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Impacts of Construction and Demolition Waste on Environment: An Overview

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Abstract

Construction and demolition (C&D) wastes are the generated materials as wastes comprising of building materials, debris and rubble resulting from construction, remodeling, repair, and deconstruction of any civil structure that is about 40% of all the solid wastes. The global C&D sector is low resource efficiency that leads to a significant waste generation area. The C&D wastes are soils, tiles, concrete, bricks, plaster, rubble, glass, wood, asphalt, plasterboard, asbestos, plumbing fixtures, metals, plastics, stone, wall paper, etc.; and these are heavy and dense, necessitating more storage space and cannot be managed easily. These must be handled properly during collection, procession, recover, recycle, and disposal. These are increasing for the construction of various new infrastructures and for the deconstruction of old or small structures due to urbanization, industrialization, economic development, and rapid population growth. Increase of C&D waste is creating harmful effects on the environment, ecological resources, and human life. The aim of this explorative study is to reduce dependence on virgin construction materials and promote resource efficiency through waste reduction, reuse, and recycling.

Keywords: C&D waste, recycle, reuse, environmental effects

1. Introduction

Construction is the process of building or assembling structures. Demolition is the science and engineering in safely and efficiently tearing down buildings and other artificial structures that convert all the materials into debris, while carefully preserving some valuable elements for reuse purposes that reduce the volume of debris. Therefore, demolition often needs some extra planning, and sometimes it is difficult to separate and recycle the waste (Suman, 2020). The amount of generation of global demolition wastes is two times more than the amount of construction waste (Gunalaan, 2015). The waste materials associated with building, such as debris and rubble are created during the construction, remodeling, renovation, repair and demolition of any civil structures, such as buildings, roads, taxiways, dams, water reservoirs, runways, bridges, pavements, and other man-made structures are considered as the construction and demolition (C&D) wastes (Zhang et al., 2022). Usually these are solid waste and are generated primarily during residential and non-residential development, redevelopment, and remodeling (Osmani, 2012).

The C&D waste is considered as huge refuse originating from construction, demolition, renovation and redevelopment projects (Mohajan, 2021c). A lot of C&D waste is generated during the construction of new buildings and deconstruction of old buildings at the end of their lives. In 2025, global annual C&D waste generation is about 2.2 billion tons (Barbir & Dabić, 2024). Sometimes natural disasters, such as floods, earthquakes, and hurricanes increase C&D waste. More than 95% of C&D waste can be easily reused or recycled (Osmani, 2012). Effective C&D waste management not only mitigates environmental degradation but also promotes resource efficiency and reduces the demand for new raw materials (Llatas & Osmani, 2016).

2. Literature Review

A literature reviews a type of academic writing that provides an overview of existing knowledge in a particular field of research. It is a summary of published work that discusses information in a particular subject area within a certain time period (Torraco, 2016). A good literature review summarizes, analyses, evaluates, and synthesizes the relevant literature within a particular field of research that tries to identify the gaps in the current knowledge (George et al., 2023). Babak Rouhi Broujeni and his coauthors have classified the C&D waste into three categories as non-dangerous waste, hazardous wastes and semi-hazardous waste. They have shown that more than 90% of these wastes can be recycled and reused (Broujeni et al., 2016). Ponnada Markandeya Raju and Pandraju Lalitha Kameswari have defined that demolition waste is waste debris from destruction of a construction. They have studied the properties of demolition waste, its hazardous effects; and suggest safe recycling/reuse/disposal methods (Raju & Kameswari, 2015).

Chunbo Zhang and his coworkers have observed that the construction sector is the biggest driver of resource consumption and waste generation in Europe. They have explored that the evolution of the waste hierarchy in Europe and how it compares with the circular economy (Zhang et al., 2022). Sukriti Suman has observed that urbanization, industrialization, modernization, and rising population are impelling the construction industry to grow at a remarkable rate. She has surveyed on the C&D waste generation, constituents, management, and its deleterious impact on the environment, and has tried to discuss the ways to generate less C&D waste and its proper handling (Suman, 2020). Ganesh Tapkire and Shashi Ranjankumar have emphasized on the importance of raising awareness and promoting the adoption of advanced sorting technologies, such as automated conveyors, mechanical separators, etc. by overcoming the challenges and implementing effective physical separation practices, significant improvements in recycling rates, resource recovery, and environmental sustainability (Tapkire & Ranjankumar, 2024).

Radka Kantová has dealt with issues concerning the modeling of the production area of a construction site from the aspect of the placement of construction machines that covers the determination of a construction site noise prognosis for planned investments (Kantová, 2017). Nurzalikha Saadi and her coworkers have tried to assess and analyze the importance of waste management plans and their impact on the generation of construction and demolition waste, and have expected to generate benefits for the construction industry in Lebanon (Saadi et al, 2016). H. C. O. Unegbu and D. S. Yawas have emphasized the need for an integrated approach to improve C&D waste management in Nigeria, advocating for enhanced regulatory measures, infrastructure development, and continuous education and training programs that offer valuable insights for policymakers and industry stakeholders, suggesting targeted strategies to overcome the identified barriers and foster more sustainable waste management practices (Unegbu & Yawas, 2024). P. X. Wong and Siti Nur Alia Roslan have wanted to estimate the amount of C&D waste at the country level through the adoption of a methodology utilizing national statistical data and the average amounts of waste generated at job sites (Wong & Roslan, 2019).

3. Research Methodology of the Study

Research is a scientific and systematic academic activity that searches for new knowledge (Silverman, 2011). Methodology is a system of principles and general ways of organizing and structuring theoretical and practical activity (Oduor, 2010). Research methodology is a set of procedures and techniques that researchers use to gather and analyze information about a research topic (Howell, 2012). In this review study we have dependent on the secondary data sources that are related to C&D waste management. We have consulted and analyzed renowned journal articles, printed and e-books of eminent authors, handbooks, conference papers, internet websites, etc. to successfully complete the study (Mohajan, 2025a).

4. Objective of the Study

The construction industry plays a vital role in meeting the needs of society that makes better quality of life (Shen & Tam, 2002). Any waste related to building materials, debris, and rubble that are produced from construction, remodeling, repair, and demolition of any civil structure is considered as C&D waste. The C&D wastes are bulky, heavy, and are mostly unsuitable for disposal by incineration and recycling or reuse is an important strategy for management of such wastes (Kumbhar et al., 2013). These wastes are the largest waste streams in the worldwide, but most of these (about 90-95%) are recyclable, working site is safer, and recycling cost is lower and makes economic sense (Lu et al., 2014). These can cause serious environmental and health risks, such as air and water pollution, soil contamination, and natural resource depletion if not managed properly (Mohajan, 2025b). Rapid urbanization, industrialization and rapid economic development have put tremendous pressure on building and infrastructure in urban areas (Suman, 2020). Main objective of this article is to study the nature of C&D waste, and to encourage in the recycling methods for the reduction of environment pollution (Mohajan, 2015, 2018, 2020). Other minor objectives of the study are as follows:

- to highlight on the types of C&D wastes,

- to focus on the impacts of C&D wastes on environment, and
- to discuss management of C&D waste.

5. Types of C&D Waste

The C&D waste could be inert and non-biodegradable materials, such as wood, concrete, cement, tiles and ceramic materials, dirt, steel, gypsum, masonry, plaster, paint and paint cans, paper, plastic, and ferrous and non-ferrous metals (Mohajan, 2025b, c). Some more C&D wastes are brush, bricks and masonry, soils and stones, cardboard, glass, rubble, fiberglass, caulking, asphalt, bituminous mixtures and tars, polystyrene foam, gypsum-based materials, packaging materials, stainless steel, aluminum, chemicals, waste electronic and electrical equipment (WEEE), hazardous substances, and other similar materials (Broujeni et al., 2016). These wastes are heavy, immense, and occupy a significant amount of space when dumped without processing. Therefore, these wastes need separate collection with the reduction of waste volumes, and also the reduction of harmful effects on the environment are necessary (Saadi et al., 2016).

6. Impacts of C&D Waste on Environment

The C&D waste can contaminate surface water of ponds and rivers that affect aquatic flora and fauna as well as animals (Mohajan, 2021a). It leads to air pollution as it may carry dust, various poisonous gases, such as carbon monoxide (CO), carbon dioxide (CO₂), hydrogen fluoride (HF), sulphur dioxide (SO₂), oxides of nitrogen (NO_x), particulate matter, such as PM10, asbestos, and volatile organic compounds (Joseph et al., 2023). Much of the waste generated by the C&D is inert and non-degradable. The C&D sites generate huge noise pollution due to the sound of the concrete mixers, earthmoving machinery, pile drivers, pneumatic devices, and various other operating machineries that leads stress, irritability, sleep disturbances, high blood pressure, irregular heartbeats heart diseases, and noise induced hearing loss (Kantová, 2017). This noise pollution creates serious problems on schools, colleges, old age home, nursing homes, clinics, and hospitals. It also creates stress, irritability, high blood pressure, sleep disturbances, heart diseases, and noise induced hearing loss (Mah et al., 2018).

7. Management of C&D Waste

The C&D wastes have hazardous impacts on environment, ecological resources, animals, and human beings; and management of these is essential for sustainable development (Barbir & Dabić, 2024). Proper management of C&D waste minimizes landfills, preserves valuable landfill space, and recycled construction waste is transformed into high-value secondary raw materials that can serve other construction purposes (Mohajan, 2021b). These wastes must be categorized as whether these are recyclable, reusable, biodegradable, incinerable, and appropriate to be dumped in landfills. These can be reduced by the proper use of resources, salvaged materials, and avoiding virgin materials (Huang et al., 2002). Also, the use of standard size and quantities of materials can generate less waste. In the C&D sites, the 4R's are often known as "reduce, reuse, recycle, and recovery" wastes that are based on the idea of fully utilizing the resources before going to disposal stage (Yeheyis et al., 2013).

Reducing C&D waste we find the greatest environmental benefits, such as minimize material costs, reduce pollution from its manufacture and transportation, save energy and water, and keep material out of landfills (Sapuay, 2016). Reuse of materials helps in reducing waste and also provides economic and environmental benefits. Extra or left over materials should be safely stored for the future use in C&D sites. Reuse extends the life of existing materials and decreases the new resources needed that saves both resources and money (Huang et al., 2002).

Recycling is an effort to prevent useable and valuable materials from being dumped into the landfill (Mohajan, 2025c, d). Some common recyclable materials in the C&D waste are metals, plastics, wood, glass, cardboards, plasterboards, bricks, tiles, concrete, stones etc. (Gayakwad & Sasane, 2015). The recycling of C&D waste reduces extraction of raw materials, natural resources transportation cost, and capital investment on raw materials; and improves profits and reduces environmental impact (Thomas & Wilson, 2013). The virgin materials become scarcer and more costly; recycling materials saves energy, conserves resources, and reduces attendant GHG production. Recycling of C&D wastes started for the first time after the World War II in Germany to manage demolition waste due to the war and to reuse as raw material for reconstruction. At present C&D wastes recycling is running in the UK, France, Denmark, Germany, the USA, Japan, China, Australia, Korea, and many other countries of the world (Raju & Kameswari, 2015).

Sometimes the C&D wastes are incinerated that converts waste materials into ash, harmful gases, and heat (Joseph et al., 2023). Therefore, incineration is not very common and preferred ways that can many hazardous wastes, such as highly flammable compounds, volatile substances, toxic chemicals, etc. (Huang et al., 2018). Landfilling is the final step in C&D waste disposal of those which can no longer be used or recycled that has serious impacts on environment and human health (Gayakwad & Sasane, 2015).

8. Conclusions

The construction industry is considered as a main source of national income of a country that opens up employment and business opportunities, but it leads to the formation of waste. Demolition waste is waste debris from the destruction of a building. The C&D wastes are generally larger, heavier, and more toxic than domestic wastes. These have harmful effects on the environment, ecological resources, and human beings. These can also increase air pollution, water pollution, soil pollution, and noise pollution. Proper management of C&D waste can reduce its negative impact on the environment and human life, and can play an important role in increasing income and providing job opportunities for the global society and can conserve recycled materials that can lower waste disposal costs. The 4R's policies should be comprehensively applied in society to reduce the amount of C&D waste. Effective C&D waste management is essential to optimize resource recovery, minimize landfill use, minimize the environmental impacts, and reduce natural resource depletion.

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Explore Scriabin's Interpretation of Nietzsche's Philosophy of Art in Aesthetic Thought

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Abstract

Alexander Nikolayevich Scriabin is a famous pianist and composer at the turn of the twentieth century in Russia. He plays an important role in the history of western music development. His unique music creation concept and music aesthetics have a great influence on the development of later generations. His music concept continues the famous philosopher, thinker and musician-Friedrich Wilhelm Nietzsche's artistic philosophy theory in the development, and carries it forward in the process of continuation. Finally, it is integrated into his own music creation and music performance to form a unique Scriabin music style. The characteristics of the theory of the integration of Nietzsche's art and philosophy are constantly changing in Scriabin's artistic creation and piano performance, and integrate Scriabin's strong personal music aesthetics. In this paper, the author will sort out the transformation of Scriabin's music aesthetics under the influence of Nietzsche's philosophy of art, and analyze the unique music style of Scriabin under the influence of various personal aesthetics.

Keywords: Scriabin, Nietzsche, music, philosophy

1. Introduction

Friedrich Wilhelm Nietzsche is a world-renowned philosopher, composer and writer in German history. Born in Germany in the nineteenth century, he became a professor of literature at the University of Basel in Switzerland at the age of twenty-four. His main works include *The Birth of Tragedy*, *The Will to Power* and *So Says Zarathustra*. Nietzsche has a great influence in Russia, and it is not accidental that his philosophical theory can be widely spread in Russia. Firstly, Nietzsche's works were introduced to Russia when the Russian academic circle was still in the empty nest period. At this time (Huddleston A., 2024), the trend of positivism and populism in Russian academic circles had gradually declined, and Marxism was also in its infancy. For Russian scholars who lack academic thought, they urgently need a new ideological trend to fill the academic circle. The emergence of Nietzsche's philosophical theory at this time just broke the ideological and theoretical system of the old attributes in the Russian academic circle. At the same time, it brought a new perspective of ideological theory in the Russian academic circle. Russian scholars began to re-frame the examination of things after they came into contact with Nietzsche's philosophical thought.

The previous old world system was deeply questioned by the Russian people under the influence of Nietzsche's philosophical thought. Secondly, another reason why Nietzsche can be so popular in Russia is the Russians' worship of European culture since history. Although most of Russia's territory is located in the Eurasian continent, in the past few decades, the historical European literary thoughts and literary works have never been greatly spread in the Russian academic circles. However, in the 19th century, Russian society was in a great historical environment of change. The serf system began to gradually collapse, and the trend of fresh cultural thoughts began to sprout. At this time, the Russian academic community urgently needed to prove the significance of its own value in the European continent. As a famous philosopher, Nietzsche himself has a high

reputation in Germany and is very popular in the whole Western European countries. This has led to Nietzsche's philosophical thoughts that have aroused great interest among scholars throughout Russia. Scriabin is a classic example influenced by Nietzsche's philosophy in the field of music and art.

2. Nietzsche's Philosophy of Art and Scriabin's Creative Ideas

Nietzsche's philosophy of art believes that music is like an ordinary mirror in this world (Halliwell S., 2024), which can directly show the most primitive thoughts and emotions in this world. That is to say, the art form of music itself is a kind of emotion, but it is a kind of higher level, more abstract, not easy to understand the art form, it did not show a certain kind of image, but when it is emotionally speaking, it has the ability to arouse the image. Therefore, compared with sculpture, painting, dance and other art forms that can only be expressed by specific images, because they cannot directly express emotions themselves, they are the next level of music in Nietzsche's philosophy of art theory. In addition, in Nietzsche's view, it is like the type of writing art of poetry and novel. It is an artistic form of expression that uses language to imitate music. Through the summary of this ideological theory, Nietzsche concluded that music is a kind of original art form, which is in a central position in various art categories.

Among Scriabin's numerous music works, there is a "color music" work-symphonic poem *Prometheus: Poem of Fire* as a typical example, which clearly highlights the central position of music in the creation (Atilgan S D & Barutcu E M., 2018). When Scriabin created the score of *Prometheus: Poem of Fire*, at the top of each page of the score, he wrote another line of musical instrument score, which was mainly played by keyboard instruments of various colors that can be accompanied by music performance. (Figure 1) In the process of playing, the music and the light with color are emitted together. With the performance of the music, the color organ will emit the color light to the center of the stage to assist the performance of the music. With the continuous development of music, colors are also constantly changing in order to cater to the emotional changes of music. Scriabin has been looking for an interoperable method, that is, a method that can achieve better performance of music through various artistic categories.

Prométhée. 3

Tous droits d'exécution réservés. 480699 A. Scriabine, Op. 60.
Transcription pour deux Pianos à quatre mains par L. Sabaneïew.

Lento. Brumeux. M.M. ♩ = 60.

Piano I. Piano II.

Lento. Brumeux. M.M. ♩ = 60.

più lento a tempo

Figure 1.

It has been recorded in Scriabin's diary: "I can show the world how comfortable my joy is, and I will lure the world with my creation, create the beauty of the world, and devote myself to the complete self... I am God! I exist! I am everything!" (Li Songkun, 2016). Scriabin's self-professed attitude to God has made him an arrogant person in the eyes of others, and failed to make the world understand the deep meaning in this. In Nietzsche's philosophy, the world is constantly creating life. At the same time, the world is constantly destroying life, that is, "an aesthetic game in which the will is used to entertain itself in its eternal happiness". We may as well regard the world as "Dionysian cosmic artist" or "world primitive artist" standing on his position to look at their own pain and destruction, so as to see the world from the perspective of the Creator, or from the perspective of God, the suffering of reality is transformed into aesthetic happiness. Nietzsche's philosophical idea continues the pessimism thought in Schopenhauer's philosophical theory. He believes that people are full of suffering from

birth. He pursues detachment from the material world and is eager to achieve success in will. Scriabin has always been seeking a performance, a performance that can last up to seven days, or can be called a ceremony. Although the performance did not complete its public performance, it is recorded that such 'ritual' fragments have been circulated in the hands of his friends. Scriabin's music concept is very similar to Nietzsche's artistic philosophy, that is, "the will world dominates, can defeat the material world, and then obtain the victory of consciousness". This concept is also the artistic achievement that Scriabin clearly requires in his performance.

Scriabin likens himself to God, and he hopes to use music to save mankind. This idea originated from Nietzsche, who believed that art can be used to save lives. In Nietzsche's view, as an art activity with the nature of salvation, it can be expressed as these points, that is, "the medicine to save cognition is art", "the medicine to save actors is art", "art is the medicine to save the victims".

3. Scriabin's Aesthetic Thought

Scriabin lived in the war years for a long time. At that time, Europe was affected by the war, and the spiritual culture was seriously impacted. It can be said that the first family war promoted the development of modern Western philosophy. Scriabin's main life hovered at the intersection of the nineteenth century and the twentieth century. At this time, the whole Europe was more inclined to take symbolic meaning as its mainstream ideology. Irrational ideologies such as nature and religion, and even the universe, successfully attracted the attention of scholars.

Russia's historical development itself has a rich religious civilization, this historical situation has also been widely popularized for the above ideas. Under the long-term state of war, the psychological state of all people is in a state of high tension for a long time. Therefore, people psychologically and emotionally need to have faith to help them get rid of the fear in reality. After entering the twentieth century, the progress of the times has promoted the development of natural science. The emergence of new ideas has impacted human beings' original cognition of the universe, and their beliefs have also been destroyed. This also has an impact on Scriabin's philosophy. In the real world of social life, he is a pianist and composer with superb technology, but in his inner spiritual world, he is full of truth. Therefore, all the ideas that appeared in this period can make him escape from reality and gain inner comfort have an impact on his philosophy.

Among them, the most important is the emergence of Nietzsche's "superman" concept. Nietzsche believes in the "superman" concept that "superman" has a strong will to break out of the siege in difficulties and has the ability to improve oneself. With free behavior consciousness, is a kind of with a new outlook on life, world outlook construction value system of "people". The second is the "voluntarism" that Nietzsche and Schopenhauer think. Schopenhauer once said in his theory that everything in the world is the representation of human beings under the action of consciousness. Scientific theoretical research can only discover the laws that appear. Art can watch the will itself within the representation, and music, an art form, is more in-depth than other art categories. Therefore, he believes that music is the objectification of the will itself. Furthermore, "mysticism" and "theosophy", also known as "theology", developed from irrationalism such as Nietzsche and Schopenhauer, emphasize the return to "self" and the search for truth through the heart.

Scriabin formed a philosophical concept with "self" as the subjective consciousness under the continuous accumulation of these philosophical concepts. He declared to the public that the self-conscious world would defeat the material world, and the material world would be destroyed. Only the self-conscious world can survive forever. As mentioned above, he regards himself as God in the real world and many of his music works. He positions all his music works as a religion. It needs to fully affirm the ideology of "self", so as to guide the real material world to be happy and eternal. Scriabin's typical idealist thought makes him form a unique "self" style in music creation, which has changed with traditional harmony techniques and creative ideas. He believes that philosophical ideas, religious beliefs and music ideas are inseparable and complementary. The previous classical music and romantic music creation ideas, forms of expression and harmony techniques are not able to meet his philosophical ideas. He wants to find a more breakthrough music form, so that the composer can get a greater sense of satisfaction of idealist music.

4. The Infiltration of Aesthetic Thought into Music Concept

In the modern music history of Russia, Scriabin is a very famous musician. His highly personal style laid the foundation for the development of European atonal music and pioneered the development of modern Russian music. Compared with the musicians of the same period, his creation was not influenced by the elements of Slavic folk music. On the contrary, he especially liked the music works of Chopin and Wagner. Scriabin's music works have obvious personal style. The philosophical concept of "self" makes his music works extremely complex. In terms of music and sound, the very famous 'mysterious chord' is the unique chord created by Scriabin (Branislava T., 2019).

In terms of Scriabin's creation, it can be roughly divided into two periods: The first creation period is the early

creation stage of Scriabin. During this period, Scriabin's music works had a strong romantic color, especially influenced by Chopin, a representative of romantic music. The works are full of elegance and lyricism in Chopin's music works. At the same time, Scriabin also added his personal characteristics to his creation. In his early works, Scriabin used a lot of piano skills, emphasizing the use of complex chords and strong harmony to express tension. Scriabin used this technique to express his inner conflicts and contradictions. These early works not only have the romantic color, but also have the passion of dramatic music.

The second period was after 1900, Scriabin began to transfer his personal creation to the form of symphonic music. This stage also produced many very famous works. During this period, Scriabin was influenced by Nietzsche's "superman" theory, voluntarism, and the philosophy of mysticism. He began to indulge in "mysterious" colors. During this period, Scriabin crazy admired Nietzsche and his "superman" theory. In the spread of Scriabin's diary, we can also clearly feel the manifestation of Nietzsche's will. Nietzsche's philosophical thoughts constantly influenced Scriabin's music creation. Subsequently, he left the Moscow Conservatory of Music and began his own extraordinary composition process. During this period, Scriabin created many music works that are still famous today, such as *Divine Poems* and *Prometheus: Poems of Fire*. His works are dominated by "mystery" and occupy the dominant position of creation. The philosophical concept of "mysticism" has gradually become the source of ideas for Scriabin's music creation.

Scriabin's works began to become difficult to understand in melody and full of mystery. In harmony, he created a unique "mysterious chord", that is, a chord composed of four-degree intervals of different natures, full of personal characteristics. In the work *Sacred Poem*, Scriabin's distinct personal will is displayed incisively and vividly, and the hard will characteristics are throughout the whole work, which clearly shows Scriabin's affirmation of "self" will. Scriabin's classic work, also the most famous *Prometheus: Poems of Fire*, is a work that fully expresses Scriabin's personal music concept. In this work, he combines music, text and religion perfectly, and shows psychedelic, mysterious and passionate in music. In his later years, Scriabin increased the description of religion in his creation, and became the theme of his concern in the comprehensive drama "religious drama".

5. Results

Alexander Nikolayevich Scriabin, as a famous composer, is recognized as a pioneer of symbolic music because of the mysterious color throughout his works. His music works clearly reflect his philosophical thoughts. He has continuously explored the expression techniques and creative techniques of music. The works retain the more common creative techniques of romantic music, among which there are more distinct personal colors. Among them, the philosophical thought that has the greatest influence on him is Nietzsche's "superman" theory. The philosopher Nietzsche's "superman" philosophical theory strongly criticizes the traditional Christian world view, and then constructs a new value system. This system advocates that people return their attention to the individual itself, abandon God, respect the individual's instincts, attach importance to the real material world, and pursue the realization of life value with hard vitality.

As a musician, Scriabin perfectly integrates philosophical theory and music concept in his creation. In this regard, he can be called a leading existence. The perfect fusion of Scriabin's music concept and philosophical thought makes his creation have obvious personal color, which also makes him known as the forerunner of symbolic music. After he accepted the philosophy of "mysticism" and "theism", he produced the view of mysterious chord. This characteristic psychological emotion made Scriabin's view produce many new, extraordinary and irrational ideas, which made him produce his own special personal music characteristics in his creation. Scriabin is famous for his music, but at the same time, he has always been interested in philosophy. The ideology of "self" is the core of Scriabin's idealistic thought. This dominant thought has continued from his mid-term creation to his late music creation. Scriabin combines materialist philosophy with Nietzsche's "superman" theory, and even idealistic "mysticism" and "theism". Long-term ideological accumulation has created an abstract and irrational personal religion, thus forming an advanced artistic style. The fusion of Scriabin's music concept and philosophical thought is reflected in his extremely personal music style and advanced creative concept. Without the spiritual support of his philosophical thought, it is impossible to have his music creation techniques and creative ideas.

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The Attempt of the Red Regime's Financial Security System: Taking the Secret Vault of the Chinese Soviet State Bank as an Example

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Abstract

In February 1932, the Chinese Soviet National Bank was established in Ruijin, and since then it has obtained a large amount of funds through various channels. In the face of increasing military pressure, in order to ensure the safety of funds and to prepare for emergencies, the National Bank established a secret vault in Shicheng County. This was an attempt by the Chinese Communist Party to build a financial security system in its early days. Through the analysis of relevant historical materials, this article analyzes the important role of the secret vault from the background of its establishment, its operating mechanism, and its key role in the Soviet economy and revolutionary war. At the same time, it explores and summarizes the significance of this financial security mechanism in strengthening financial trust and monetary credibility, and provides reference for the current financial system construction.

Keywords: Chinese Soviet State Bank, secret vault, gold and silver mountain exhibition, financial security, financial confidence

1. Introduction

In September 2019, General Secretary Xi Jinping emphasized during his investigation in Xinxian County: "Every time I visit the old revolutionary base for investigation and research, I go to pay homage to the revolutionary historical memorial sites. This is to warn all party comrades not to forget how the red regime came about, how the new China came about, and how today's happy life came about. This is to declare that the Communist Party of China will always hold high the red banner, firmly follow the path of socialism with Chinese characteristics, and continue to advance the cause pioneered by our predecessors." (Xi Jinping, 2021) Shicheng County, Jiangxi Province, was once part of the Central Soviet Area. During this period, the Shicheng military and civilians made great sacrifices for the Chinese revolution. It is a red old area with a glorious revolutionary history. Historically, the Chinese Soviet National Bank once set up a secret vault here, but with the withdrawal of the Red Army, the secret vault also disappeared in the long river of history. With the continuous deepening of research in recent years, the history of the secret vault has gradually become known to people. As an important fund reserve place for the Soviet National Bank, the secret vault was an attempt by the Communist Party of China to establish an early financial guarantee system. Looking back on the red veins of the National Bank and the secret vault and exploring its historical value will help to deeply understand the far-reaching significance of the early financial work of the Communist Party of China to the Chinese revolution, and will also benefit the construction of the financial system in the new era.

2. Background of the Establishment of the National Bank's Secret Vault

On November 21, 1931, the first meeting of the Executive Committee of the Provisional Central Government of

the Chinese Soviet Republic was held in Ruijin, Jiangxi. The meeting decided to prepare for the establishment of the Soviet National Bank (hereinafter referred to as the National Bank), and Mao Zemin was responsible for the specific preparatory work. After more than three months of preliminary preparations, on February 1, 1932, the National Bank was established in Yeping, Ruijin City, Jiangxi Province, with Mao Zemin as the president. In May, the “Provisional Regulations of the National Bank of the Chinese Soviet Republic” was promulgated, and various businesses such as deposits, loans, foreign exchange, agency business and the organization of credit cooperatives were started. (Ke Hua, 2016a) This marked that the financial work of the Soviet regime was gradually on the right track. The establishment of the National Bank and the gradual expansion of its business marked a historic step in the construction of the new financial system in the Soviet area, and it was also a great attempt by the Communist Party of China to carry out financial work. (Song Danjie, 2022)

At the beginning of its establishment, the National Bank faced the dilemma of lack of funds. The Provisional Regulations of the National Bank of the Chinese Soviet Republic clearly stipulated that “the capital of the bank at the beginning of business shall be one million yuan in national currency” (People’s Bank of China Institute of Financial Research, & Ministry of Finance Institute of Fiscal Science (eds.), 1982), but until the beginning of business, it only had 200,000 yuan of start-up capital. In April 1932, the Eastern Route Army of the Red Army captured Zhangzhou and obtained more than one million silver dollars in Zhangzhou (Zhong Cailun & Tang Renbin, 2003: 113). In addition to the funds raised by the Red Army through “fighting local tyrants” for a period of time, the financial difficulties of the National Bank were solved, and these funds were transported to the National Bank vault in Yeping, Ruijin. Due to the continuous “encirclement and suppression”, the Central Soviet Area was facing great military pressure at this time. The Kuomintang military aircraft frequently bombed Ruijin, and the risk of enemy infiltration made the safety of the National Bank vault not fully guaranteed. How to ensure the safety of a large amount of funds became a major issue that the Soviet government had to consider. According to the recollections of Mo Juntao, former director of the General Affairs Department of the National Bank, Mao Zedong once instructed that “in order to be prepared for any eventuality and for the urgent needs of the government and the Red Army, the National Bank must make special preparations.” (Mo Xiaotao, 2010: 32) Based on this instruction, Mao Zemin decided to establish a secret vault to store part of the funds obtained from Zhangzhou as a reserve for the National Bank’s vault in case of emergency.

3. The Process of Establishing the Secret Vault of the National Bank

Due to the strict confidentiality of the establishment process and the long-term war, the specific information about the secret vault of the National Bank was unknown for a long time. Many related documents or research papers only mentioned the existence of the secret vault in general, and lacked sufficient introduction to its detailed information. However, with the efforts of many scholars, the relevant research on the secret vault is constantly improving. Chen Xiaomao recorded in detail the process of finally determining the location of the secret vault by consulting party history materials and field visits in the article “The Secret of the Soviet National Bank”; Pan Youren and Li Shuwen listed the results of the investigation activities of many scholars and relevant persons on the location of the secret vault over the years in the article “Exploration of the Former Site of the Secret Vault of the Chinese Soviet Republic”, and also verified the specific location of the secret vault; Yang Hui, in the article “Research on the Secret Vault of the Chinese Soviet National Bank”, not only analyzed the location of the secret vault, but also focused on its organization and development process.

The establishment of a secret vault is influenced by a combination of factors. First of all, its location needs to be highly concealed. The purpose of setting up a secret vault is to better protect national wealth. As mentioned above, the Soviet regime at that time not only faced huge military pressure, but also various enemy spy activities. Therefore, its location must be highly concealed. Secondly, as a place for the storage of funds of the National Bank, the convenience of communication between the secret vault and the National Bank needs to be guaranteed, and it must also be convenient for timely transfer. This requires the designer to comprehensively consider confidentiality and convenience. Thirdly, as long as the secret vault conducts financial activities, it is impossible not to have contact with the outside world. It is extremely difficult to maintain complete confidentiality. Therefore, it is also necessary to consider the mass base of the site. The better the mass base, the lower the possibility of leaking information.

After careful investigation and comparison, Mao Zemin and Mo Juntao finally selected a cellar on the hillside behind a house in Lannilong Village, Shicheng County, as the location of the secret vault. (Mo Xiaotao, 2010: 33) According to Chen Xiaomao’s research, Lannilong Village is now Lannikeng, Zhangkeng Village, Hengjiang Town, Shicheng County. The place is located at the junction of Shicheng, Ruijin, Jiangxi and Changting, Fujian. It is 15 kilometers away from Hengjiang Town, Shicheng, 25 kilometers away from Changting County, and only 25 kilometers away from Ruijin. The ancient post roads from Shicheng to Ruijin and Changting, Fujian, and from Ninghua, Fujian to Ruijin and Changting pass and intersect here. It can be said to be an important transportation route connecting Fujian, Guangdong and Jiangxi. At the same time, the place is surrounded by

mountains on all sides, with a high altitude and steep mountain roads. The surrounding terrain can be seen at a glance, which is convenient for transportation and transfer, and meets the requirements of concealment. (Chen Xiaomao, 2008a) Relying on the original cliffs and caves in the area, Mao Zemin and Mo Juntao jointly completed the design of the vault drawings and personally led the soldiers of the guard company to construct it. (Yang Hui, 2014)

After the construction was completed, considering the issue of confidentiality, Mo Juntao did not use the staff of the National Bank on the day of storage. Instead, he used soldiers from the army to pack the gold, silver dollars, jewelry, banknotes, etc. separately in advance, totaling 30 loads. These things were first transported to the foot of the mountain one mile away from the house by a platoon of soldiers. At night, Mo Juntao led another platoon of soldiers to store them in the cellar and covered them with stone slabs. After the storage was completed, Mao Zemin personally inspected it. Mo Juntao classified and registered the items in the warehouse. In order to keep it confidential, yellow wine was used instead of gold and white wine was used instead of silver. There were two copies of the book, and Mao Zemin and Mo Juntao each kept one copy. At this point, the secret vault was established very quickly and secretly. (Mo Xiaotao, 2010: 33-34) Over the next two years, Mo Juntao inspected the secret treasury regularly and irregularly. According to the recollections of Wu Jiqing, Mao Zedong's former bodyguard, Mao Zedong also visited Lannikeng. "In August 1932, after the Ningdu Conference, Chairman Mao went to Lannikeng in Shicheng to inspect the terrain. We stored cash, gold, silver, seals, and gasoline there as an important central warehouse." (Chen Xiaomao, 2008b) After that, the Red Army gradually transported some of the funds obtained from other places to the secret treasury.

From site selection, design, construction to storage and subsequent management, every process in the construction of the secret vault has been highly valued by the Party Central Committee. The funds and property in the secret vault are related to the economic lifeline of the Soviet regime and play a vital role in supporting the economic construction and revolutionary war in the Soviet area.

4. The Highlight of the Secret Vault: The Gold and Silver Mountain Exhibition

In June 1932, under the influence of Wang Ming's "left" line, the main force of the Red Army was required to "must be concentrated, must act as quickly as possible, and strive to eliminate the Red Army's main force's 'dispersion' fundraising... so that the Red Army can use all its strength in the decisive battle." (Central Committee of the Communist Party of China, 1991) The Red Army's military expenses began to be directly borne by the state finances, and the amount of self-raised funds was greatly reduced, which greatly increased the financial burden of the Soviet area. After 1933, the Red Army suffered consecutive defeats on the battlefield and fell into a passive position. The army's expenses continued to increase, while the area of the Soviet area continued to shrink, and the source of tax revenue continued to decrease, making the financial difficulties worse. At the same time, the Kuomintang implemented an extremely strict economic blockade on the Soviet area and cracked down on the red-white trade, which caused a great blow to the Soviet area's business and a shortage of materials on the market. Under Wang Ming's "left" line, he cracked down on the industry and commerce run by the landlords and rich peasants, which further aggravated the decline of the market. In order to improve the financial situation, the Soviet government chose to issue a large number of banknotes, which soon aggravated inflation. In addition, the Kuomintang spies infiltrated extensively and some illegal vendors printed and used counterfeit Soviet currency (hereinafter referred to as national currency). The credibility of the National Bank and the national currency continued to decline, and the financial and fiscal situation in the Soviet area fell into an extremely difficult situation.

Affected by various factors, a serious currency run occurred in the Soviet area in 1933, and the market responded quickly, so that "in front of the shops and even the stalls in Ruijin, there was a sign: only accepting cash." (Zhong Cailun & Tang Renbin, 2003: 242-243) In June 1932, in order to establish the credibility of the national currency, the Soviet government issued a document on the exchange of banknotes of the National Bank, "For those who request to exchange the bills, they must try their best to exchange them in cash, and they must not refuse" and "one yuan bill for one silver dollar (Ke Hua, 2016b)." At this time, the people were eager to exchange banknotes for silver to maintain their value, so that a large number of silver dollars in the vaults of the National Bank were exchanged in a very short time. If the situation was allowed to develop, the consequences would be disastrous. Faced with huge pressure, Mao Zemin believed that in order to avoid economic collapse, the credibility of the national currency must be maintained. Banks must ensure that banknotes can be exchanged for cash, and they must strictly follow the exchange rate of one yuan banknote for one yuan silver dollar. (Zhong Cailun & Tang Renbin, 2003: 243) However, if the bank run is not curbed, the silver deposits in the national bank's vaults are already stretched to the limit. Once a situation occurs where there is no silver to exchange, the monetary credibility and financial system of the Soviet area will also face collapse.

Mao Zemin first ordered to transport the seized silver dollars and materials from the "anti-encirclement and suppression" front as soon as possible to increase the amount of silver that can be redeemed and improve market

supply, but it would take time to transport the materials back to Ruijin, and distant water could not quench immediate thirst. At this critical juncture, the secret vault of the National Bank finally had the opportunity to play a role. At the suggestion of Deng Zihui, then Minister of Finance, Mao Zemin decided to use the reserve funds in the secret vault to solve the bank run. After a long period of study and financial practice, Mao Zemin was very clear that if the funds in the secret vault were only used to maintain the bank's ability to pay, it would only treat the symptoms and not the root cause. As long as the bank run did not stop, no amount of cash would be enough. Mao Zemin realized that the root cause of the bank run at this time was that the people had lost confidence in the market, the national currency, and even the national bank. If he wanted to break the deadlock, he needed to start with restoring the people's financial confidence and monetary confidence.

Financial confidence refers to people's trust and expectations in the financial system, institutions and markets. It reflects people's perception of the stability, security and sustainability of financial activities, and influences people's mentality in participating in market transactions and their judgment of economic prospects. Only by rebuilding financial confidence can the run phenomenon be stopped. Currency confidence refers to the value and credit level of currency in people's minds. It is the foundation for the currency to be widely accepted and used. Currency confidence is directly related to financial stability. After all, currency is the medium and value measurement standard of financial transactions. Once the credibility of a currency is damaged, people's confidence in the currency will decrease, which may lead to currency depreciation, inflation, financial market turmoil and other problems, thereby endangering financial stability. On the contrary, when the currency has a good reputation, people are willing to hold and use the currency, the financial market can operate smoothly, and the economy can develop healthily.

Mao Zemin decided to stage an "empty city plan". He sent people to take out the gold, silver and jewelry in the secret vault and secretly transported them to the National Bank. Under the design of Huang Yaguang, the then director of the Investigation Department of the National Bank Head Office, before the opening of the bank the next day, these treasures were built on a rectangular wooden platform in the bank's business hall. "On the left is a 'gold mountain' made of gold bars and gold bricks, which is two feet high. Surrounding the 'foot of the mountain' are pearls, agates and other valuables; on the right is a 'ship mountain' made of silver ingots, silver dollars and silver needles." (Zhong Cailun & Tang Renbin, 2003: 244) The next day, the people who came to run on the bank saw that the financial resources of the National Bank were so strong, and their concerns were gradually dispelled, and the run phenomenon began to decrease. A few days later, a large amount of supplies obtained from the front line were sent back. Mao Zemin quickly asked the consumer cooperative to sell these supplies and required only paper money. In this way, a large number of people who had previously run on silver dollars returned to the bank to exchange for paper money in order to buy supplies. Some people who participated in the run on the bank were just following the crowd after they lost confidence in the bank. After their confidence gradually recovered, they also exchanged their silver dollars for paper money in the face of the new exchange craze. In a very short period of time, the National Bank "exchanged more silver dollars than it exchanged out." (Zhong Cailun & Tang Renbin, 2003: 245)

By cleverly using the reserves in the secret treasury, Mao Zemin successfully stabilized the financial confidence of the people in the Soviet area. It can be said that it was precisely because of the existence of the secret treasury and the successful holding of the Gold and Silver Mountains Exhibition that the Soviet government was able to survive this bank run crisis. This is also a reflection of the secret treasury playing its due role as a financial guarantee system.

5. Transfer and Closure of the Secret Vault

With the fall of Guangchang in April 1934, Shicheng was directly exposed to the threat of the Kuomintang army, and the secret vault was in a precarious state. In August of that year, Mao Zedong had realized that the Red Army was about to start a strategic transfer, and once the transfer began, how to solve the Red Army's funding would become a big problem. Therefore, in response to Mao Zemin's request for instructions on how to deal with the secret vault, he pointed out that "I have no say on how to deal with the secret vault in the end... However, I want to remind you that the main force of the Red Army broke through and moved to the outside line, and the funds along the way can only rely on the secret vault." (Zhong Cailun & Tang Renbin, 2003: 257) It can be seen that the extra reserves in the secret vault were extremely important to the Red Army at this time. In October 1934, the National Bank received an order to prepare within 10 days and break through with the main force of the Red Army. So, Mao Zemin opened the secret vault again and transported the funds in it back to the National Bank, which had been moved to the bottom of Yunshi Mountain. Afterwards, the National Bank was incorporated into the 15th Battalion of the Central Column. Mao Zemin served as the political commissar of the battalion. He hired and assigned more than 100 transporters and a guard company to transport and protect the National Bank's property, including gold, silver, banknotes, and printing presses. These things were organized into 120 loads of about 70 kilograms, of which the most important were two loads of gold and 12 loads of silver dollars. In

addition, each member of the battalion was required to carry an additional 15 kilograms of bank assets. (Zhong Cailun & Tang Renbin, 2003: 257-258, 299, 342) In this way, the 15th Battalion embarked on the dangerous Long March carrying the materials of the National Bank and the secret vault, and a mobile bank was born.

During the Long March, the transport team did its best to cooperate with the Red Army's actions and protect the state funds as much as possible. In the process of crossing the Xiangjiang River, the overly cumbersome team greatly slowed down the Red Army's marching speed and caused huge losses to the Red Army. At the insistence of Mao Zedong and Mao Zemin, the transport team discarded the lithographic press and banknote printing press brought from the Soviet area. After the Liping Conference in December 1934, Mao Zemin organized the team to destroy the paper and ink for making coins, leaving only gold, silver, copper and printed banknotes. Before crossing the Jinsha River, in order to ensure the speed of the Red Army's mobile warfare, the Central Committee decided to further streamline the materials carried by the team. The transport team destroyed all the Soviet banknotes that were difficult to circulate, totaling 35 dan, more than 3.758 million yuan, and heavy and low-value copper, totaling 6 dan, more than 63,000 yuan. At this point, the large amount of materials brought out by this mobile bank when it set out was only the gold, silver and jewelry in the secret vault and the remaining cash reserves in the vault of the National Bank. (Zhong Cailun & Tang Renbin, 2003: 268-289)

After that, the transport team followed the Central Red Army, climbed snow-capped mountains, crossed grasslands, and reorganized with the staff of the Ministry of Finance and the National Bank in Aba, allowing some hired transporters to go home. After going through numerous hardships, they finally arrived at Wuqi Town in northern Shaanxi on October 19, 1935. During the Long March, the reserves of the secret vault provided the Red Army with necessary financial guarantees and made great contributions to the Red Army's smooth strategic transfer. After arriving at Wayaobao in early November, the National Bank counted the bank's assets. The two loads of gold and twelve loads of silver dollars at the time of departure were intact. Except for normal expenses along the way and copper coins and banknotes discarded by themselves, there was no additional asset loss. (Zhong Cailun & Tang Renbin, 2003: 289-299) In Wayaobao, the National Bank quickly used this saved fund to continue its banking business until it merged with the Shaanxi-Gansu-Shanxi Bank under the Northern Shaanxi Soviet Government to form the Northwest Branch of the National Bank. So far, the funds in the secret vault of the National Bank have been smoothly transferred and properly handled, and the secret vault has completely completed its historical mission.

6. The Secret Treasury Was an Important Attempt by the Chinese Communist Party to Establish a Financial Security System in Its Early Days

The secret vault of the Chinese Soviet National Bank was a product of special historical circumstances. It was considered an important attempt at a financial security system because it actually played a role in ensuring financial security.

6.1 Providing a Safe Place to Store Funds

The secret vault of the Soviet National Bank has been highly valued by the Party Central Committee from planning to completion. Its location is hidden and convenient for transportation. Security work is also strictly guaranteed. In the early stage, it was guarded by Red Army soldiers in batches. After Mo Juntao became the director of the General Affairs Department of the National Bank, he was directly responsible for security work. (Mo Xiaotao, 2010: 34) It can be said that the secret vault provides a safe and reliable storage place for the hard-earned financial funds and valuables of the Soviet government. During the war and complex environment, it effectively prevented the threats of destruction, theft and robbery by the enemy and ensured the safety of funds.

6.2 Supporting the Normal Operation of Financial Services

As a centralized storage location for Soviet wealth, especially cash, the secret vaults reserved sufficient security redundancy in addition to the cash reserves in the national bank vaults. Although the property was not directly used by the national bank, the large amount of cash reserves still played a role in ensuring the normal operation of cash business. At the same time, the existence of secret vaults helped to realize the centralized management and unified allocation of funds, better coordinate the arrangement of funds, and ensure the normal operation of the financial system.

6.3 Maintaining Financial Confidence and the Stability of the Financial System

The large amount of wealth stored in the secret vault greatly guaranteed the repayment capacity of the National Bank. During the war and economic difficulties, the financial confidence of the people and the monetary credit of the Soviet area faced huge challenges. The silver dollar reserves in the National Bank vault could not meet the people's bank runs, and the existence of the secret vault gave the National Bank room to maneuver to deal with the bank runs. By holding the Gold and Silver Mountain Exhibition, the financial confidence of the people and their trust in the National Bank were restored, which played an important role in enhancing the financial

confidence of the people, calming the bank runs and improving the market environment, and to a certain extent stabilized the financial system of the Soviet area at that time.

6.4 Preserving Precious Funds for the Future of the Chinese Revolution

In October 1934, the Red Army began the Long March, and the secret vault was transferred with the National Bank. Although a large number of copper coins and banknotes were discarded and destroyed by the transport team during the Long March, the two loads of gold, twelve loads of silver dollars and various jewelry brought from the secret vault all arrived in northern Shaanxi with the Red Army. In this process, the transport team and the Red Army soldiers responsible for security work made great efforts and sacrifices. In the environment at that time, gold and silver dollars were both hard currencies with strong purchasing power, and their importance was far beyond the continuous depreciation of Soviet banknotes. The successful retention of this part of the funds provided important support for the subsequent work of the National Bank in the Northwest region and promoted the development of the Chinese revolution.

7. The Construction of Secret Vaults and Its Implications for Contemporary Financial Work

With the progress of the times and the development of the economy, the modern financial system faces a more complex and diversified situation. Today's China is no longer in the war-torn era, but the principles and spirit of the secret vault of the Chinese Soviet State Bank, such as fund security, strict management and confidentiality measures, are still of great significance in modern finance. Modern financial institutions also need to ensure the safe storage and reasonable use of funds to enhance the public's trust in the financial system.

Compared with the Soviet period, modern finance faces more complex risks. Therefore, modern finance needs to establish a more complete risk management system and strengthen the ability to identify, evaluate and respond to various risks. At the same time, the development of modern financial technology has brought new opportunities and challenges to the establishment of financial trust and monetary credibility. Relevant industries should make full use of technological advantages to improve the efficiency and quality of financial services, while strengthening the prevention of technological risks to ensure the safety and reliability of financial transactions.

The government should strengthen financial education, improve the public's financial literacy and risk awareness, enable the public to better understand financial markets and financial products, and enhance confidence in the financial system. In the face of financial risks and crises, the government should take decisive measures to maintain monetary credibility, stabilize market confidence, and ensure the stability of the financial system.

8. Conclusion

As an important attempt of the early financial security system of the Communist Party of China, the secret vault of the Chinese Soviet National Bank provided solid financial support for the victory of the Chinese revolution. Its establishment, operation and the role it played at critical moments fully reflect the spirit of the Communist Party of China to be innovative and good at responding to challenges in difficult environments, and also reflect the importance of the financial security system. Today's financial industry should learn from the experience of the construction of secret vaults, continuously improve the modern financial system, strengthen risk management, improve the quality of financial services, ensure the safety of funds, enhance the public's trust in the financial system, maintain the stability of the financial market, and promote the construction of a financial power with high-quality financial development.

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The Role of Data-Driven Decision-Making in Corporate Digital Transformation

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Abstract

With the rapid development of information technology and the increasing intensity of market competition, corporate digital transformation has become an inevitable trend. Data, as the core resource of corporate digital transformation, is becoming increasingly important in decision-making. Data-driven decision-making enables companies to more accurately grasp market dynamics, optimize resource allocation, and improve operational efficiency, thereby gaining a competitive edge in fierce market competition. This study delves into the theoretical foundations of data-driven decision-making, analyzes the specific applications of data analysis in corporate decision-making, and through empirical research and case studies, reveals the key mechanisms of data-driven decision-making in corporate digital transformation and its significant impact on corporate performance and competitiveness.

Keywords: data-driven decision-making, digital transformation, corporate performance, data analysis, decision quality, cost control, revenue growth, profit improvement, market responsiveness, innovation capability, customer satisfaction, data quality management, technological infrastructure, talent development, organizational cultural change

1. Introduction

1.1 Research Background

In today's era, the rapid development of information technology is profoundly changing the survival and development environment of enterprises. The widespread application of emerging technologies such as the Internet, big data, artificial intelligence, and cloud computing has greatly improved corporate operational efficiency and innovation capabilities. At the same time, market competition has become increasingly fierce, and consumer demands are becoming more diversified and personalized. Against this backdrop, corporate digital transformation has become an inevitable choice. Data, as the core resource of digital transformation, is becoming increasingly important. The data-driven decision-making model is gradually replacing the traditional experience-driven decision-making, becoming the key to enhancing corporate competitiveness.

1.2 Research Objectives and Significance

This study aims to explore the mechanisms of data-driven decision-making in corporate digital transformation and its impact on corporate performance. Specifically, the study will analyze how data-driven decision-making can enhance corporate market responsiveness, innovation capability, and customer satisfaction by optimizing cost structures, promoting revenue growth, and expanding profit margins. From a theoretical perspective, this study will enrich the theoretical research on the relationship between data-driven decision-making and corporate digital transformation, providing new insights and empirical support for academic research in related fields. From a practical standpoint, this study will offer a decision-support framework and implementation recommendations for companies, helping them better address challenges in the digital transformation process.

and enhance their competitiveness.

1.3 Research Methods and Data Sources

This study employs literature reviews, case studies, and empirical research methods. By systematically reviewing domestic and international literature, the theoretical research results of data-driven decision-making and corporate digital transformation are summarized. Representative corporate cases are selected to analyze the specific applications and effects of data-driven decision-making in corporate digital transformation. Corporate internal data, industry reports, and public datasets are collected and analyzed to verify the impact of data-driven decision-making on corporate performance using statistical analysis methods. The data sources include corporate internal data, industry reports, and public datasets, providing a broad background for the study.

2. Theoretical Foundations of Data-Driven Decision-Making

2.1 Definition and Connotations of Data-Driven Decision-Making

Data-Driven Decision-Making (DDDM) is a decision-making model based on data and analytical results. Unlike traditional experience-driven decision-making, data-driven decision-making relies on systematically collected, organized, and analyzed data. Through scientific analytical methods and tools, valuable information is extracted from large amounts of data to support the decision-making process. Traditional decision-making often depends on personal experience and intuition, which can be easily affected by subjective biases and incomplete information. In contrast, data-driven decision-making reduces the uncertainty and risk of decision-making through the objectivity of data and the scientific nature of analysis. (Michael A. Lapide & David A., 2018)

The core elements of data-driven decision-making include data quality, data analysis methods, and data visualization. Data quality is the foundation of data-driven decision-making, and high-quality data ensures the accuracy and reliability of analytical results. Data analysis methods cover a wide range of techniques from descriptive statistics to advanced machine learning algorithms, which can mine information from data from different angles. Data visualization presents complex analytical results to decision-makers in an intuitive manner through charts and reports, helping them better understand and apply this information. These elements together form a complete system of data-driven decision-making, enabling it to effectively support corporate decision-making processes.

2.2 Theoretical Framework of Data-Driven Decision-Making

The theoretical framework of data-driven decision-making can be summarized as a hierarchical model, including four stages: data collection, data processing, data analysis, and decision-making. First, data collection is the foundation, where companies need to gather business-related data from multiple channels, including internal operational data, market data, and customer data. Then, in the data processing stage, the collected data is cleaned, organized, and stored to ensure its integrity and consistency. The data analysis stage employs various statistical and machine learning methods to extract valuable information and insights from the data. Finally, the decision-making stage translates analytical results into specific decision recommendations, helping companies formulate strategies and operational plans. (Michael A. Lapide & David A., 2018)

Data-driven decision-making is closely related to corporate strategy, organizational culture, and technological infrastructure. Corporate strategy determines the direction and goals of data-driven decision-making, which in turn supports the implementation of corporate strategy. Organizational culture plays a key role in the acceptance and implementation of data-driven decision-making; an open and innovative organizational culture can promote the dissemination and application of data-driven decision-making. Technological infrastructure is the material basis for data-driven decision-making, and robust information technology support ensures the efficient processing and analysis of data. Therefore, when implementing data-driven decision-making, companies need to consider these factors comprehensively to ensure the effectiveness and sustainability of decision-making.

2.3 Theoretical Support for Data-Driven Decision-Making

The theoretical basis of data-driven decision-making mainly includes information economics and behavioral decision theory. Information economics emphasizes the value of information in economic decision-making, arguing that high-quality information can reduce uncertainty and improve the efficiency and effectiveness of decision-making. Data-driven decision-making provides companies with rich information resources through systematic data collection and analysis, thereby supporting more scientific decision-making. Behavioral decision theory focuses on the psychological and behavioral factors in the decision-making process, pointing out that people are often affected by cognitive biases and emotions when making decisions. Data-driven decision-making reduces the impact of these subjective factors through the objectivity of data and the scientific nature of analysis, improving the accuracy and reliability of decision-making.

These theories provide a solid theoretical foundation for the application of data-driven decision-making in companies. Information economics provides companies with methods for assessing the value of data and

decision support models, helping companies make rational resource allocations in data collection and analysis. Behavioral decision theory provides companies with methods for identifying and overcoming cognitive biases, and through data-driven analytical results, helps company decision-makers more objectively evaluate decision options. Therefore, data-driven decision-making not only improves corporate decision-making efficiency but also enhances decision-making quality, thereby gaining a competitive edge in fierce market competition.

3. Applications of Data Analysis in Corporate Decision-Making

3.1 Overview of Data Analysis Technologies

Data analysis technologies are key tools for implementing data-driven decision-making, enabling companies to extract valuable information from vast amounts of data. Common data analysis technologies include descriptive statistics, predictive analytics, and machine learning.

Descriptive statistics are mainly used to summarize and describe data. By calculating statistical measures such as the central tendency and dispersion of the data, companies can quickly understand the basic characteristics of the data, suitable for preliminary data exploration. For example, Amazon used descriptive statistics to analyze its customers' purchasing behavior data and found that the average purchase amount was \$250, the purchase frequency was 1.5 times per month, and the standard deviation was \$50. This data helped Amazon quickly understand customer consumption behavior and provided a basis for further market strategy adjustments.

Predictive analytics uses historical data and statistical models to forecast future trends and outcomes. Based on time-series analysis and regression analysis, it can help companies predict key indicators such as market demand and sales trends, suitable for scenarios where future trends need to be predicted. For example, Walmart used time-series analysis to predict the market demand for its products over the next three months. The forecast showed a 15% increase in demand. Based on this prediction, Walmart adjusted its production plan in advance, increased raw material purchases, and ensured timely product supply. (Michael A. Lapide & David A., 2018)

Machine learning is a cutting-edge technology in the field of data analysis. It allows computers to automatically learn patterns from data through algorithms and make predictions or decisions based on these patterns. It includes various methods such as supervised learning, unsupervised learning, and reinforcement learning, and has shown excellent performance in areas such as image recognition, natural language processing, and intelligent recommendation, suitable for scenarios requiring intelligent decision-making. For example, Google used machine learning algorithms to develop an intelligent recommendation system. By learning from users' historical behavior data, it recommended personalized products to users. After the system was launched, the user click-through rate increased by 30%, and the purchase conversion rate increased by 20%.

3.2 Specific Applications of Data Analysis in Corporate Decision-Making

3.2.1 Market Analysis and Customer Insights

In today's fiercely competitive market environment, companies need to have a deep understanding of market demands, customer behavior, and preferences to formulate effective market strategies. Data analysis plays a crucial role in this process. By collecting and analyzing customer data, companies can more accurately grasp market dynamics, optimize products and services, and improve customer satisfaction.

Take Amazon as an example. As a globally renowned e-commerce giant, Amazon optimizes its market strategy through data analysis. Amazon uses big data technology to collect a large amount of customer purchasing behavior data, including purchase time, frequency, amount, and product categories. Through analysis of this data, Amazon found that the demand for certain products significantly increased during specific time periods. Based on this finding, Amazon adjusted its market promotion strategy and launched time-limited promotional activities for high-demand products, significantly increasing sales.

Below are some customer purchasing behavior data obtained by Amazon through data analysis:

Table 1.

Product Category	Purchase Frequency (times/month)	Average Purchase Amount (\$)	Peak Purchase Time
Electronics	1.5	250	18:00-22:00
Clothing	2.0	50	14:00-17:00
Home Goods	0.8	80	10:00-12:00

Through these data, Amazon can more accurately formulate market strategies, such as launching promotional

activities during peak times and increasing inventory for products with high purchase frequencies.

3.2.2 Operational Optimization

Data analysis also plays an important role in corporate operational optimization, especially in supply chain management and production process optimization. Through data analysis, companies can identify bottlenecks in operations, optimize resource allocation, and improve production efficiency.

Take Toyota Motor as an example. As a globally leading automobile manufacturer, Toyota improves production efficiency through data analysis. Toyota uses sensor technology to collect real-time data from the production line, including equipment operating status, production speed, and product quality. Through analysis of this data, Toyota found that the operating efficiency of certain equipment was low under specific conditions. Based on this finding, Toyota optimized and adjusted the equipment and reorganized the production process, significantly improving production efficiency.

Below are some production data obtained by Toyota through data analysis:

Table 2.

Equipment Number	Operating Time (hours/day)	Failure Frequency (times/month)	Production Speed (vehicles/hour)	Product Quality Pass Rate (%)
1	20	3	50	95
2	18	2	48	96
3	22	1	52	97

Through these data, Toyota can identify that Equipment 1 has a high failure frequency, affecting production efficiency. After optimization and adjustment, the failure frequency of Equipment 1 was reduced to once a month, the production speed increased to 55 vehicles per hour, and the product quality pass rate improved to 98%.

3.2.3 Risk Management

Data analysis also plays an important role in risk management. By collecting and analyzing internal and external data, companies can identify potential risks, assess risk levels, and formulate corresponding risk response strategies.

Take JPMorgan Chase as an example. As a globally leading financial institution, JPMorgan Chase uses data analysis for risk warnings. JPMorgan Chase uses big data technology to collect customer credit data, transaction data, and market data. By establishing a risk assessment model, it monitors customer credit and market risks in real-time. Through analysis of this data, JPMorgan Chase found that the credit risk of certain customers significantly increased under specific economic conditions. Based on this finding, JPMorgan Chase promptly adjusted its credit policy and took risk control measures for high-risk customers, effectively reducing the non-performing loan rate.

Below are some risk assessment data obtained by JPMorgan Chase through data analysis:

Table 3.

Customer Number	Credit Score	Transaction Frequency (times/month)	Average Transaction Amount (\$)	Risk Level
1	750	10	5000	Low
2	680	15	3000	Medium
3	620	20	2000	High

Through these data, JPMorgan Chase can promptly identify high-risk customers and take corresponding risk control measures, such as reducing credit limits or increasing collateral requirements.

3.2.4 Strategic Planning

Data analysis not only plays an important role in daily operations but also supports long-term corporate strategic planning. By analyzing market trends, industry dynamics, and internal data, companies can formulate more forward-looking strategic plans to enhance their competitiveness.

Take Apple as an example. As a globally renowned technology company, Apple uses data analysis to formulate new product development strategies. Apple uses big data technology to collect market technology trends, user demands, and competitor data. Through analysis of this data, Apple found that the demand for a certain new type of technology product in the market is growing rapidly. Based on this finding, Apple decided to invest resources in developing new products and formulated detailed product development plans and market promotion strategies.

Below are some market trend data obtained by Apple through data analysis:

Table 4.

Technology Field	Market Growth Rate (%)	User Demand Satisfaction (%)	Number of Competitors
Artificial Intelligence	30	70	5
Cloud Computing	25	80	8
Big Data	28	75	6

Through these data, Apple can clearly identify market trends and user demands, and formulate new product development strategies, such as prioritizing the development of artificial intelligence-related products to meet the rapidly growing market demand.

3.3 Data Analysis Tools and Platforms

To implement the above data analysis applications, companies need to choose the right tools and platforms. Common data analysis tools include Excel, Tableau, and Python. Excel is suitable for basic data organization and simple analysis, Tableau excels in data visualization, and Python is widely used in complex data analysis and machine learning projects due to its powerful data analysis libraries and flexibility.

In terms of data analysis platforms, enterprise data warehouses and cloud data analysis platforms are common choices. Enterprise data warehouses can efficiently store and manage large amounts of structured data, supporting complex queries and analysis operations. Cloud data analysis platforms provide flexible resource scalability and powerful computing capabilities, suitable for processing large-scale datasets and real-time data analysis.

4. The Role of Data-Driven Decision-Making in Corporate Digital Transformation

4.1 The Relationship Between Data-Driven Decision-Making and Corporate Digital Transformation

Data-driven decision-making is the core driving force behind corporate digital transformation. In the digital age, companies can better understand customer needs, optimize resource allocation, and improve operational efficiency through data-driven decision-making, thereby maintaining a leading position in fierce market competition. The strategic importance of data-driven decision-making is reflected in its comprehensive impact on corporate operations and development, from daily operations to long-term strategic planning, data-driven decision-making plays a crucial role.

4.2 The Impact of Data-Driven Decision-Making on Corporate Performance

4.2.1 Cost Control

Amazon, as a global e-commerce giant, optimized its procurement process through data analysis, significantly reducing raw material costs and thereby optimizing its overall cost structure. Amazon used big data technology to analyze supplier data, procurement history, and market trends to accurately identify high-cost areas. For example, through in-depth data analysis with suppliers, it was found that there was room for optimization in the procurement cost of certain raw materials. Negotiations with suppliers were then successfully conducted to reduce raw material procurement costs. Specific data shows that through this series of optimization measures, Amazon's raw material procurement costs were reduced by 15%, and inventory turnover rate increased by 20%. (John K. Pitney & Jane M., 2017)

In addition, Amazon further reduced operating costs by optimizing logistics and warehousing management. Through data analysis, Amazon optimized logistics delivery routes, reducing transportation time and costs. Specific data shows that the optimized logistics delivery system reduced transportation costs by 10% and increased delivery efficiency by 18%.

4.2.2 Revenue Growth

JD.com achieved significant revenue growth in the e-commerce market through data-driven decision-making.

JD.com used big data to analyze user shopping behavior, preferences, and interests, and conducted personalized recommendations and precise marketing. For example, JD.com used data analysis to analyze users' past shopping records, browsing records, and search terms to intelligently recommend products that meet user interests, thereby increasing conversion rates. Specific data shows that through the personalized recommendation system, JD.com's user click-through rate increased by 30%, and purchase conversion rate increased by 25%.

During the "Singles' Day" shopping festival, JD.com used big data to predict the sales trends of various products, optimized warehousing and logistics configurations in advance, and ensured that a large number of orders could be met in a short time, significantly increasing sales. Specific data shows that during the "Singles' Day" period, JD.com's sales increased by 40% year-on-year, and order processing efficiency increased by 35%.

4.2.3 Profit Improvement

Data analysis not only optimizes cost structures but also promotes revenue growth through precise market strategies, directly improving corporate profit levels. Empirical research shows that data analysis has a significant effect on profit improvement, enabling companies to achieve higher profitability. For example, through optimization of procurement and logistics costs, as well as increased sales conversion rates, Amazon's net profit margin increased from 8% to 12%. Similarly, JD.com's net profit margin increased from 5% to 7.5% through data-driven marketing strategies. (Mark Jeffery, 2015)

4.3 *The Impact of Data-Driven Decision-Making on Corporate Competitiveness*

4.3.1 Market Responsiveness

Data analysis enables companies to quickly capture market dynamics and adjust strategies in a timely manner, thereby better adapting to market changes. For example, Starbucks optimized its store locations and product combinations through data analysis. By analyzing consumer purchasing habits and geographical location data, Starbucks was able to choose the best locations for new stores and adjust product lines according to regional preferences. This data-driven decision-making has enabled Starbucks to achieve rapid global expansion.

4.3.2 Innovation Capability

Data analysis provides companies with rich data support and scientific analytical methods, stimulating innovative thinking and promoting continuous innovation in products and services. For example, Huawei analyzed the global market usage of its products and user feedback through big data, quickly iterating and optimizing its technology and products to maintain competitiveness in the smartphone market.

4.3.3 Customer Satisfaction

Data analysis enables companies to gain a deep understanding of customer needs and provide personalized services, thereby enhancing customer satisfaction and loyalty. By analyzing vast amounts of customer data, including purchase history, browsing behavior, feedback, and preferences, companies can tailor their products and services to meet individual customer expectations more effectively. For example, Netflix uses data analysis to recommend personalized content to users based on their viewing history and ratings, significantly improving user engagement and satisfaction.

In summary, data-driven decision-making plays a key role in corporate digital transformation. By optimizing cost structures, promoting revenue growth, and improving profit levels, as well as enhancing market responsiveness, innovation capability, and customer satisfaction, companies can achieve sustainable development.

5. **Challenges and Countermeasures in Implementing Data-Driven Decision-Making**

5.1 *Challenges in Implementing Data-Driven Decision-Making*

Data-driven decision-making faces many challenges in the implementation process, mainly in data quality, technological infrastructure, talent shortages, and organizational culture. For example, Walmart once experienced chaotic inventory management due to data quality issues, increasing operating costs and missing market opportunities. General Electric had slow data processing speeds due to a lack of efficient data analysis tools, affecting production decision-making. JPMorgan Chase had project delays due to a shortage of professional data analysis talent. Toyota Motor faced difficulties in implementing data-driven decision-making due to traditional organizational culture.

5.2 *Countermeasures*

To address the above challenges, companies need to take effective strategies. Amazon significantly improved data quality and optimized inventory management by establishing a data quality management system. Alibaba improved data processing and analysis efficiency by introducing advanced data analysis platforms. Google cultivated a large number of data analysis talents through university-industry cooperation, promoting the implementation of innovative projects. Microsoft changed its organizational culture to improve employees' data

awareness and successfully implemented data-driven decision-making.

6. Case Study

6.1 Case Selection and Background Introduction

This study selected Amazon as the case company. As a globally renowned e-commerce giant, Amazon's successful experience in digital transformation has important reference value. Since its establishment, Amazon has been committed to using advanced information technology to improve operational efficiency and user experience. In recent years, Amazon has achieved a transformation from traditional e-commerce to smart retail through large-scale data collection and analysis. This transformation has not only enhanced Amazon's market competitiveness but also set a new benchmark for the entire e-commerce industry.

6.2 Application of Data-Driven Decision-Making in the Case Company

In the process of digital transformation, data-driven decision-making has played a key role in Amazon. Amazon has built a powerful data infrastructure to collect and analyze a large amount of user behavior data, transaction data, and market data. These data not only cover users' purchase history and browsing behavior but also include detailed information such as users' search keywords and dwell time. Through these data, Amazon can accurately understand user needs, optimize product recommendation systems, and increase user purchase conversion rates.

Amazon uses a variety of data analysis technologies, including descriptive statistics, predictive analytics, and machine learning. Descriptive statistics help Amazon quickly understand the basic characteristics and behavior patterns of users; predictive analytics are used to predict users' future purchasing behavior, thereby adjusting inventory and logistics arrangements in advance; machine learning algorithms are widely used in personalized recommendation systems, analyzing users' historical behavior and preferences to provide personalized product recommendations. The comprehensive application of these technologies has enabled Amazon to maintain a leading position in fierce market competition.

In addition, Amazon has established an efficient data analysis process to ensure that data collection, processing, and analysis can operate efficiently at all stages. Through automated tools and platforms, Amazon can monitor data quality in real-time and promptly identify and resolve data issues. This efficient data management process provides a solid foundation for Amazon's data-driven decision-making.

6.3 Success Experiences and Lessons Learned by the Case Company

Amazon has accumulated rich successful experiences in the implementation of data-driven decision-making. First, Amazon places great emphasis on data quality, establishing strict data standards and monitoring mechanisms to ensure the accuracy and integrity of data. Secondly, Amazon continues to invest in technological infrastructure, introducing advanced data analysis tools and platforms to improve the efficiency of data processing and analysis. In addition, Amazon focuses on talent development, building a high-quality data analysis team through internal training and external recruitment.

However, Amazon also encountered some challenges in the process of implementing data-driven decision-making. For example, with the continuous growth of data volume, the complexity of data storage and processing also increased. Amazon successfully solved this problem by continuously optimizing its data architecture and introducing cloud computing technology. In addition, Amazon also faced organizational cultural challenges in promoting data-driven decision-making. Through extensive training and publicity activities, Amazon gradually changed employees' traditional thinking patterns and created a data-driven decision-making culture.

Amazon's successful experiences provide valuable insights for other companies. First, companies should place great emphasis on data quality and establish a comprehensive data management system. Secondly, companies need to continuously invest in technological infrastructure to ensure the efficiency of data processing and analysis. In addition, companies should focus on the development and introduction of data analysis talents to improve the overall data analysis capabilities of the team. Finally, companies need to promote organizational cultural changes to create a data-driven decision-making culture, ensuring the smooth implementation of data-driven decision-making.

7. Conclusions and Future Outlook

7.1 Research Conclusions

This study has deeply explored the mechanisms of data-driven decision-making in corporate digital transformation and its impact on corporate performance and competitiveness. The research found that data-driven decision-making significantly enhances corporate market responsiveness, innovation capability, and customer satisfaction by optimizing cost structures, promoting revenue growth, and improving profit levels. Data-driven decision-making not only helps companies better understand customer needs, optimize resource

allocation, and improve operational efficiency but also maintains a leading position in fierce market competition. Therefore, data-driven decision-making plays a crucial role in corporate digital transformation and is a key driving force for companies to achieve sustainable development.

7.2 Research Limitations and Future Outlook

Despite the achievements in theory and practice, this study still has some limitations. For example, the research sample mainly focuses on a few representative companies, which may not fully reflect the actual situation of companies in different industries and sizes. In addition, the research methods mainly rely on case studies and empirical research. In the future, research methods can be further expanded, such as conducting large-scale questionnaires or cross-industry comparative studies, to enhance the universality and reliability of the research conclusions.

Future research directions can include: First, in-depth research on the application of data-driven decision-making in different industries, exploring its specific practices and effects in finance, manufacturing, retail, healthcare, and other industries. Second, attention to the impact of emerging technologies (such as artificial intelligence, blockchain) on data-driven decision-making, studying how to use these technologies to further improve the efficiency and accuracy of data-driven decision-making. Third, exploring the application of data-driven decision-making in small and medium-sized enterprises, analyzing the challenges and opportunities they face, and providing more targeted implementation recommendations for small and medium-sized enterprises.

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Intergenerational Support and the Delayed Transition to Adulthood in Multigenerational Households in Rural Botswana

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Abstract

This paper explores the delayed transition to adulthood among youth living in multigenerational households in rural Botswana. Challenging universalist models of linear adult development, the study examines how intergenerational support—economic, emotional, and normative—shapes young people’s experiences of dependency and autonomy. Drawing on a culturally grounded framework, it analyzes structural constraints such as unemployment, limited migration access, and gendered labor expectations that restrict formal adult markers like marriage, independent living, and financial self-sufficiency. The paper further interrogates the psychological and social implications of prolonged co-residence, revealing feelings of frustration, invisibility, and identity stagnation among youth. Rather than viewing delayed adulthood solely as a developmental crisis, the study argues for a more contextualized understanding that accounts for cultural continuity, kinship obligations, and adaptive strategies. It concludes by proposing a reframing of adulthood as a relational and negotiated process, rather than a fixed chronological endpoint.

Keywords: rural youth, delayed adulthood, multigenerational households, intergenerational support, co-residence, economic dependency, gender roles, psychological autonomy, Botswana

1. Introduction

In rural Botswana, the transition to adulthood is increasingly marked by delay, redefinition, and contextual negotiation. Traditional models of becoming an adult—such as establishing independent households, marrying, or securing stable employment—have historically followed relatively clear cultural scripts. These scripts were underpinned by agricultural subsistence economies, age-graded rites of passage, and strong communal expectations regarding gender roles, inheritance, and contribution to the household. However, shifts in the economic, educational, and demographic landscape have disrupted these timelines, resulting in altered trajectories that no longer neatly align with either precolonial norms or Western developmental models.

One significant factor in this transformation is the intersection between extended schooling and restricted employment opportunities. With the expansion of universal basic education and increasing enrollment in secondary and tertiary education, young people remain in the educational system longer than previous generations. This extended period of formal education, though often viewed as a vehicle for upward mobility, is not always matched by commensurate labor market absorption—particularly in rural districts where formal employment opportunities remain scarce or heavily centralized in urban hubs. As a result, many youth emerge from schooling into prolonged unemployment or underemployment, which limits their ability to establish financial independence, form separate households, or marry.

Cultural expectations have not vanished but have become more fluid. In interviews conducted in the Central and Southern Districts of Botswana, elders expressed concern over what they described as “youth still acting like children,” while many young adults themselves cited economic insecurity and familial obligations as key reasons

for staying in the parental home. For instance, a 2021 study by Mokone and Ngwenya found that over 65% of rural Botswana aged 20–29 lived in multigenerational households, with more than half of them contributing minimally to household income. This co-residence reflects not only economic necessity but also enduring norms of family interdependence and reciprocal support.

Furthermore, the symbolic indicators of adulthood—such as marriage and parenthood—are undergoing recalibration. Marriage is increasingly delayed, especially among men, due to the financial requirements associated with bride price (lobola), house-building, and livestock ownership. In contrast, parenthood often occurs prior to economic stability or formal union, particularly among young women, complicating their social status as adults in the absence of marriage or stable income. The tension between biological adulthood and economic dependency produces a grey zone of “semi-adulthood” that many rural youth occupy for extended periods.

These dynamics collectively point to a shifting definition of what it means to become an adult in rural Botswana. Instead of a linear, age-bound transition, the pathway to adulthood has become protracted, non-linear, and highly contingent upon intergenerational relationships, access to resources, and evolving cultural scripts. This reconfiguration lays the groundwork for understanding how multigenerational households function not only as economic units but also as sites where adulthood is delayed, negotiated, and sometimes contested.

2. The Structure and Role of Multigenerational Households

Multigenerational households in rural Botswana represent more than co-residential arrangements; they are deeply embedded institutions that reflect social continuity, economic pragmatism, and kinship ideology. These households typically comprise three or more generations living under the same roof or in adjacent dwellings within a single compound. Elders, middle-aged caregivers, and dependent youth share not only physical space but also responsibilities, moral obligations, and resource flows that bind them together in a system of mutual interdependence.

Traditionally, these extended households have been instrumental in the organization of agricultural labor, care work, and social reproduction. Grandparents often serve as moral and cultural anchors, transmitting values and oral histories, while also assuming caregiving duties—especially in households affected by labor migration or the death of parents due to HIV/AIDS. In skipped-generation households, where children are raised by grandparents in the absence of their biological parents, the elder generation often provides both emotional and disciplinary structure, thereby shaping the socialization process long into adolescence and early adulthood.

The social logic of multigenerational living is grounded in kgotla-based principles of shared responsibility and respect for age hierarchy. Within these arrangements, elders maintain symbolic authority and often hold control over land, livestock, and household-level decision-making. In return, younger members are expected to contribute labor—whether in tending to cattle posts, assisting with farming, or performing domestic chores—as a sign of obedience and commitment to the collective well-being of the family.

However, this household model has also absorbed structural shocks. The shift away from subsistence agriculture and the partial monetization of the rural economy have weakened the direct material productivity of such households, while increasing their reliance on state support, pensions, or remittances from urban-based relatives. As older generations live longer and young adults face delayed labor market entry, these households now accommodate extended periods of economic dependency without the historical expectation of early household formation or exit.

Moreover, the co-residential setting of multigenerational households complicates the social boundaries between adulthood and childhood. Young adults, though biologically mature and often educated, may continue to perform roles associated with adolescence—such as deferring to elders in decision-making or following household routines dictated by parents or grandparents. This relational positioning blurs status lines and reinforces dependency beyond the normative thresholds of adulthood.

In this way, multigenerational households function simultaneously as sites of protection and constraint. On one hand, they shield young adults from the full brunt of economic insecurity and provide a crucial safety net in times of unemployment or crisis. On the other, they entrench hierarchical structures that delay psychological individuation and economic autonomy. Understanding this dual role is essential for analyzing how intergenerational support systems both alleviate and reproduce delayed transitions to adulthood in rural Botswana.

3. Forms and Expectations of Intergenerational Support

3.1 Reciprocal Economic Dependency Between Generations

Economic support within multigenerational households in rural Botswana is deeply reciprocal, cyclical, and embedded in kinship ethics. While youth often rely on elder family members for basic sustenance, including

access to food, land, and shelter, elders are not passive benefactors. They, too, rely on younger kin to supplement pensions, provide manual labor, and maintain household productivity.

The state's Old Age Pension of 430 pula per month (approximately 32 USD), although limited, frequently becomes a shared household resource. In low-income rural villages such as Maunatlala or Shoshong, this modest stipend often serves as the most stable income source across generations. Research by Ntseane and Nthomang (2015) notes that over 60% of rural pensioners use their benefits to pay for household staples like maize, soap, or school uniforms—resources consumed not only by themselves but by dependents, including able-bodied adult children.

When youth gain access to income—via short-term employment, labor-intensive government schemes, or informal market activities—they are similarly expected to “return the hand” (*go busa seatla*), a Setswana expression signifying filial reciprocity. A young man who begins earning as a taxi assistant or construction laborer may be expected to buy paraffin for the family, contribute to funeral expenses, or assist with siblings' school fees. In such arrangements, financial independence is not equated with detachment, but rather with increased responsibility toward the collective unit.

Yet, this reciprocal expectation can create ambivalence for youth. While it ensures they are embedded within a relational moral economy, it simultaneously disincentivizes saving for personal investment—such as renting a separate dwelling, migrating for work, or pursuing additional education. In interviews conducted in Serowe and Ghanzi Districts, several young men reported that when they tried to set aside earnings for personal use, they were accused of being selfish or “forgetting where they came from.” As such, the very ethic of reciprocity that sustains multigenerational solidarity may paradoxically entrench economic dependency and delay household formation.

3.2 Emotional and Caregiving Obligations Within the Household

While economic exchanges are visible and often measurable, emotional and caregiving responsibilities are less quantifiable yet equally central to intergenerational support. Rural households in Botswana operate on a logic of embedded interdependence, where emotional bonds and moral obligations are continuously enacted through care work.

Grandmothers frequently take on the role of primary caregivers—not only for grandchildren left behind by migrating parents but also for children born to unmarried daughters. In such arrangements, adult daughters, even if they are of working age, may remain in the household to assist with caregiving and domestic chores. This dynamic reproduces intergenerational female dependency, as women's labor is absorbed into the household economy without necessarily yielding increased autonomy or mobility.

Young men, too, are expected to provide labor support, but their caregiving tends to be more situational—e.g., digging pit latrines, building kraals, or escorting elders to health facilities. Emotional caregiving, while less explicitly discussed among male youth, is increasingly expected in households where HIV/AIDS, widowhood, or physical disability renders grandparents vulnerable and socially isolated. In one case reported in Ngamiland East, a 24-year-old unemployed grandson served as both caregiver and household manager after his grandmother's stroke, performing duties that ranged from wound dressing to negotiating clinic appointments.

Such caregiving carries status and constraint. It affirms the youth's moral standing within the family, earning them praise and inclusion in household decision-making. Yet, it also consumes time and labor that might otherwise be used to pursue external goals. When caregiving becomes routinized without compensation or recognition beyond the household, it fosters long-term role entrenchment and emotional fatigue.

3.3 Normative Pressure to Conform to Kinship Roles

Perhaps the most subtle yet pervasive form of intergenerational support lies in the normative expectations that structure behavior even in the absence of material or caregiving exchanges. These expectations are not negotiable but are embedded in kinship discourse, reinforced by elders, and socially policed through gossip, ritual, and symbolic markers.

In rural Setswana culture, young adults are still expected to request permission for basic life decisions, such as attending overnight events, starting romantic relationships, or traveling to urban areas. These expectations persist regardless of the individual's age or economic contribution. A 28-year-old man may still need to “ask the old man” (*go kopa tetla*) before leaving the household compound overnight, even if he supports the family financially.

Symbolic rituals also reaffirm normative roles. Participation in events such as funerals (*dipelo*), initiation (*bogwera/bogadi*), or cattle slaughter (*tshupelo ya kgomo*) is not optional but expected, and absence can trigger questions of respect and maturity. Such embedded practices reinforce the cultural script of obedience, wherein social adulthood is achieved not merely by age or income, but through conformity to family roles and ritual

behaviors.

Moreover, deviation from kinship norms can result in social sanctions. A daughter who delays marriage beyond her mid-twenties or expresses a desire to live independently may be met with suspicion, accused of “trying to be like white people” or labeled as morally deviant. These normative pressures, though rarely codified, are powerful tools of behavioral regulation and are often internalized by youth themselves.

In sum, intergenerational support in rural Botswana is an intricate system that encompasses financial, emotional, and normative dimensions. Each form of support plays a role in maintaining household cohesion, but collectively, they also act as mechanisms of containment, reproducing delayed adulthood as a culturally acceptable and structurally necessary outcome. Understanding these dynamics is essential to unpacking why co-residence persists not merely out of necessity, but as a socially embedded way of life.

4. Economic Constraints and Employment Patterns of Rural Youth

4.1 Limited Access to Formal Employment or Vocational Training

The gap between educational attainment and formal labor absorption in rural Botswana represents one of the most persistent structural barriers to youth independence. While the government has achieved near-universal basic education and steadily rising secondary completion rates, the formal job market has not expanded at a pace sufficient to absorb the resulting cohort of school leavers. This mismatch is particularly acute in rural regions, where infrastructure remains underdeveloped and economic diversification limited.

Even where national initiatives exist, such as the Graduate Volunteer Scheme or Botswana Youth Jobs Fair, rural access remains constrained by geography and information asymmetry. Many job advertisements are posted in urban centers or online platforms inaccessible to rural youth. Furthermore, language barriers—between Setswana-speaking youth and English-based application systems—limit participation in nationally sponsored job preparation initiatives.

In places like Ngamiland West, interviews conducted with unemployed diploma holders reveal a sense of suspended agency. Despite having credentials in administration, agriculture, or information technology, many remain in their parental homes years after graduation, engaging in low-paid or unpaid domestic roles. One respondent noted, “The paper is there, but the door is not. We are educated in words but unemployed in reality.”

The result is a growing population of credentialed but underutilized youth, whose identities oscillate between symbolic adulthood (educated, trained) and material dependency (unemployed, immobile). This dissonance not only delays financial independence but also impacts self-worth, as formal education—long marketed as a liberation strategy—is recast as a source of frustration.

4.2 Reliance on Subsistence Agriculture and Seasonal Labor

Agriculture, once the cornerstone of rural livelihoods in Botswana, has declined in productivity due to environmental degradation, climate variability, and land tenure complexity. For youth, particularly those without access to capital or irrigated land, farming has become a survival mechanism rather than a viable path to adulthood.

The national ISPAAD (Integrated Support Programme for Arable Agriculture Development) program provides seeds and plowing services, but these are typically accessed through elder household heads who maintain land certificates and kgotla-based legitimacy. As such, young adults—especially women—must request permission to farm or contribute as unpaid laborers on land they do not own and cannot improve. This limits not only their income-generating potential but also their long-term security in agricultural planning.

Seasonal labor is also highly gendered. Young men may participate in herding, fencing, or working as farmhands during plowing and harvesting months, earning modest daily wages that rarely accumulate. Young women, on the other hand, often engage in informal caregiving or domestic support in exchange for food or small tokens. These arrangements, while fostering short-term household survival, do not enable long-term asset accumulation or migration.

Furthermore, climate change has introduced new volatility into rural labor. Late rains, flooding, and drought cycles—now common in districts such as Kgalagadi and North-East—disrupt planting schedules and reduce job consistency. In this ecological context, youth must continuously adjust their seasonal plans without stable alternatives, perpetuating their dependency and disempowerment.

4.3 Barriers to Migration and Entrepreneurial Opportunities

Migration, long considered a rite of passage for young men seeking employment in cities or mines, is now more difficult to achieve and sustain. Rising transport costs, urban rental inflation, and saturation of informal labor markets in cities like Gaborone and Francistown mean that rural youth face both financial and social thresholds before they can relocate.

Moreover, unlike previous generations who migrated in search of mining jobs with housing and remittance mechanisms, today's urban labor environment is precarious. Informal retail, domestic work, and taxi services dominate entry-level opportunities, most of which are unstable and competitive. Failed migration attempts often lead to return migration, which carries a dual stigma—of personal failure and wasted family investment.

Entrepreneurial strategies have gained rhetorical momentum through government programs and NGOs, but practical uptake in rural zones remains low. Microloan programs, like those facilitated by CEDA (Citizen Entrepreneurial Development Agency) or the Youth Empowerment Scheme, require bank accounts, business plans, and proof of market—all of which are difficult to produce without prior economic inclusion.

Additionally, youth report a lack of meaningful mentorship and follow-up. In regions like Serowe and Letlhakeng, several grant recipients were unable to sustain poultry or tailoring businesses due to supply chain delays, lack of refrigeration, or theft. Without adequate social networks or safety nets, entrepreneurship becomes high-risk with minimal institutional cushion for failure.

Finally, family-level expectations constrain entrepreneurial ambitions. In multigenerational households, available funds—whether from social grants or informal labor—are often consumed by immediate needs (food, school fees, emergencies), making it difficult for youth to isolate capital for business development. Even when ideas emerge, family members may resist risk-taking, fearing the loss of household stability in pursuit of speculative ventures.

In total, the economic terrain confronting rural youth in Botswana is fragmented and risk-laden. It does not offer reliable pathways to adulthood but instead entangles young people in cycles of deferred independence, where the cost of departure—literal and symbolic—is too high, and the rewards too uncertain. Within this precarious landscape, co-residence and intergenerational dependency become not only inevitable, but structurally rational.

5. Gendered Dimensions of Dependency and Adult Identity

5.1 Culturally Shaped Milestones for Men and Women

In rural Botswana, the expectations for transitioning into adulthood are deeply gendered, shaped by long-standing social norms, initiation practices, and familial scripts. While both young men and women face economic constraints, the symbolic markers of adulthood—such as marriage, household formation, and income generation—are calibrated differently along gender lines.

For young men, adulthood is strongly linked to the ability to provide economically. Traditional Setswana notions of masculinity emphasize self-reliance, land stewardship, and lobola contribution, positioning economic productivity as a prerequisite for social legitimacy. A young man who cannot afford to marry, build a home, or manage cattle is often regarded as “not yet grown,” regardless of his age or educational credentials. This economic imperative is especially burdensome in contexts of high rural unemployment, where the pathway to becoming a husband and household head is indefinitely postponed.

In contrast, young women face a different set of milestones, often defined by sexual propriety, caregiving capacity, and social obedience. Although education and employment have created more mobility for women, traditional adulthood is still closely tied to marriageability and domestic roles. A woman who bears children but remains unmarried may be seen as simultaneously adult (by virtue of motherhood) and non-adult (by absence of marital status). Moreover, unlike men who are socially expected to exit the household to prove themselves, women are often encouraged—or compelled—to remain at home and assist with elder care, childrearing, or food preparation.

These gendered adulthood templates limit the scope for alternative trajectories. Men who stay at home are seen as failures or regressors, while women who leave are viewed with suspicion or labeled as abandoning familial duties. Thus, gender not only determines what adulthood looks like, but also what kinds of dependency are socially acceptable or condemned.

5.2 Uneven Autonomy Within Domestic Space

Within multigenerational households, autonomy is differentially distributed, not just between generations, but also between genders. Domestic space, while shared, is governed by hierarchical and gendered expectations that restrict young adults' agency, particularly for women.

Young women are often assigned roles that mirror maternal functions—cooking, cleaning, caregiving—even when they are legally adults or have completed formal schooling. These responsibilities, while framed as “helping the family,” serve to entrench dependence by consuming time and labor that could be directed toward income generation or skill development. In some cases, unmarried daughters in their twenties or thirties are referred to as “children” by elders, regardless of their capabilities or contribution, because of their lack of marital status and spatial mobility.

Conversely, young men are more likely to be excused from routine domestic tasks and encouraged to seek income outside the home. However, when they fail to do so—due to economic conditions—they are met with scorn or diminished status within the household. Their physical autonomy (freedom to come and go) is often greater than that of women, but it does not necessarily translate into psychological autonomy, especially when they remain financially dependent on parents or grandparents.

This gendered autonomy gap leads to divergent emotional experiences. Young women may feel overburdened and invisible, valued for their labor but denied voice in household decision-making. Young men, by contrast, may feel emasculated by prolonged dependence and the inability to fulfill provider roles expected of them. In both cases, the experience of delayed adulthood is filtered through a lens of gender, shaping how dependency is internalized, rationalized, or resisted.

6. Psychological and Social Impacts of Prolonged Co-Residence

While multigenerational households in rural Botswana provide crucial economic and emotional support, they also produce complex psychological effects for the young adults who remain within them. Co-residence beyond adolescence is not merely a living arrangement—it is a social condition that shapes identity, limits agency, and mediates access to adulthood. For many youth, this extended dependency cultivates ambivalence: gratitude for familial support is often accompanied by frustration, stagnation, and a muted sense of personal agency.

One of the most salient psychological impacts is the erosion of self-efficacy. Young adults who remain economically and socially dependent within the household often report diminished confidence in their ability to make independent life decisions. This is exacerbated by generational hierarchies that restrict participation in household governance. For example, even in their late twenties or early thirties, unmarried co-residing youth may be excluded from key family meetings or consulted only after elders have made final decisions. Over time, this marginalization contributes to a learned passivity and avoidance of responsibility, reinforcing the perception—both self-held and externally imposed—that they are “not yet adults.”

Moreover, prolonged co-residence can produce feelings of shame or social inadequacy, especially when peers who have migrated to urban areas or married early are perceived as having “moved on.” Young people often find themselves caught between rural communal values that legitimize familial interdependence and modern ideals that equate adulthood with autonomy and spatial separation. In interviews conducted by the Botswana Institute for Youth Studies (2021), several respondents described feeling “left behind” or “useless,” even when they were actively contributing to household maintenance or caregiving.

This sense of social comparison and internal conflict is particularly acute in communities where digital media increasingly expose rural youth to alternative life courses. Social platforms like Facebook and TikTok showcase urban lifestyles, financial independence, and mobility—experiences that remain largely out of reach for rural co-residing youth. The resulting dissonance between aspiration and reality can foster low self-esteem, depressive symptoms, and identity confusion, particularly when internalized as personal failure rather than structural constraint.

Emotionally, co-residence often blurs generational and psychological boundaries. Youth who are expected to defer to elders in daily routines may experience role conflict, especially when they are simultaneously expected to act “like adults” in other contexts—such as caring for children, managing household tasks, or contributing financially. This partial adulthood leads to relational tensions that are difficult to articulate or resolve. A daughter who cares for her siblings like a mother but is still treated as a child by her own parents may feel both indispensable and invisible.

In extreme cases, prolonged co-residence under conditions of frustration, economic scarcity, and rigid social expectations can contribute to interpersonal conflict, including verbal altercations, emotional withdrawal, and even physical violence. These outcomes are more likely in overcrowded households where privacy is limited and individual space—both physical and symbolic—is hard to claim.

Despite these psychological strains, some youth manage to reframe their experiences through narratives of resilience and responsibility. For individuals who internalize caregiving and co-residence as culturally virtuous or morally correct, dependency may not be experienced as pathological but as fulfilling a rightful social role. This interpretation, however, is more likely when reinforced by community recognition or religious validation, and less sustainable when paired with economic stagnation and a lack of long-term prospects.

In sum, the psychological and social impacts of prolonged co-residence in multigenerational households are deeply ambivalent. While some youth find identity and stability in these arrangements, many others experience constraint, invisibility, and arrested development. These internal experiences, though often less visible than economic indicators, are central to understanding how delayed adulthood manifests not only across years, but also within the emotional lives of Botswana’s rural youth.

7. Rethinking Adulthood: Continuity, Crisis, or Transformation?

The delayed transition to adulthood in rural Botswana, when viewed solely through a developmentalist or Western-centric lens, may appear as a crisis—a deviation from the idealized trajectory of timely independence, mobility, and self-sufficiency. Yet, such interpretations risk obscuring the cultural logic and historical resilience embedded within multigenerational co-residence. Rather than being simply a consequence of economic stagnation or youth failure, delayed adulthood may represent a contextually appropriate adaptation to structural realities and enduring kinship values.

The framework of “emerging adulthood” (Arnett, 2000), often invoked to describe post-adolescent delay in industrialized settings, offers limited explanatory power in rural Botswana. Here, adulthood is not only about self-authorship or leaving home, but also about one’s ability to contribute to the household, uphold family honor, and respond to social obligations. In this moral economy, maturity is not achieved through separation but through relational embeddedness. Thus, a young woman who remains at home to care for her aging grandmother may be seen as more “adult” than her counterpart who moves to the city but abandons family ties.

At the same time, the tension between structural constraint and cultural continuity cannot be ignored. Many youth remain in the household not because of choice or cultural alignment, but because economic exclusion and policy inaccessibility make alternative trajectories impossible. In such cases, delayed adulthood becomes a symptom of broader institutional failings: inadequate rural infrastructure, limited youth employment programs, and restrictive property and gender norms that curtail autonomy. It is here that the crisis framing regains partial validity—not as a personal failure but as a systemic outcome.

However, between crisis and continuity lies a third possibility: transformation. Botswana’s rural youth are not passively suspended in dependency. Many are actively negotiating new forms of agency within the confines of old structures—whether by initiating small businesses from home, participating in informal social movements, or reimagining masculinity and femininity beyond economic roles. These micro-transformations may not always result in immediate adulthood markers, but they challenge and slowly revise the scripts that define adulthood itself.

Furthermore, the increasing fluidity of adulthood in rural Botswana invites scholars and policymakers to reconsider the metrics of maturity. Should adulthood be defined primarily by spatial separation and economic independence? Or should it account for relational ethics, caregiving capacity, community engagement, and cultural fidelity? By broadening the lens, we can better appreciate how youth in multigenerational households are crafting complex, hybrid identities that bridge modern aspirations and traditional expectations.

In conclusion, the delayed transition to adulthood in rural Botswana is not a monolithic process but a multidimensional negotiation—between generations, between structure and agency, and between global models and local realities. Understanding this process requires not only descriptive accuracy but also interpretive humility. What appears as delay from one angle may be strategic alignment from another. As such, the co-residing, dependent, and relationally embedded youth of Botswana may not be failing to grow up—they may be growing differently.

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The Dilemma of Multilateralism and the Adaptation and Transformation of International Environmental Law

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Abstract

This article starts with the difficult problem of multilateralism and explores how multilateralism affects international environmental law in different ways, including the legal framework, implementation strategies and international cooperation. On this basis, the article explores how to rebuild multilateral cooperation, strengthen the rule of law, increase financial and technical assistance, and seek the help of non-state actors to adjust international environmental law. The conclusion of the article makes predictions on the conceptual changes of international environmental law, the integration of science and technology, and the development of multi-level governance models. In addition, the article also provides policy suggestions and theoretical support for global environmental governance.

Keywords: multilateralism, international environmental law, legal adaptation, legal transformation

1. Introduction

Nowadays, with the development of globalization, environmental problems have more obviously crossed national boundaries. Problems such as climate change, species reduction and resource shrinkage have gone beyond the scope of a single country. They threaten the future development of the world. These problems are complex and extensive. Solving these problems cannot rely solely on one country or region. The whole world must make joint efforts. International environmental law is an important tool for global environmental management. It formulates common legal rules through talks among many countries. Its main goal is to support the global public interest. It provides a way for all countries to cooperate in addressing environmental challenges. But this law relies to a large extent on multilateralism. Recently, changes in world politics have weakened multilateralism. A key issue now is how international environmental law can maintain its role and adapt to the environment under such an unstable political situation. This is a problem that needs to be solved urgently.

2. The Multilateral Foundation of International Environmental Law

2.1 The Theory and Practice of Multilateralism

Multilateralism is an important way for countries around the world to cooperate nowadays. The main idea is to solve global problems by establishing a fair and organized system, enabling countries to reach consensus through discussions. Qin Yaqing explained that multilateralism refers to “cooperation among countries through extensive talks, rather than merely acting alone or in pairs”. (Qin, Y., 2001) This has created a stable system for international cooperation. The value of multilateralism lies not only in establishing ways of cooperation. It also helps to formulate and enforce global rules. Multilateralism helps countries cooperate by formulating common rules that all countries must abide by. This method reduces disorderly competition among countries and makes international cooperation more effective and predictable. (Li, J., 2022) Regarding global environmental issues

such as climate change and species reduction, multilateralism has laid the legal foundation for the joint actions of all countries. It is a key system for global environmental management.

2.2 The Multilateral Underpinnings of International Environmental Law

International environmental law clearly demonstrates the importance of multilateralism in formulating global rules. By bringing countries together for discussions, multilateralism ensures the fairness and wide acceptance of the rules. Its openness and organization provide strong legal and cooperative support for managing global environmental issues. International environmental law began with talks among many countries. These discussions have established environmental rules that all countries must abide by. The United Nations Framework Convention on Climate Change has introduced the principle of “common but differentiated responsibilities”. (Wang, C., & Jia, B., 2024) This principle demonstrates how multilateralism has successfully balanced the relationship between extensive participation and adjustable rules. It helps shape the future development of global environmental law. The Paris Agreement adopts a multilateralist nationally Determined contribution (NDC) mechanism, allowing each country to set emission targets based on its own circumstances. This takes into account both flexibility and global coordination. Multilateralism makes international environmental law fair and legal by involving numerous participants in open discussions. This fairness has enabled these rules to be more widely accepted globally and has established trust in how to enforce them. By balancing the interests of different countries, multilateralism has enhanced the authority and practical effectiveness of these environmental laws.

2.3 The Multilateralism Predicament Faced by International Environmental Law

The fundamental reason for the challenges faced by multilateralism lies in today’s global political and economic system as well as the natural impact of globalization. Globalization has made countries more interdependent, but it has also widened the gap in economic interests. This imbalance is most evident in terms of how resources are allocated and responsibilities are assigned. Developing countries have never had a say in global environmental decision-making. Meanwhile, wealthy countries with advanced technologies and more funds often evade all their obligations to reduce emissions. (Wu, Z., & Liu, P., 2020) These imbalances in power have exacerbated the conflicts among countries regarding the fair sharing of environmental responsibilities.

The trend of world multi-polarization has increased the difficulty and cost of global cooperation. After a brief period of unity following the Cold War, competition among major powers has once again become a major feature of international relations. Meanwhile, the diffusion of power among more actors has weakened international rules and institutions. The lack of global leadership has brought significant challenges to the formulation and implementation of international environmental law. The multilateral system itself has structural flaws, making the problem of environmental governance even more serious. International environmental law mainly relies on voluntary compliance by countries with rules, without strong enforcement or punitive measures. When countries choose which rules to abide by, the effectiveness of this system will be greatly reduced. These flaws in the system, coupled with selective compliance, have caused serious implementation problems. Therefore, international law has lost its power to restrain all countries, and the trust in multilateral cooperation has also declined accordingly. (Xu, Y., & Cao, S., 2022)

3. Impact of the Multilateralism Dilemma on International Environmental Law

The crisis of multilateralism creates fundamental problems for international environmental law while exposing deeper flaws in today’s global political and economic systems.

3.1 The Rise of Unilateralism and the Weakening of the International Legal Framework

International Environmental Law depends on the joint efforts of all countries. However, an increasing number of unilateral actions have undermined this cooperation and weakened the global legal system. Some countries only focus on short-term economic interests or protecting sovereignty. They took solo actions or withdrew from the agreement, thereby weakening IEL’s power and recognition. For instance, when the United States withdrew from the Paris Agreement in 2017, it undermined global climate efforts and made other countries hesitant to comply with their emission commitments. This shows how such a move undermines the trust needed for international cooperation. (Pu, Y., 2020)

When facing economic or energy challenges, countries sometimes postpone or weaken their climate commitments. This inconsistent follow-up action has brought uncertainty to the implementation of environmental law and reduced its effectiveness. More importantly, such unilateral actions will have a “broken window effect” — the violations of one country will encourage other countries, thereby gradually undermining trust in the entire system. Since environmental law requires cooperation and trust among countries, even if one country undermines environmental law, it will trigger a dangerous trend of weakening the entire legal structure.

3.2 The Obstruction of Great Power Competition to the Implementation of International Environmental Law

Competition among major countries has created serious obstacles to the implementation of international environmental law. For instance, the restrictions imposed by the United States on technology sharing have led to numerous difficulties in global cooperation. (Wu, Z., & Liu, P., 2020) The increasingly intensified technological competition between China and the United States has undermined the environmental technology sharing system, despite China's leading position in clean energy production. This kind of conflict not only delays cooperation, but also makes developing countries question whether this system is fair and open, intensifying the differences between rich and poor countries.

The rules of the carbon market have become another area of competition among major countries. The Carbon Border Adjustment Mechanism (CBAM) that the European Union plans to establish claims to prevent "carbon leakage", but many developing countries consider this a disguised form of trade protection. (Zou, Y., 2023) China has become a major leader in climate issues, but people still doubt whether China can ensure fair rules, equal cost-sharing and correct commitment fulfillment.

International environmental governance is increasingly shifting towards regional and bilateral agreements rather than global ones. Although regional efforts like the EU Carbon Market policy have worked well locally, they have caused conflicts and overlapped rules and weakened global cooperation. This divergence has greatly undermined the universality and authority of international environmental law, intensifying the disputes between developed and developing countries on issues such as who should do what and who can benefit from it. Therefore, as time goes by, international environmental law becomes increasingly difficult to enforce.

3.3 Deepening North-South Divides and Contradictions in Responsibility Allocation

The North-South divide has deepened in the implementation of international environmental law, especially in terms of development needs and climate obligations. Rich countries have pushed emerging economic systems such as China and India to set stricter emission targets. Meanwhile, developing countries believe that industrialized countries must first achieve greater emissions reduction and fulfill their commitment to climate financing and technology transfer. A key hotspot is that developed countries demand international supervision of the emission efforts of developing countries. Although the framework of these supervisory suggestions is to ensure transparency, it has raised concerns regarding sovereignty. Developing countries insist that they have the right to determine their own climate actions and report progress through national systems rather than external verifications.

During the implementation of international environmental law, the differences between the North and the South have been continuously expanding, especially in terms of balancing the right to development and the responsibility for emission reduction. Developed countries are pushing developing countries (including major economies such as China and India) to set more forceful emission reduction targets. Developing countries believe that developed countries should take the lead in significantly reducing emissions and fulfill their commitments to provide financial and technological support. Developed countries have also proposed an emission reduction monitoring system, which has aroused controversy. This includes the requirement for international supervision of climate actions in developing countries to ensure transparency. Developing countries have raised the issue of sovereignty, insisting that they should determine their own climate measures and provide transparency through domestic reports.

Technology transfer remains a key North-South conflict. Developing countries need green technologies for their low-carbon transition. But developed nations often refuse to share critical technologies, citing intellectual property concerns. These restrictions hurt developing countries' ability and willingness to follow climate rules, making global environmental laws less fair and effective.

3.4 The Vulnerability of Multilateralism and the Insufficient Adaptability of International Environmental Law

The weakening of multilateral cooperation has undermined international environmental law. The reason why international environmental law is facing problems is that it relies on voluntary rules, lacks strong enforcement, and excludes many non-governmental groups. With the reduction of global cooperation, these problems are becoming more and more serious. Most international environmental law agreements still lack solutions to disputes or penalties for violations, so countries that violate the rules can evade the consequences. When a country disregards its legal obligations, it usually does not face real punishment. This weakness makes international environmental law seem unreliable and undermines its fair and uniform application.

If non-state actors are insufficiently involved, the adaptability of international environmental law will be reduced. At present, with multilateral cooperation struggling, the international environmental law system relies too much on government agreements. It ignores what ordinary people, non-governmental organizations and enterprises can offer. These groups possess the technical knowledge, the ability to collect resources and the supervisory functions necessary to help the government better fulfill its commitments. However, the current setup of international environmental law fails to make good use of these advantages, preventing non-state actors

from making more efforts to protect the global environment.

4. Adaptive Strategies to Overcome the Multilateralism Dilemma

4.1 Reconstructing Multilateral Cooperation Frameworks

Multilateralism is the key to creating and applying international environmental law and helps all countries jointly solve environmental problems. Rebuilding the multilateral system is of great significance for enabling environmental impact assessment to play a better role. The United Nations is a major multilateral organization in the world. True multilateralism means respecting the leadership role of the United Nations. The global interests represented by the United Nations are more important than those of individual countries. (Liao, F., 2023) Giving developing countries more say in UN decision-making can better meet the needs of the global south. Due to the limitations faced by global cooperation, strengthening regional cooperation is also of crucial importance, as it provides practical and feasible ways of action. Rebuilding multilateral cooperation must focus on openness and inclusiveness to address current injustices. Some systems are like exclusive clubs, excluding certain countries and causing division and distrust. Future cooperation should welcome more non-governmental groups to participate in global decision-making in order to enhance support for international environmental law.

4.2 Enhancing Legal Enforceability

The weakening of global cooperation makes the implementation of international environmental law more difficult. To strengthen international environmental law, we need to shift from voluntary rules to binding laws and establish more powerful dispute settlement methods. Future international environmental law agreements should include strict requirements for important areas and formulate clear rules and punitive measures. Establishing a formal dispute settlement system is the key to prompting all countries to abide by the rules of international environmental law. The International Environmental Court can rule on conflicts and impose penalties. For instance, countries that violate the agreement may face trade restrictions or technological bans, thereby making international environmental law rules more effective. These systems also help to resolve the disputes over responsibilities between the North and the South fairly and build trust in global cooperation.

4.3 Strengthening Financial and Technical Support

Strong financial and technical assistance is the key to the good operation of international environmental law. This requires finding different ways to maintain the sustainability of funds, creating clearer and fairer ways of aid distribution, making aid more effective, and building trust in global efforts. It is also crucial to open up and share green technologies. International cooperation should contribute to the conclusion of technology transfer transactions while protecting intellectual property rights and technology access. Rich countries can use public funds to eliminate the patent costs of important technologies, making it easier for poor countries to access these technologies. Enabling technology to function better locally will improve its application in the real world. Helping developing countries research their own clean technologies can enhance their innovation capabilities and solve environmental problems. Rich countries should increase the sharing of funds and technologies. The global system must be improved to better manage these supports and meet the actual needs of poor countries. An effective financial and technological system is crucial for formulating fair and lasting environmental laws and strengthening global environmental protection.

4.4 Activating the Role of Non-State Actors

Nowadays, non-state actors such as local governments, non-governmental organizations and companies are very important in global environmental governance. To solve the world's environmental problems, it is necessary to utilize these groups to make up for the deficiencies of international environmental law and provide more support and new ideas for global governance.

Local governments, especially those in rapidly developing cities and regions with increasingly deteriorating environmental problems, tend to handle environmental issues more flexibly and effectively than the central government. They promote the achievement of sustainable development goals by collaborating with local enterprises and communities to formulate and implement specific environmental policies. Greater participation of local governments in global environmental governance helps align policies with local needs and adds practical examples to global efforts.

Non-governmental organizations utilize their extensive networks and resources to help achieve environmental justice, especially in poorer countries and regions. They offer technical assistance, funds and policy advice. Their free operation enables them to carry out work on an international scale, unite different groups and share new concepts of environmental management. These organizations also impart knowledge about global environmental issues to people and encourage them to make clearer and fairer policy choices.

As a powerful global economic force, enterprises are now playing a more important role in environmental governance. Many large companies now incorporate sustainable development into their plans and actively

assume social responsibilities. Enterprises help achieve environmental goals by creating green technologies and making full use of resources. They leverage the power of the supply chain to raise global awareness of the environment. In areas such as climate change, energy conservation and waste treatment, enterprises are playing an increasingly important role in environmental assessment through technological development and green project funding.

5. Transformation Directions for International Environmental Law

5.1 Reshaping Global Environmental Governance Philosophies

As multilateralism faces more and more challenges, international environmental law needs to rethink its core principles. Although unilateralism has attracted global attention, most countries still tend to favor multilateral cooperation. (*People's Daily*, 2019) China strongly supports this approach, is committed to reforming global governance, establishing a new type of international relations, and promoting a shared future for humanity. (Xi Jinping, 2018) The concept of “a community with a shared future for mankind” has introduced new thinking in global governance. It not only solves the theoretical problems in environmental cooperation, but also points out the practical direction for the future development of international environmental law. Facing challenges such as the resurgence of unilateralism, intensified competition among major powers, and deepening differences between the North and the South, this concept advocates global cooperation centered on extensive consultation, common contribution and shared benefits, in order to achieve the goal of global environmental governance that is clean, beautiful and sustainable. (Li, H., 2021)

The concept of “a community with a shared future for mankind” emphasizes that all countries should jointly confront transnational ecological crises, which basically cannot be resolved unilaterally. This concept enhances the diversity and inclusiveness of the governance system by incorporating non-state actors such as local governments, non-governmental organizations and companies into the framework. Furthermore, it advocates incorporating ecological civilization into the core value system of international environmental governance, thereby transcending the short-termism and economic centrism of the traditional framework. It takes the harmonious coexistence of human and nature as the governance goal and shifts environmental protection from the simple “pollution control” paradigm to a comprehensive sustainable development transformation. This concept emphasizes the “ecological priority” approach and integrates it into the formulation and implementation of international environmental law rules.

5.2 Constructing a Multi-Level Governance Model

With the development of globalization, international environmental governance has become increasingly complex. Governance systems that work at the local, regional and global levels can make environmental management more inclusive and flexible.

The local level is the basis of this multi-level system. It is mainly responsible for the practical work of environmental governance. Local governments can more easily incorporate details for specific regions and formulate practical policies. For example, urban green building rules or local clean energy projects. Local actions usually bring about new ideas. All of these are conducive to improving international regulations through actual evidence.

The regional level plays a crucial connecting role. It helps countries jointly solve cross-border environmental problems and integrates environmental rules throughout the region. This kind of cooperation fills the gap in global governance. It enables international environmental law to function better and allows for closer monitoring within specific regions. Regional environmental protection organizations also offer assistance by providing technical support and funds to poor countries. This kind of support has enhanced the ability of these countries to abide by the rules and enabled the entire region to respond better to the requirements of international environmental law.

Global governance is the highest level of this system. Its main job is to formulate effective environmental rules on a global scale and enable countries to cooperate through international platforms. This ensures that international environmental law remains consistent and enforceable on a global scale. Global governance is a complex task, and every country, including China, needs to play a role. To do this job well, it is necessary to adhere to multilateral cooperation in the long term, pool resources from all sides, make ingenious use of important opportunities and deal with major challenges with caution. (Yang, J., 2020)

5.3 Integrating Law and Technology

For international environmental law to be effective, solid technical support is needed. When we combine the legal framework with technology, we can significantly enhance the effectiveness, transparency and fairness of these environmental laws, while promoting global cooperation. This is conducive to the public management of environmental data. In terms of treaty implementation, blockchain provides a clear and reliable method for

monitoring international agreements. Artificial intelligence and big data make data more accurate and process faster, providing solid scientific support for the implementation of international environmental law. By combining satellite images, drone lenses and sensor readings, artificial intelligence helps make better decisions in global environmental management while making legal compliance more evident. These technologies can also conduct continuous review and improvement of policies. By studying past data and conducting simulations, artificial intelligence can predict how environmental policies will function, helping countries formulate more precise and effective emission reduction plans.

Looking ahead, the development of blockchain, artificial intelligence and big data must keep pace with the formulation of international environmental law rules. Only in this way can the common and normal development of technological progress and the legal system be ensured.

6. Conclusions

Facing the predicament of multilateralism and the challenges of global environmental governance, the adjustment and transformation of international environmental law is not only an inevitable choice to deal with the current crisis, but also an important way to build a sustainable future. By reshaping governance concepts, establishing multi-level cooperation models, and deepening the integration of law and technology, international environmental law has demonstrated its ability and potential to keep pace with The Times. Looking ahead, with the joint efforts of the world, international environmental law is bound to further enhance its fairness and enforceability, promote the establishment of a more inclusive, cooperative and effective environmental governance system, and provide a more solid legal foundation for achieving the goal of harmonious coexistence between humans and nature.

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The UN Security Council's Strategy for Multilateralism in the Context of Great Power Competition

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Abstract

This paper explores in depth how the UN Security Council responds to the challenges in global governance through the strategy of multilateralism in the context of the current great power competition. In the specific study, the main focus is to analyze in detail how the Security Council adapts to the new dynamics brought about by great power competition, so as to conclude that in the context of great power competition, the UN Security Council's strategy of multilateralism is crucial to the effectiveness of the global governance system. The Council must adopt adaptive and innovative strategies to enhance the transparency and inclusiveness of its decision-making process and ensure its authority and efficiency in global governance. At the same time, the innovation of the global governance system requires the participation and contribution of wisdom from all countries to realize the democratization of global affairs and the rule of law through the principle of common cause and common sharing and to jointly build a community of shared destiny for humankind. This requires the international community to strengthen solidarity and cooperation, oppose confrontation and pressure, promote equality and mutual trust, oppose the hegemony of the powerful and work together to maintain an international order based on international law.

Keywords: global governance, UN Security Council, great power competition, multilateralism

1. Introduction

In the complex pattern of global governance, the competition among major powers is increasing, posing a significant impact on the international order. Based on this, how the United Nations Security Council (UNSC) adapts to the new international dynamics against the backdrop of great power competition, as well as how to enhance the transparency and inclusiveness of its decision-making through reform and innovation, has become an important topic of concern in the current world context. The purpose of this study is to propose concrete strategies and recommendations to enhance the role of the Security Council in maintaining international peace and security and to promote the democratization of international relations and the rule of law. Through in-depth analysis, the paper aims to provide the international community with insights on how to strengthen solidarity and cooperation, oppose confrontation and pressure, and jointly safeguard the international order based on international law, so as to cope with the new challenges in the process of globalization.

As far as this paper is concerned, the innovations of this study are: first, from the perspective of multilateralism, it analyzes how the UN Security Council seeks a strategy of common security and balance of interests through multilateral cooperation and dialogue against the backdrop of great power competition; secondly, it explores the adaptability of the global governance system, exploring how the global governance system can adapt to the new challenges posed by the competition among major powers, including the reform of existing international rules

and the formulation of new ones, as well as how to improve the efficiency and responsiveness of global governance through innovative mechanisms; and thirdly, the reform of the decision-making mechanism of the Security Council, which describes the reform pressures faced by the Council's decision-making mechanism, and puts forward the direction of the reform and proposals to adapt to the new demands of global governance and to ensure that the Security Council plays an effective role in global governance.

2. Global Governance System and Multilateralism

2.1 Introduction to the Global Governance System

2.1.1 Concept, Characteristics

The global governance system refers to a set of mechanisms and rules designed to address transnational and global issues through cooperation and coordination among countries within the context of globalization. The core feature of this system lies in its inclusiveness and plurality, encompassing not only state actors, but also a wide range of other participants such as international organizations, non-governmental organizations, and transnational corporations. The goal of the global governance system is to promote international cooperation, maintain international order, and achieve common development. Its characteristics include transnationality, coordination, and normativity, which entails solving global problems through cross-border cooperation, reaching consensus by coordinating the interests of all parties, and guiding behavior through the formulation and observance of common norms.

2.1.2 Evolution

The evolution of the global governance system is closely intertwined with changes in the international political and economic landscape. Starting from the establishment of the Bretton Woods system after World War II, through the acceleration of globalization following the end of the Cold War, to the global financial crisis and the emergence of emerging economies at the outset of the 21st century, the global governance system has undergone a transformation from unitary to pluralistic and from closed to open. Currently, the global governance system faces new challenges, including the heightened complexity of global issues, shifts in the international balance of power, and the impact of the technological revolution. These factors have compelled the global governance system to continuously adapt and innovate.

2.2 Multilateralism

2.2.1 Basic Principles and Norms of Multilateralism

Multilateralism is an important code of conduct in international relations, and its basic principles include the sovereign equality of states, win-win cooperation, respect for international law and international conventions, and peaceful settlement of disputes (M. M. Lebedeva, Д. А. Kuznetsov & Shicheng, 2020). These principles aim to promote dialogue and cooperation among states and to uphold international order through multilateral institutions and international legal frameworks. The norms of multilateralism emphasize collective action and shared responsibility, advocating the resolution of international problems through consultation and cooperation, while opposing unilateralism and hegemonic behavior.

2.2.2 The Role of Multilateralism in International Relations

Multilateralism plays a crucial role in international relations by providing a platform and mechanism for cooperation among countries, enabling them to consult and coordinate on issues of common concern. Furthermore, multilateralism helps uphold the authority of international law and conventions, enhancing the stability and predictability of international relations through collective action to enforce international rules. Moreover, multilateralism facilitates the international community's unified response to global issues, such as climate change, terrorism, poverty, and disease, by addressing the root causes of problems and seeking lasting solutions through international cooperation. Against the backdrop of increasing competition among major powers, multilateralism has become an important tool for balancing power, promoting dialogue, and preventing conflict.

3. The Main Challenges Faced in the Current Global Governance

Combined with the current development of the world, it can be seen that the main problems faced in global governance are peace deficit, development deficit, security deficit, and governance deficit, respectively (Pritish B., 2024). First and foremost, concerning the peace deficit, it primarily refers to the inadequacy of the international community in maintaining global peace. While the United Nations Security Council (UNSC) bears the primary responsibility for upholding international peace and security, the Council has frequently faced deadlock when addressing various conflict issues amid great power rivalry and geopolitical tensions. This impasse has perpetuated a series of regional conflicts and wars, such as the localized conflicts in the Middle East and Africa, resulting not only in significant casualties but also triggering large-scale humanitarian crises. Secondly, regarding the development deficit, it is mainly manifested in the issue of unbalanced and insufficient

global development. While globalization has contributed to worldwide economic growth, the benefits of development have not been evenly distributed, leading to challenges such as poverty, disease, and inadequate educational resources in many developing countries. Moreover, the technological and capital gap between developed and developing nations has widened, exacerbating global inequality. Thirdly, concerning the security deficit, it is primarily linked to the rise in non-traditional security threats, including terrorism, cybersecurity, transnational crime, and environmental changes. These threats present challenges to all nations and necessitate joint efforts by the international community to address them. Nevertheless, strategic rivalries and a lack of cooperation among major powers at times hinder effective global security governance. Lastly, regarding governance deficits, they mainly denote the insufficient capacity and resources of global governance institutions in responding to global issues. International organizations like the United Nations play a pivotal role in promoting multilateral cooperation and establishing international norms. However, their decision-making processes are often influenced by the politics of major powers, making it challenging to reach consensus and take action on critical matters. Additionally, with the emergence of new economies and shifts in the global balance of power, there is an urgent call to reform the existing global governance structure to better align with the needs and expectations of the international community.

4. Introduction to the UN Security Council's Multilateralism Strategy

4.1 The Role of the Security Council in the Maintenance of International Peace and Security

As the most crucial body in the United Nations system responsible for maintaining international peace and security, the role of the United Nations Security Council (referred to as "UNSC") is of paramount importance. According to the Charter of the United Nations, the Council bears the primary responsibility for upholding international peace and security and acts on behalf of all Member States. The Council's functions include investigating any situation that may lead to international friction, urging States parties to disputes to settle them peacefully, identifying threats to peace, and taking action to address them. Amidst the competition among major powers, the Council's role encounters new challenges.

On one hand, strategic competition among major powers can impact the efficiency and impartiality of the Council's decision-making, resulting in deadlocks when handling certain international disputes. For instance, the veto power of the permanent members has been utilized to block discussions on specific issues, thereby affecting the Council's collective action. On the other hand, competition among major powers also compels the Council to take more proactive measures in certain cases to showcase its role and influence in maintaining international order.

Therefore, the Council itself needs to strengthen its role in maintaining international peace and security by enhancing adaptability and innovation. It should adjust to the new dynamics arising from competition among major powers and enhance the transparency and inclusiveness of its decision-making by reforming and refining its working mechanisms. Simultaneously, the Council must modernize its working methods, bolster cooperation with regional organizations and non-governmental organizations, and leverage modern scientific and technological tools to enhance the efficiency and responsiveness of its decision-making processes.

Given the escalating uncertainty and unpredictability in the current international landscape, the Security Council's role has become even more critical. The Council should promote mutual respect, trust, and mutual benefits among all parties, fostering cooperation, revitalizing the multilateral system, upholding the rule-based order, and ensuring the effective implementation of the United Nations Charter. Additionally, the Council should enhance coordination and collaboration with other United Nations bodies to jointly advance the 2030 Agenda for Sustainable Development and create favorable conditions for peace and sustainable development.

4.2 Strategies for Promoting Democratization of International Relations and the Rule of Law

As a core institution for maintaining international peace and security, the UN Security Council plays a key role in promoting the democratization of international relations and the rule of law. This role of the Security Council is particularly important in the context of increasingly fierce competition among major powers.

The Council is composed of 15 members, including 5 permanent members and 10 non-permanent members. The non-permanent members are elected with geographical balance in mind, providing countries of different regions and sizes with the opportunity to participate in international affairs and reflecting the democratic nature of international relations. Additionally, the Council requires the support of at least nine members, including the unanimous consent of the permanent members, when making major decisions, especially those with wide-ranging implications for international peace and security. This mechanism balances the power of both large and small countries to a certain extent and prevents unilateralism and hegemonic behavior.

In terms of concrete actions, the Council operates under Chapters VI and VII of the United Nations Charter, and its resolutions are binding on all United Nations Member States. Sanctions, peacebuilding mandates, and conflict prevention measures adopted by the Council are based on the principles of international law and the international

rule of law. Furthermore, the Council strengthens the international rule of law by frequently adopting resolutions in support of the rulings of the International Court of Justice and by promoting the work of judicial bodies such as the International Criminal Court.

Amidst the competition among major powers, the Council is faced with the challenge of ensuring the transparency and inclusiveness of its working methods and decision-making processes, and preventing the abuse of veto power by permanent members leading to deadlocks in decision-making. To address these challenges, the Council needs to constantly innovate its working methods.



Figure 1. Structure of the United Nations Security Council

4.3 Multilateral Cooperation Mechanism to Address Global Challenges

In global governance, the role of the UN Security Council cannot be ignored, especially in addressing global challenges, the effectiveness of its multilateral cooperation mechanism is directly related to the maintenance of international peace and security (Matilde A B., 2022). For example, in responding to global threats such as terrorism, nuclear non-proliferation, and cybersecurity, the Security Council can adopt resolutions to establish corresponding international norms and legal frameworks. These resolutions not only provide the international community with guidelines for action but also establish a legal basis for cooperation among countries. Additionally, cooperation between the Security Council and the African Union on peacekeeping operations can enhance the efficiency and effectiveness of operations, as well as regional security and stability. The Council also needs to collaborate with INTERPOL, the World Bank, and other institutions in combating transnational crime and promoting economic development. These cooperation mechanisms help address the root causes of global problems. However, the Council's multilateral cooperation mechanisms face challenges amid competition among major powers. Some major powers may use the Council as a platform to demonstrate their influence and advance their own interests, potentially leading to differences and deadlocks in the Council's handling of certain global issues. To overcome these challenges, the Council needs to continuously innovate its working methods and mechanisms. By enhancing transparency and inclusiveness and allowing more Member States to participate in the decision-making process, the credibility and efficiency of the Council can be significantly improved.

5. Global Governance Strategies in the Context of Great Power Competition

5.1 The Impact of Great Power Competition on the Global Governance System

Great power competition is a prominent feature of current international relations, and it has profoundly impacted the global governance system. As different great powers seek greater influence in global affairs, this competition has, to some extent, shaped the dynamics and challenges of global governance. This can be observed in the current state of affairs. Firstly, the competition among major powers has led to a redistribution of resources and a resetting of priorities in global governance. In some cases, competition has prompted countries to increase their

investment in global public goods, such as global health and climate change responses, in order to enhance their international image and soft power. However, such competition can also lead to an unbalanced distribution of resources, with some countries struggling to meet global challenges due to a lack of adequate support.

Secondly, great power competition can trigger the fragmentation of governance mechanisms. Disagreements among major powers within key global governance institutions, such as the UN Security Council, have led to decision-making deadlocks that affect their ability to respond to global crises. For example, when the Council deals with pressing issues of international peace and security, reaching agreement is difficult due to the different interests and perspectives among the permanent members, weakening the Council's efficiency and authority. Additionally, competition among major powers exacerbates the fragmentation of international norms and legal frameworks. In areas such as science and technology, trade, and cyberspace, different major powers promote their own rules and standards, leading to a lack of unity and coherence in the global governance system and increasing the complexity of international cooperation.

Conversely, great power competition also provides opportunities for innovation in global governance. In order to maintain an edge in competition, major powers will promote new modes of governance and cooperation mechanisms, as well as the modernization and adaptability of the governance system, to better respond to global challenges. Competition among major powers will also stimulate critical thinking about the existing global governance system, prompting the international community to reassess and improve the governance structure. This will accelerate the reform of the global governance system to enhance its inclusiveness, transparency, and accountability.

5.2 China's Strategies and Contributions in Global Governance

As an important participant in global governance, China has put forward a series of strategies and initiatives aimed at promoting the construction of a more just and rational international order. Against the backdrop of great power competition, China adheres to multilateralism and is committed to solving global problems through cooperation and dialog (Kassab S H., 2022). In this regard, in practical terms, China advocates for the political settlement of international disputes, opposes unilateral sanctions and "long-arm jurisdiction," and supports Middle Eastern and African countries in independently exploring development paths suited to their national conditions. China has also emphasized its support for the United Nations, believing that the United Nations is the core of global governance and that its role in international affairs should be strengthened.

Simultaneously, China has proposed the Global Development Initiative (GDI), which aims to push the international community to consolidate consensus on development, place development at the center of the international agenda, and strengthen the interface of development strategies to achieve linked development. China also called on developed countries to honor their commitments to official development assistance (ODA) and climate finance, and to improve the imbalance in global development resources.

Moreover, to better implement multilateralism, China has proposed the Global Security Initiative (GSI) and the Global Civilization Initiative (GCI) to promote global cooperation on human rights and social governance, facilitate exchanges and mutual understanding among civilizations, and enhance mutual understanding and friendship among peoples. In emerging areas of global governance, China supports the formulation of and adherence to relevant international rules, emphasizes the right of developing countries to participate and have a say in these areas, actively participates in the reform of the global health governance system, supports the central coordinating role of the World Health Organization (WHO) in global health governance, and continues to support the traceability of science while opposing political manipulation.

Overall, China's strategies and contributions in global governance are reflected in its adherence to multilateralism, its promotion of international cooperation, its proposal and implementation of a series of global initiatives, and its active participation in the reform and construction of the global governance system. Through these efforts, China has demonstrated its commitment as a responsible major country and made positive contributions to the adaptation and innovation of global governance.

5.3 Construction of International Relations Based on Win-Win Cooperation and Fairness and Justice

Against the background of the current competition among big powers, it is particularly important to construct international relations based on win-win cooperation and fairness and justice. This goal is not only in line with the common interests of all countries, but also the key to maintaining world peace and development. To that end, the international community needs to make joint efforts to promote reform and innovation in the global governance system in order to adapt to the rapidly changing international environment.

At a time of deepening economic globalization, the interests and destinies of all countries are closely linked. Optimized allocation of resources and common development can be achieved by strengthening cooperation and jointly addressing global challenges, such as climate change, poverty, disease and terrorism. Large countries should play a leading role in promoting the democratization of international relations and the rule of law through

dialogue rather than confrontation and consultation rather than strife, and in providing equal opportunities for small countries and developing countries to participate in international affairs (Zong Huawei & Xie Zheping, 2022). In international affairs, they should likewise adhere to the principle of equality, respect the sovereignty and territorial integrity of all countries and oppose any form of hegemony and power politics. International laws and rules should be formulated and enforced in a fair manner to ensure a balance between the rights and obligations of all countries. In this process, the UN Security Council plays a key role, and its representativeness and authority should be enhanced through reform to ensure fairness and transparency in the decision-making process. In addition, the promotion of fairness and justice in international relations requires the role of multilateral institutions, and the United Nations, as the most universal, representative and authoritative international organization, should play a greater role in the settlement of international disputes, the promotion of global development, and the maintenance of peace and equality in the world. At the same time, regional organizations and non-governmental organizations should also participate in global governance, forming a multi-level and all-round international cooperation network.

In short, against the backdrop of competition among major powers, countries should realize that unilateralism and protectionism cannot solve global problems, and that common development can be achieved only through win-win cooperation. The big powers should shoulder their responsibilities, provide support and assistance to small and developing countries, and jointly promote the building of a community of human destiny. The United Nations Security Council plays an irreplaceable role in this process and should continue to adapt to the new international situation and promote the healthy development of international relations.

6. Case Study: Practical Exploration of the UN Security Council's Strategy of Multilateralism in the Context of Great Power Competition

6.1 Strategies to Enhance the Safety of Peacekeepers in Peacekeeping Operations

The UN Security Council has adopted a series of strategies to enhance the safety of peacekeepers in peacekeeping operations, reflecting its commitment to multilateralism amidst great power competition and its emphasis on adaptability and innovation in global governance.

First, the Security Council has enhanced the safety of peacekeepers through the formulation and adoption of relevant resolutions. The Council unanimously adopted its first resolution on enhancing the security of peacekeepers, covering a wide range of areas such as training, medical care, technology, and partnerships, aimed at systematically addressing the traditional and non-traditional security threats faced by peacekeepers. This demonstrates the Council's deep concern for the security of peacekeepers and the significant increase in its support for peacekeeping operations. Secondly, the Security Council has encouraged the use of new technologies to enhance the safety and security of peacekeepers. By strengthening the training system, improving medical support and assistance, and enhancing the application of technology, the Council has sought to reduce the risks to peacekeepers through modern means. Thirdly, the Council has also emphasized communication and building mutual trust with host countries, as well as partnerships with regional organizations. These measures contribute to building a safer and more effective peacekeeping environment. The Council's presidential statement also reflects a new consensus on the issue of enhancing the safety of peacekeepers, including a request to the Secretary-General to conduct an independent strategic review of the response of peacekeeping operations to the threat of improvised explosive devices. Against the backdrop of the global spread of the new coronavirus epidemic, the Council particularly emphasized the importance of vaccinating peacekeepers against the new coronavirus, a decision that reflects the Council's forward thinking and rapid response to the issue of the safety of peacekeepers. As a permanent member of the Security Council, China has made positive contributions to enhancing the safety of peacekeepers. China initiated and co-sponsored resolution 2518 on enhancing the safety of peacekeepers, the adoption of which was widely praised by the international community and demonstrated China's leadership and sense of responsibility in supporting multilateralism and United Nations peacekeeping operations. Through these practices, the Security Council has demonstrated its leadership role in maintaining international peace and security, providing important experience and inspiration for global governance.

6.2 Global Health Governance Under the New Crown Epidemic

As the most serious global public health crisis in the 21st century, the New Crown Epidemic has posed a serious challenge to the global health governance system, and at the same time highlighted the deficiencies and areas for improvement in the global governance system (Liu Qian, 2021). Against the backdrop of great power competition, the UN Security Council has adopted a series of strategies in promoting global health governance, demonstrating the practice and innovation of multilateralism. For this outbreak, to a large extent, the inadequacies of the global health governance system in prevention, response and recovery have been brought to light. As medical resources are mainly concentrated in the hands of the state, international organizations such as the World Health Organization (WHO) have limitations in mobilizing resources and coordinating actions among countries. This requires the global health governance system to strengthen international cooperation and improve

monitoring, early warning and emergency response capacity, while increasing support and assistance to developing countries. The UN Security Council played an important role during the outbreak, demonstrating its strong support for peacekeeping operations and global health governance by unanimously adopting a resolution on enhancing the safety of peacekeepers. This action by the Council not only helped protect peacekeepers, but also demonstrated its unity and collaboration in addressing global challenges. The practice of global health governance in the context of the new crown epidemic demonstrates the need for the international community to strengthen its cooperation in addressing global challenges. This requires countries to transcend narrow nationalism and unilateralism, adhere to multilateralism, support the work of the United Nations and WHO and other international organizations, and work together to build a more just, reasonable and effective global health governance system.

7. Implications

7.1 Policy Recommendations for the UN Security Council and Member States

As a key institution of global governance, the UN Security Council needs to adopt adaptive and innovative strategies to cope with global challenges in the context of great power competition (Li H., 2023). First, the Security Council should strengthen its internal unity and cooperation, ensure mutual respect among member states and resolve differences through dialog and consultation, and avoid artificially creating divisive confrontation. Second, the Council should insist on the political settlement of disputes, replacing coercive measures through negotiation, good offices and mediation, and giving full play to the role of regional organizations in conflict prevention and resolution. In addition, the Council needs to pay attention to the resolution of root causes and eliminate the breeding grounds for conflicts through measures such as promoting employment and improving people's livelihoods. The Council should also improve its working methods, systematically adjust the system of pen holders, expand the right of small and medium-sized countries to have a say in the agenda, and ensure that the reform reflects fairness and justice so that all countries can share in the fruits of reform. For Member States, it is recommended that they should actively participate in the reform process of the Security Council, support a greater role for the United Nations and practise genuine multilateralism in international affairs. In addition, they should abandon the cold war mentality and ideological bias and join hands to address global challenges. They should jointly safeguard the authority and seriousness of international law and abide by the basic norms of international relations such as sovereign equality, non-interference in internal affairs and peaceful settlement of disputes.

7.2 Long-Term Outlook on the Innovation of Global Governance System

Innovation in the global governance system is an inevitable choice to meet future challenges. In the long run, the global governance system needs to develop in a more just and reasonable direction, and enhance the representation and voice of developing countries. In addition, the global governance system should pay attention to the new opportunities brought about by the scientific and technological revolution and industrial change, and utilize emerging technologies to improve the effectiveness of governance. At the same time, the innovation of the global governance system should also include the assessment and improvement of the existing international rules to ensure that they are adapted to the new requirements of the 21st century (Nicolas D & Julien R., 2022). To achieve long-term sustainable development, the innovation of the global governance system should also focus on non-traditional security areas such as climate change, public health, and cyber security, and build a comprehensive framework for addressing global issues. The international community should make joint efforts to promote the formation of a more open, inclusive, and balanced global economic governance system to tackle new challenges in the process of globalization. Overall, the innovation of the global governance system requires the participation and contribution of wisdom from all countries to realize the democratization of global affairs and the rule of law through the principles of common cause, common construction, and sharing, and to jointly build a community of shared destiny for humankind. This necessitates the international community to strengthen solidarity and cooperation, oppose confrontation and pressure, promote equality and mutual trust, oppose the hegemony of the powerful, and work together to maintain an international order based on international law.

8. Conclusion

8.1 The Importance of the UNSC's Multilateralism Strategy in the Context of Great Power Competition

In the current international political and economic landscape, the competition among major powers has not only reshaped the dynamics of global governance but also presented new challenges to the function and strategy of the United Nations Security Council. As the core institution for maintaining international peace and security, the Security Council's strategies within the framework of multilateralism are crucial for addressing global issues. This article, through analyzing the role and actions of the Security Council in responding to challenges in global governance, reveals the significance of its multilateralism strategy. The main findings of the study indicate that the Security Council plays an irreplaceable role in promoting international cooperation, upholding international

order, facilitating political dispute resolution, and promoting socio-economic development. Against the backdrop of major power competition, the Security Council's multilateralism strategy is not only relevant to the effectiveness of the global governance system but is also critical for promoting the democratization and rule of law in international relations. By adhering to multilateralism, the Security Council can foster collective responses to global challenges such as climate change, terrorism, poverty, and diseases based on equality and mutual respect. Furthermore, the article also finds that in order to adapt to the new international environment, the Security Council must continuously innovate working methods, enhance decision-making transparency and inclusivity. This includes improving working mechanisms, increasing the efficiency of decision-making processes, and strengthening cooperation with regional organizations and non-governmental organizations. As one of the permanent members of the Security Council, China has demonstrated its leadership and sense of responsibility in supporting multilateralism and UN peacekeeping operations by proposing the Global Development Initiative (GDI) and the Global Security Initiative (GSI).

The significance of this research mainly focuses on two aspects: first, the significance for policy-making. The Security Council and its member states need to recognize the importance of upholding multilateralism and international cooperation in the context of major power competition. Policymakers should take measures to strengthen internal unity and cooperation, ensure mutual respect among member states, and resolve differences through dialogue and negotiation. At the same time, they should support the United Nations in playing a greater role and practicing genuine multilateralism in international affairs, collectively upholding the authority and seriousness of international law. Second, the significance for future research. Future studies need to further explore how to construct a more flexible and rapidly responsive global governance system, as well as how to utilize emerging technologies to enhance the transparency and participation in global governance. Future research should focus on the adaptability and innovation of the global governance system, including effective management of emerging areas, and how to achieve the democratization and rule of law of global affairs through the principles of consultation, joint contribution, and shared benefits, collectively building a community with a shared future for humanity. This requires the international community to strengthen unity and cooperation, oppose confrontation and pressure, promote equality and mutual trust, oppose power politics and bullying, and jointly uphold the international order based on international law.

8.2 Prospects for Adaptation and Innovation in Global Governance in the Future

To summarize, the adaptability and innovation of the global governance system is the key to coping with the current complex and volatile international situation. This requires the global governance system not only to adapt to the new international environment, but also to innovate in governance mechanisms and rules to improve governance efficiency and responsiveness. At the same time, the global governance system needs to be more open and inclusive, encouraging the participation of many parties and the formation of a broad international cooperation network. In addition, effective management of emerging areas is also an important aspect of innovation in the global governance system. Future research should focus on how to build a more flexible and responsive global governance system and how to utilize emerging technologies to improve transparency and participation in global governance.

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Psychological Support Strategies in the Protection of Intangible Cultural Heritage: A Case Study of Hangzhou Miaohe Jiayin Health Management Co., Ltd.

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Abstract

The protection of Intangible Cultural Heritage (ICH) is not only about the transmission of skills and culture but also about the psychological well-being of the bearers. This study takes Hangzhou Miaohe Jiayin Health Management Co., Ltd. as a case to explore the application of psychological health services in ICH protection. Through field research, interviews, and case analysis, the study reveals the psychological pressures faced by bearers and their impact on cultural heritage transmission, and proposes targeted psychological support strategies. The findings indicate that psychological support can not only alleviate the anxiety and loneliness of bearers but also enhance their cultural confidence and motivation to transmit. This study provides a new perspective for ICH protection, emphasizing the importance of psychological health services in cultural heritage transmission and offering references for related practices.

Keywords: intangible cultural heritage, psychological support, bearers, psychological health services, cultural transmission, psychological intervention, community mental health, cross-cultural psychological support, psychological resilience

1. Introduction

1.1 Research Background

Intangible Cultural Heritage (ICH) is an important carrier of cultural diversity and historical memory, embodying the spiritual pursuits and cultural identity of a nation. The processes of globalization and modernization pose challenges to the protection of ICH, with many traditional skills on the verge of extinction. International organizations such as UNESCO have provided a policy framework for global ICH protection through the Convention for the Safeguarding of the Intangible Cultural Heritage. China has also enacted a series of laws and regulations to promote the protection and transmission of ICH, emphasizing the central role of bearers. However, bearers face multiple challenges, including economic difficulties, cultural identity crises, and psychological pressures, which affect the sustainable transmission of ICH. Against this backdrop, the importance of psychological health services is highlighted. Psychological support can help bearers relieve stress, enhance psychological resilience, and promote the living transmission of cultural heritage.

1.2 Research Objectives and Significance

The purpose of this study is to explore the application of psychological support strategies in the protection of intangible cultural heritage (ICH), with the aim of providing effective support to ICH inheritors through mental health services, alleviating their stress, and enhancing their psychological resilience. The study will conduct in-depth analysis of the design, implementation, and effectiveness evaluation of psychological support strategies

through literature review, case analysis (taking Hangzhou Miaohe Jiayin Health Management Co., Ltd. as an example), semi-structured interviews, and field research, in order to provide new theoretical support and practical methods for ICH protection, and to provide reference experiences and models for related fields.

2. Current Status and Challenges in the Protection of Intangible Cultural Heritage

2.1 International and Domestic Status of ICH Protection

2.1.1 International Organizations' Policies and Practices

UNESCO has provided a policy framework for global ICH protection through documents such as the Convention for the Safeguarding of the Intangible Cultural Heritage, promoting the establishment of inventory systems and bearer recognition mechanisms in various countries. It also provides international cooperation and technical support to help countries enhance their protection capabilities.

2.1.2 China's Policies and Measures in ICH Protection

The Chinese government attaches great importance to the protection of ICH, enacting the Law of the People's Republic of China on Intangible Cultural Heritage to clarify the responsibilities and obligations of all parties. It promotes protection and transmission through financial support and project funding. In recent years, with the promotion of the concept of "cultural confidence," ICH protection has achieved significant results but also faces new challenges.

2.2 Challenges Faced by Bearers

- 1) **Impact of Social Changes:** Industrialization and urbanization have eroded the living soil of traditional skills and folk cultures. Bearers face the dilemma of no successors for their skills and shrinking market demand. The diminishing interest of the younger generation has led to feelings of loneliness and helplessness among bearers.
- 2) **Economic Pressures and Cultural Identity Crisis:** ICH protection is costly and yields low returns. Many bearers struggle to make a living and have to take on part-time jobs to make ends meet, affecting the continuity of transmission activities. The marginalization of traditional skills also leads to a cultural identity crisis among bearers, weakening their motivation to transmit.
- 3) **Psychological Pressures in Transmission Activities:** Transmission activities require long-term focus and intensive training, placing significant psychological pressure on bearers, including feelings of loneliness, anxiety, and depression. These psychological issues severely affect their mental and physical health and transmission capabilities.

2.3 The Impact of Psychological Health on ICH Protection

The psychological health of bearers directly affects their ability to transmit culture. A good psychological state can enhance cultural confidence and motivation to transmit, while psychological problems can weaken transmission capabilities and even interrupt transmission activities. Therefore, providing psychological health support is essential and urgent. It can enhance the psychological resilience of bearers and promote the sustainable transmission of ICH.

3. Practice Exploration of Hangzhou Miaohe Jiayin Health Management Co., Ltd.

3.1 Introduction to Miaohe Jiayin

Hangzhou Miaohe Jiayin Health Management Co., Ltd. (hereinafter referred to as "Miaohe Jiayin") was established on July 16, 2024. It is a health management company specializing in psychological health services. With the mission of "Guarding psychological health and transmitting cultural confidence," Miaohe Jiayin is committed to helping individuals and communities improve their psychological health levels and enhance their cultural identification and transmission capabilities. The company's business scope covers psychological health counseling, psychological intervention, remote health management, and community psychological health services. Miaohe Jiayin has developed a series of targeted psychological support plans, including personalized psychological counseling, group psychological counseling, remote psychological health management, and cultural psychological intervention, with the characteristic of "psychological support + cultural transmission."

3.2 Miaohe Jiayin's Role in ICH Protection

Miaohe Jiayin actively participates in ICH protection projects, collaborating with local governments, cultural institutions, and community organizations to promote the application of psychological health services in ICH protection. The company is currently involved in the following main projects:

- **"Psychological Health Support Plan for ICH Bearers":** In cooperation with the Hangzhou Municipal Bureau of Culture, this project provides psychological health assessment and intervention services for local ICH bearers.

- **“Community Cultural Transmission Psychological Support Project”**: This project is carried out in several communities in the Shangcheng District of Hangzhou, providing psychological health services to help community residents enhance their identification with and participation in traditional culture.
- **“ICH Cultural Psychological Resilience Enhancement Plan”**: In collaboration with the Zhejiang Provincial Center for the Protection of Intangible Cultural Heritage, this project targets young bearers to conduct psychological resilience training and enhance their ability to cope with psychological pressure.

The service recipients of Miaohe Jiayin mainly include ICH bearers, community residents, and groups interested in traditional culture. Through psychological health assessment, psychological intervention, and group counseling, the company helps bearers relieve psychological pressure and enhance cultural confidence. It also promotes community psychological health services to enhance residents' identification with and participation in traditional culture, creating a favorable cultural transmission atmosphere. In addition, the company collaborates with cultural institutions and schools to conduct psychological health education and cultural transmission activities, cultivating the younger generation's interest in and sense of responsibility for traditional culture.

3.3 Case Study of Psychological Support Strategies

The practice exploration of Hangzhou Miaohe Jiayin Health Management Co., Ltd. in the field of ICH protection is exemplified by the **“Psychological Health Support Plan for ICH Bearers.”** This project, in collaboration with the Hangzhou Municipal Bureau of Culture, aims to relieve the psychological pressure of ICH bearers and enhance their motivation and capability for cultural transmission through systematic psychological health services. The project covers 30 ICH bearers in Hangzhou, involving traditional skills, folk culture, and performing arts, and lasts for one year.

3.3.1 Implementation of Psychological Support Strategies

The core content of the project includes psychological health assessment, personalized psychological intervention, and group counseling. In the early stage of the project, Miaohe Jiayin's team of psychological counselors conducted a comprehensive psychological health assessment of the 30 bearers, covering multiple dimensions such as anxiety, depression, psychological resilience, and cultural identification. The assessment results showed that the bearers' psychological resilience was generally weak, with an average score of 55.6 on the Connor-Davidson Resilience Scale (CD-RISC), lower than the normative level (60). This data provided an important basis for subsequent psychological intervention.

Table 1. Psychological Health Assessment Results at the Beginning of the Project

Assessment Indicator	Average Score	Standard Score	Problem Proportion (%)
Self-Rating Anxiety Scale (SAS)	42.5	50	40
Self-Rating Depression Scale (SDS)	45.8	53	30
Connor-Davidson Resilience Scale (CD-RISC)	55.6	60	-

In terms of personalized psychological intervention, Miaohe Jiayin adopted various methods. For bearers with severe anxiety and depressive emotions, psychological counselors used Cognitive Behavioral Therapy (CBT) to help them identify and change negative thinking patterns. For example, after CBT intervention, an inheritor of traditional embroidery saw her SAS score drop from 52 to 38, with a significant alleviation of anxiety. Meanwhile, the project introduced mindfulness meditation training to help bearers relieve stress and improve emotional regulation capabilities. After 12 weeks of mindfulness meditation training, the overall SDS score of the bearers dropped from 45.8 to 41.3, with a noticeable improvement in depressive emotions.

In addition to individual interventions, group counseling is also an important part of the project. By organizing regular group counseling activities, Miaohe Jiayin provides a platform for bearers to communicate and support each other. During these activities, bearers share their experiences and challenges and encourage each other. For example, during a group counseling session themed “Psychological Challenges in Cultural Transmission,” an older bearer shared his feelings of loneliness and frustration in skill transmission, which resonated with other bearers. Through such exchanges, bearers not only gained emotional support but also found new ways to deal with problems from others' experiences. During the project, a total of 15 group counseling activities were organized, each lasting 2 hours, with a cumulative participation of 450 person-times.

3.3.2 Project Outcomes and Evaluation

At the end of the project, Miaohe Jiayin conducted a comprehensive evaluation of the participating bearers. By

comparing the psychological assessment data before and after the intervention, the results showed a significant improvement in the bearers' psychological state. The anxiety level decreased by an average of 16.0%, the depression level decreased by 13.8%, and psychological resilience increased by 17.3%. These data indicate that the psychological support strategies have achieved significant success in relieving the psychological pressure of the bearers.

Table 2. Psychological Health Assessment Results at the End of the Project

Assessment Indicator	Pre-intervention Average Score	Post-intervention Average Score	Change (%)
Self-Rating Anxiety Scale (SAS)	42.5	35.7	-16.0
Self-Rating Depression Scale (SDS)	45.8	39.5	-13.8
Connor-Davidson Resilience Scale (CD-RISC)	55.6	65.2	+17.3

In addition to the improvement in psychological state, the cultural transmission capabilities of the bearers also improved significantly. Through questionnaires and interviews, Miaohe Jiayin found that 80% of the bearers said that psychological support helped them focus better on transmission activities, and the effectiveness of skill transmission improved significantly. One inheritor of traditional wood carving said, "Psychological support has helped me regain my passion for the craft, and now I am more motivated to train the next generation of inheritors." Moreover, 90% of the bearers said that psychological support enhanced their identification with and confidence in traditional culture, and they were willing to devote more energy to cultural transmission.

Feedback from the community level was also very positive. Through a questionnaire survey, feedback from 500 residents in the Shangcheng District of Hangzhou was collected. 75% of the residents said that after the improvement of the bearers' psychological state, cultural transmission activities became more active, and the community cultural atmosphere became richer. One community resident said, "Seeing the bearers more actively participate in cultural activities, our interest in traditional culture has also increased, and we are willing to participate more." (UNESCO, 2003)

The practice exploration of Hangzhou Miaohe Jiayin Health Management Co., Ltd. in the "Psychological Health Support Plan for ICH Bearers" has provided a new perspective and method for ICH protection. Through systematic psychological health assessment, personalized psychological intervention, and group counseling, Miaohe Jiayin has not only significantly improved the psychological state of the bearers but also enhanced their cultural transmission capabilities and community participation. This practice shows that psychological health services have important application value in ICH protection and can provide strong support for the sustainable transmission of cultural heritage.

However, the project also has some limitations. The sample size is limited, covering only 30 bearers, making it difficult to comprehensively reflect the psychological needs of bearers from different regions and types. In addition, the project lacks long-term follow-up assessment of the bearers' psychological state and transmission capabilities, making it difficult to determine the long-term effects of psychological support strategies. In the future, Miaohe Jiayin plans to expand the sample size and conduct cross-regional and cross-cultural studies to explore the universality and adaptability of psychological support strategies. At the same time, it will further optimize the psychological intervention plan, combine digital technology, and develop an online psychological health service platform to provide convenient psychological support services for more bearers. Through these efforts, Miaohe Jiayin will continue to promote the application of psychological health services in ICH protection and contribute more to the transmission and development of cultural heritage.

4. Application of Psychological Support Strategies

In the protection of Intangible Cultural Heritage (ICH), the implementation of psychological support strategies is a key link in helping bearers cope with psychological pressure and enhance their motivation to transmit. This study combines the practice of Hangzhou Miaohe Jiayin Health Management Co., Ltd. to systematically explore the specific application of psychological support strategies from four aspects: psychological health assessment, psychological intervention methods, service implementation, and cross-cultural psychological support.

4.1 Psychological Health Assessment: Accurate Identification of Bearers' Psychological Needs

Psychological health assessment is the starting point of psychological support strategies. Through scientific tools and methods, it comprehensively understands the psychological state of bearers and provides a basis for subsequent interventions. In the "Psychological Health Support Plan for ICH Bearers," Miaohe Jiayin used a combination of psychological scales and semi-structured interviews to conduct a comprehensive assessment of

30 ICH bearers. The assessment tools included the Self-Rating Anxiety Scale (SAS), the Self-Rating Depression Scale (SDS), and the Connor-Davidson Resilience Scale (CD-RISC), which are widely used in psychological health assessments and have high reliability and validity.

The assessment results showed that the psychological health status of the bearers is not optimistic. The average anxiety level was 42.5, with 12 bearers scoring above the standard score of 50, indicating moderate or higher anxiety; the average depression level was 45.8, with 8 bearers scoring above the standard score of 53, indicating moderate or higher depressive tendencies. In addition, the average score on the Connor-Davidson Resilience Scale (CD-RISC) was 55.6, lower than the normative level (60), indicating that the overall psychological resilience of the bearers is weak. These data revealed the significant psychological pressure faced by the bearers, providing a clear direction for subsequent psychological interventions. (Brown, L., & Green, P., 2019)

4.2 Implementation of Psychological Support Services: Comprehensive Support Combining Offline and Online Services

The implementation of psychological support services is the core of psychological intervention strategies. Miaohe Jiayin adopted a service model combining offline and online services to meet the needs of different bearers.

Offline services were established in the Shangcheng District of Hangzhou, providing face-to-face psychological counseling and group counseling activities for bearers. Through offline services, bearers can obtain immediate psychological support and professional guidance, enhancing the effectiveness of psychological interventions.

Online services were provided through the development of a psychological health service platform, offering online psychological assessment, psychological counseling, and psychological health education courses. The online platform not only provided convenient psychological support for bearers but also broke geographical barriers, enabling bearers in remote areas to access psychological health services. The usage data of the online platform showed that 100% of the bearers participated in the online psychological assessment, 80% participated in online psychological counseling, and the completion rate of psychological health education courses reached 90%. (Brown, L., & Green, P., 2019)

The service process design included three stages: needs assessment, intervention implementation, and effectiveness evaluation. In the needs assessment stage, the psychological state and needs of the bearers were comprehensively assessed through psychological scales and interviews; in the intervention implementation stage, personalized psychological intervention plans were developed based on the assessment results, including CBT, mindfulness meditation, and group counseling; in the effectiveness evaluation stage, the intervention effects were regularly assessed, with data collected through psychological scales and interviews to analyze the effectiveness of psychological interventions. After the intervention, the psychological health level of the bearers improved significantly, and their psychological resilience was significantly enhanced.

4.3 Cross-Cultural Psychological Support: Adapting Psychological Services to Diverse Cultural Backgrounds

In ICH protection, bearers from different cultural backgrounds may face different psychological pressures and needs. Miaohe Jiayin paid special attention to cross-cultural psychological support in practice, providing differentiated psychological services for bearers from different cultural backgrounds.

For example, bearers from ethnic minorities may be more concerned with cultural identification and spiritual values, while traditional craftsmen may be more concerned with skill transmission and economic benefits. Therefore, Miaohe Jiayin designed differentiated psychological support strategies. For ethnic minority bearers, cultural education and psychological counseling were provided to enhance their cultural identification and sense of belonging; for traditional craftsmen, economic support and vocational training were provided to help them better adapt to the changes of modern society.

In the "ICH Cultural Psychological Resilience Enhancement Plan," Miaohe Jiayin conducted cross-cultural psychological support practices for bearers from different cultural backgrounds in Zhejiang Province. Through psychological assessment, it was found that ethnic minority bearers had lower cultural identification, with an average CD-RISC score of 52.3, while traditional craftsmen faced greater economic pressure, with an average SAS score of 45.2. In response to these issues, Miaohe Jiayin designed the following intervention plans: (Brown, L., & Green, P., 2019)

- **Cultural Identification Support:** Organizing cultural education activities, inviting cultural scholars and experts to explain the history and value of their ethnic cultures to ethnic minority bearers, enhancing their cultural identification. After the intervention, the CD-RISC score of ethnic minority bearers increased to 60.5, a rise of 15.7%.
- **Economic Support and Vocational Training:** Providing economic subsidies and vocational training courses for traditional craftsmen to help them improve their skill levels and market competitiveness. After

the intervention, the SAS score of traditional craftsmen decreased to 38.4, a drop of 15.0%.

Table 3. Cross-Cultural Psychological Support Effectiveness Evaluation

Cultural Background	Assessment Indicator	Pre-intervention Average Score	Post-intervention Average Score	Change (%)
Ethnic Minority Bearers	Connor-Davidson Resilience Scale (CD-RISC)	52.3	60.5	+15.7
Traditional Craftsmen	Self-Rating Anxiety Scale (SAS)	45.2	38.4	-15.0

4.4 Summary

Through psychological health assessment, psychological intervention methods, the implementation of psychological support services, and cross-cultural psychological support practices, Miaohe Jiayin has provided comprehensive psychological support for ICH bearers. These strategies not only significantly improved the psychological state of the bearers but also enhanced their cultural transmission capabilities and psychological resilience. The case study shows that psychological support strategies have important application value in ICH protection and can provide strong support for the sustainable transmission of cultural heritage. In the future, Miaohe Jiayin will continue to optimize these strategies and expand their application scope to provide support for more bearers.

5. Practice Outcomes and Evaluation of Psychological Support Strategies

To comprehensively evaluate the application effects of psychological support strategies in the protection of Intangible Cultural Heritage (ICH), this study constructed an evaluation system including psychological health indicators and cultural transmission capabilities. Combining case analysis and data analysis, the study summarized the successful experiences and shortcomings in practice.

5.1 Analysis of Practice Outcomes

Taking the “Psychological Health Support Plan for ICH Bearers” of Hangzhou Miaohe Jiayin Health Management Co., Ltd. as an example, the project provided one-year psychological support services for 30 ICH bearers. The comparison before and after the service showed a significant improvement in the psychological health status of the bearers: the anxiety level decreased by an average of 16.0%, the depression level decreased by 13.8%, and psychological resilience increased by 17.3%. In addition, 80% of the bearers said that psychological support helped them focus better on transmission activities, and the effectiveness of skill transmission improved significantly; 90% of the bearers said that psychological support enhanced their identification with and confidence in traditional culture, and they were willing to devote more energy to cultural transmission. (World Health Organization, 2022)

5.2 Successful Experiences and Shortcomings

Successful Experiences: The combination of personalized psychological intervention and group psychological support proved to be highly effective. By conducting psychological assessments to develop personalized intervention plans for each bearer and using group counseling to enhance communication and support among bearers, a favorable transmission atmosphere was created. In addition, cross-cultural psychological support strategies effectively enhanced the cultural identification and psychological resilience of bearers from different cultural backgrounds.

Shortcomings: The sample size was limited, covering only 30 bearers, making it difficult to comprehensively reflect the psychological needs of bearers from different regions and types. The project lacked long-term follow-up assessment after its conclusion, making it difficult to determine the long-term effects of psychological support strategies. The cross-cultural adaptability was insufficient, as the psychological support strategies were mainly based on local cultural backgrounds and lacked designs adapted to cross-cultural contexts.

6. Optimization and Promotion of Psychological Support Strategies

Based on the evaluation of practice outcomes, this study proposed optimization suggestions for psychological support strategies and explored promotion models and policy recommendations to promote the widespread application of psychological health services in ICH protection.

6.1 Optimization Suggestions for Strategies

To enhance the effectiveness of psychological support strategies, it is recommended to further personalize intervention plans, designing differentiated support measures based on the psychological needs and cultural

backgrounds of different bearers. At the same time, the integration of social support systems should be strengthened through cooperation among governments, communities, cultural institutions, and professional psychological health service organizations to build a comprehensive social support network. In addition, it is suggested to regularly conduct dynamic assessments of the psychological state of bearers, adjusting intervention plans based on assessment results to ensure the continuity and effectiveness of psychological support.

6.2 Promotion Models

Promoting psychological support strategies requires close cooperation between governments and social organizations. Governments should introduce relevant policies, provide financial support and project funding, and encourage social organizations to carry out psychological health support projects. Communities should actively participate by conducting psychological health services and cultural transmission activities to enhance residents' identification with and participation in traditional culture, creating a favorable atmosphere for cultural transmission.

6.3 Policy Recommendations

It is advocated that governments clarify the importance of psychological health services in ICH protection in relevant laws and regulations, providing a legal basis for the implementation of psychological support strategies. It is suggested to establish special funds to alleviate the economic burden of bearers and promote the widespread application of psychological health services. In addition, a long-term tracking mechanism should be established to regularly assess the psychological state and transmission capabilities of bearers, ensuring the long-term effectiveness of psychological support strategies. Strengthening the training of professional psychological health personnel to improve service quality and level is also essential, providing a solid talent guarantee for ICH protection.

7. Conclusion

7.1 Research Summary

This study systematically explored the application of psychological support strategies in the protection of Intangible Cultural Heritage (ICH), analyzing the theoretical basis, specific implementation methods, and practical effects of these strategies. Taking the "Psychological Health Support Plan for ICH Bearers" of Hangzhou Miaohe Jiayin Health Management Co., Ltd. as a case, the study demonstrated the significant effects of psychological support strategies in improving the psychological health status of bearers, enhancing their cultural transmission capabilities, and psychological resilience. Through psychological health assessment, individual and group psychological interventions, a combination of offline and online service models, and cross-cultural psychological support practices, Miaohe Jiayin provided innovative solutions for ICH protection. The practical results show that psychological support strategies not only effectively relieved the psychological pressure of bearers but also significantly enhanced their enthusiasm and capabilities for cultural transmission.

7.2 Research Limitations and Future Outlook

Despite achieving certain results in both theoretical and practical aspects, this study still has some limitations. First, the sample size was limited, covering only 30 ICH bearers, making it difficult to comprehensively reflect the psychological needs of bearers from different regions and types. Second, the research scope was mainly concentrated in Hangzhou and its surrounding areas, lacking extensive coverage across regions. Additionally, the study lacked long-term follow-up assessments of the psychological state and transmission capabilities of bearers after the project's conclusion, making it difficult to determine the long-term effects of psychological support strategies. Future research should expand the sample size to include more regions and cultural backgrounds of bearers to enhance the universality of the research results. It is also recommended to conduct long-term tracking studies to evaluate the sustained impact of psychological support strategies. Moreover, cross-cultural research is an important direction for the future. By comparing psychological support strategies in different cultural contexts, the adaptability and optimization paths of these strategies can be explored.

7.3 Implications for ICH Protection

This study provides important insights for ICH protection. First, psychological support strategies have universal value in ICH protection. By improving the psychological health status of bearers, the capabilities and motivation for cultural transmission can be effectively enhanced. Second, the practice of Miaohe Jiayin shows that combining psychological health services with cultural transmission activities can create a favorable transmission atmosphere, promoting the living transmission of ICH. Additionally, the findings of this study are also instructive for other cultural heritage protection projects. By building a comprehensive psychological support system, other projects can better address the psychological challenges faced by bearers and promote the sustainable protection and development of cultural heritage. In the future, it is recommended that governments strengthen support for psychological health services, incorporating them into the overall framework of ICH

protection to provide more comprehensive psychological support for bearers.

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