	financial	4	2	4	Failure to meet revenue and expenditure targets	Use of analytical models, scenario analysis
7	Risk of external economic changes	Inflation, crises	strategic	3	2	3	Reduced efficiency	Stress testing, flexible planning
Risk Register of the Contract Educational Services Sector								
1	Failure to meet payment deadlines under a tripartite agreement	Delay in payment by the organization	financial	2	2	3	Failure to receive income during the reporting period	Collection of letters of guarantee, monitoring of debtors
2	Failure to meet payment deadlines under a bilateral agreement	Delay in payment by the trainee	financial	2	2	3	Failure to receive income during the reporting period	Collection of student applications for installment plans, monitoring of debtors
Risk Register of the Accounting division								
1	Risk of errors in tax reporting	errors in declarations	financial	3	3	3	sanctions imposed by tax authorities	1. Automation of accounting 2. Regular training of employees
2	Risk of missing reporting deadlines	late filing of reports	operational	2	2	2	sanctions imposed by tax authorities	Continuous monitoring and control
3	Risk of changes in tax legislation	delayed implementation of changes	financial	2	2	2	accounting errors, sanctions imposed by tax authorities	Staff professional development
4	Risk of inaccuracy in source documents	errors in or absence of documents	operational	2	2	2	misstatement of financial statements	Continuous internal control

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Risk Register of the Division of economic planning and analysis								
1	Risk of budget planning errors	Inaccurate revenue/expense forecasts	financial	4	2	4	Failure to meet revenue and expenditure plans	Use of analytical models, scenario analysis
2	Risk of insufficient analysis	Superficial data analysis	strategic	3	2	3	Flawed management decisions	Staff training
3	Risk of reliance on incorrect data	Use of unreliable information	operational	3	2	3	Erroneous decisions	Data verification
4	Risk of external economic changes	Inflation, crises	strategic	3	2	3	Reduced efficiency	Stress testing, flexible planning
Risk Register of the Settlements division								
1	Risk of errors in payroll calculation	Incorrect rates	operational	2	2	2	Conflict with staff	Automation of calculations in 1C
2	Risk of missing employee payment deadlines	Delayed wage payments	legal	1	1	1	Conflict with staff	Adherence to payroll processing deadlines
3	Risk of technical failure in the 1C software	Technical glitches when using 1C	operational	2	2	2	Conflict with staff	1. Contacting the IT Department regarding the internet connection. 2. Working with the service provider to improve the module

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4	Risk of personal data leakage	Breach of confidentiality	legal	1	1	1	Conflict with staff	Data protection measures, including access restrictions
5	Risks associated with the refund of taxes withheld from staff	Tax refunds	financial	2	2	3	Conflict with staff, late payment penalties, fines	Informing staff of the need to replace identification documents and provide accurate information
Risk Register of the Materials division								
1	Risk of inventory shortages	Unrecorded write-off or theft of inventory	financial	3	2	3	Financial loss	1. Conducting inventory counts of tangible assets within established timeframes. 2. Organizing video monitoring
2	Risk of errors in inventory accounting	Incorrect accounting account	operational	2	3	2	Financial statement misstatement	Automating inventory accounting
3	Risk of incorrect inventory write-offs	Write-off without grounds or with errors	financial	2	2	2	Overstatement of expenses	Performing reconciliations
4	Risk of discrepancies between warehouse and accounting records	Data mismatch	financial	2	2	2	Inaccurate reporting	Coordinating the write-off of tangible assets with responsible personnel
5	Risk of incorrect material valuation	Incorrect cost	financial	2	2	2	Distortion of financial results	Automating warehouse operations Configuring accounting policies
6	Risk of unrecorded inventory movements	Failure to record inventory movements	operational	2	2	2	Discrepancy in balances	Verifying calculations performed by responsible personnel

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7	Risk of errors in the item master/nomenclature	Creation of duplicate items	operational	2	2	2	Accounting confusion	Configuring accounting policies Maintaining a unified product/item master list
8	Risk of fraud and abuse regarding inventory write-offs	Fictitious write-off of materials	legal	2	2	2	Financial losses	1.Managing access rights 2.Ensuring balanced distribution of responsibility during document approval
Risks of the Center for Patriotic and legal education (Head Bushmanova B.A.)								
1	Risk of reduced student participation in educational and developmental activities	Low student engagement in activities focused on patriotism and spiritual-moral values—such as those marking national holidays and significant events—as well as in volunteer and environmental initiatives and visits to cultural sites.	operational	4	4	4	<ul style="list-style-type: none"> - A decline in the development of civic responsibility, patriotism, and legal culture among students; - An increase in social passivity and alienation among students; 	<ul style="list-style-type: none"> - conducting regular monitoring of students' interests (surveys, questionnaires) and tailoring activities to their needs; - offering a variety of formats for educational and extracurricular events (interactive, practice-oriented, and creative formats); - fostering student self-governance and supporting student-led initiatives; - engaging external speakers, experts, and partners to boost interest in events; - regularly analyzing attendance and event effectiveness, followed by adjustments to approaches..
2	Risk of student committing administrative and criminal offenses	Violation of dormitory rules or public order in public places; distribution of narcotics; bullying; personal insults; use of profanity.	legal	4	3	4	<ul style="list-style-type: none"> - An increase in the number of administrative and criminal offenses among students; - students facing administrative and criminal liability, and 	<ul style="list-style-type: none"> - conducting systematic legal awareness and prevention activities (lectures, seminars, meetings with law enforcement representatives); - organizing outreach and information sessions

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							the existence of criminal records; - a negative impact on the university's reputation; - increased scrutiny by law enforcement and supervisory authorities.	regarding legislation and liability for offenses; - fostering a legal culture among students through educational and developmental programs; - engaging students in socially significant activities (volunteering, student organizations, projects).
Risks of the Center for Social-personal development (Head Zhamalbek B.S.)								
1	Risk of declining the proportion of students participating in university clubs and interest groups.	This risk can stem from students' lack of awareness regarding extracurricular opportunities, an overwhelming academic workload, declining motivation, or limitations in the resources or quality of the programs offered. Such a risk leads to reduced student engagement in university life, hindered development of soft skills, leadership qualities, and teamwork abilities, as well as a weakening of the university's educational and	operational	4	3	2	Can lead to a decrease in the level of student engagement in social life and a weakening of the University educational environment.	- activation of information outreach; - expanding the range of clubs and interest groups based on student interests (regular surveys and needs assessment); - implementing a system of motivation and recognition for participants (certificates, rankings, portfolio inclusion, bonus points); - fostering student self-governance and supporting initiative groups;

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		sociocultural environment.						
2	Risk of decreasing the number of volunteer projects implemented to provide social support, foster civic engagement, and involve students in volunteer activities.	This risk can stem from a lack of student initiative, poor coordination by organizers, limited financial and organizational resources, and a low level of partnership with external organizations. Such a risk leads to reduced social engagement and civic responsibility among students, decreased involvement in socially significant activities, and a weakening of the university's image as a socially oriented educational institution.	operational	3	4	3	Can lead to a decline in students' level of social responsibility and a weakening of the culture of volunteering at the university.	<ul style="list-style-type: none"> - development and implementation of an annual plan for volunteer projects, with clearly defined goals, timelines, and assigned responsibilities; - intensification of the information campaign to promote volunteering (social media, meetings, presentations, and dedicated sessions); - volunteer training and preparation (workshops on project management, teamwork, and communication); - regular monitoring and evaluation of project effectiveness, followed by adjustments to activities.
Center for Professional Development								
1	Risk of obtaining unreliable information from the "Clean Exam Session" student survey»	Obtaining unreliable survey results due to procedural violations during	operational	2	1	3	Distortion of the true picture of teaching quality	<ol style="list-style-type: none"> 1. Ensuring the anonymity of the survey (exclusion of personal data); 2. Centralized administration of the survey without the involvement of instructors.

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		the survey process						
2	Risk of reduced professional development activity among faculty and staff	Decrease in the total number of external professional development courses completed	strategic	2	3	2	Lagging behind modern educational and scientific standards; decline in the quality of education.	1.Report at the meeting of the Scientific and Methodological Council; 2.Work with the Institute of Continuing Education and the chairs of the faculty-level quality assurance committees.

Appendix 2. Information of realized risk

Characteristic of realized risk

Risk Name: Risk of low usage and impact

Risk Description: Low demand for the library's subscribed scientific resources.

Identification Source: ARMS (Automated Risk Management System).

Risk Type: Operational.

Potential Impact: Inefficient use of financial resources; continued subscription to unused publications; reduced effectiveness of library support for research activities.

Identified Causes ("5 Whys"):

- Low usage of library resources by students;
- Lack of demand for certain eLibrary subscriptions;
- Departments taking a perfunctory approach to submitting requests for subscribed resources.

Response Measures:

1. As a reactive measure, an analysis of the usage of periodicals within the eLIBRARY collection was conducted, leading to a decision to discontinue the subscription.

2. Demand for scientific resources among academic staff and students was monitored.

3. Subscription renewal requests were collected from departments; this enabled the library to update its holdings and better align them with users' educational and research needs by incorporating free and internally subscribed publications.

4. Relevant lists were prepared and distributed.

Response Outcome: The risk was contained and mitigated without significant financial or reputational consequences.