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INTERNATIONAL EXPERIENCE OF DIGITAL MONITORING IN PUBLIC ADMINISTRATION

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Abstract: This article analyzes international experience in digital monitoring within public administration. It examines trends in digital transformation and e-government systems, mechanisms for monitoring national development strategies, and the impact of digital platforms on administrative efficiency. The findings contribute to improving digital monitoring systems in public governance.

Keywords: digital monitoring, e-government, strategic management, KPI, digital transformation, public administration.

МЕЖДУНАРОДНЫЙ ОПЫТ ЦИФРОВОГО МОНИТОРИНГА В ГОСУДАРСТВЕННОМ УПРАВЛЕНИИ

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Аннотация: В данной статье анализируется международный опыт цифрового мониторинга в государственном управлении. Рассматриваются тенденции цифровой трансформации и систем электронного правительства, механизмы мониторинга национальных стратегий развития, а также влияние цифровых платформ на эффективность управления. Результаты исследования направлены на совершенствование систем цифрового мониторинга.

Ключевые слова: цифровой мониторинг, электронное правительство, стратегическое управление, KPI, цифровая трансформация, государственное управление.

DAVLAT BOSHQARUVIDA RAQAMLI MONITORINGNING XALQARO TAJRIBASI

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Annotatsiya: Mazkur maqolada davlat boshqaruvida raqamli monitoring tizimlarining xalqaro tajribasi tahlil qilinadi. Raqamli transformatsiya va elektron hukumat tizimlarining rivojlanish tendensiyalari, milliy rivojlanish strategiyalarini monitoring qilish mexanizmlari hamda raqamli platformalarning boshqaruv samaradorligiga ta'siri o'rganilgan. Tadqiqot natijalari davlat boshqaruvida raqamli monitoring tizimlarini takomillashtirish bo'yicha amaliy tavsiyalar ishlab chiqishga xizmat qiladi.

Kalit so'zlar: raqamli monitoring, elektron hukumat, strategik boshqaruv, KPI, raqamli transformatsiya, davlat boshqaruvi.

Introduction. In today's rapidly evolving world of globalization and digital technology, public administration systems around the globe are undergoing significant structural transformations. This

transition from traditional governance models towards data-driven, digitally enabled systems is a defining trend of the twenty-first century. Digital monitoring has emerged as a crucial tool in ensuring transparency, accountability, and efficiency within public administration.

The significance of this study is due to the growing complexity of socio-economic phenomena and the increasing need for efficient mechanisms to monitor the implementation of national development plans. Traditional monitoring methods, which rely on fragmented data collection, delayed reporting, and limited analysis, are no longer adequate to meet contemporary governance demands (Heeks, 2018). Conversely, digital monitoring systems allow for real-time monitoring of key performance indicators, automatic data processing, and informed decision-making based on evidence.

Furthermore, the need for digital monitoring is directly related to the expansion of strategic planning in public administration. National development strategies, such as the long-term program "Uzbekistan-2030," require continuous and systematic monitoring in order to ensure the achievement of its goals. Without advanced digital tools, it is difficult to assess progress, identify challenges, and make timely management decisions (UN, 2022).

The importance of studying international experiences in digital monitoring is significant for Uzbekistan. Leading countries like Estonia, Singapore, and South Korea have successfully implemented integrated digital government systems that provide real-time monitoring of public policies and programs. These systems rely on advanced technologies such as big data analytics, artificial intelligence, and interoperable digital platforms (OECD, 2019; World Bank, 2009).

For Uzbekistan, the adoption of international practices is not only desirable but also objectively necessary for several reasons. Firstly, the country is currently undergoing large-scale administrative reforms and initiatives aimed at digital transformation in order to improve governance quality. Secondly, the effective implementation of national strategies necessitates the use of modern monitoring tools to ensure data accuracy, transparency, and operational efficiency.

Thirdly, incorporating international best practices can help reduce implementation risks, avoid institutional inefficiencies, and accelerate reform processes. Moreover, international experience can provide methodological frameworks and practical models that are adaptable to local conditions. By implementing KPI-based monitoring systems and balanced scorecards, governments can align strategic objectives with measurable indicators and improve performance evaluation mechanisms.

At the same time, it is essential to acknowledge that a direct transposition of foreign models without adaptation may not produce desirable outcomes. Therefore, it is necessary to conduct a critical analysis of international best practices in order to identify elements that could effectively integrate into the public administration system of Uzbekistan. This analysis must take into account the specific institutional, economic, and technological characteristics of the country.

Studying international experience in the field of digital monitoring is crucial and essential to enhance the efficiency of public administration in Uzbekistan. It contributes to the development of advanced governance mechanisms that can ensure sustainable socio-economic progress in the digital era. The goal of this study is to analyze international experiences in digital governance in public administration, evaluate their applicability, and assess their impact on the efficiency of governance in the context of Uzbekistan.

Main part

1. Digital Transformation and E-Government Evolution: Findings

The transition of public administration to digital technologies represents a shift in paradigm from traditional bureaucratic government to data-driven and platform-based systems. Digital transformation entails integrating information and communication technologies, big data analysis, and artificial intelligence into government processes to enhance service delivery and monitoring capabilities. This transformation is supported by Dunleavy et al. (2006) and Heeks (2018).

Empirical evidence from leading digital economies demonstrates that e-government systems can significantly improve governance outcomes. For example, Estonia's digital government model allows over 99% of public services to be provided online, supported by a secure data exchange infrastructure, such as

the X-Road platform (OECD, 2020). This system ensures the interoperability of government databases and facilitates the real-time monitoring of administrative processes.

Similarly, Singapore's "Smart Nation" initiative integrates digital technologies into government through centralized platforms, enabling predictive analytics and real-time policy assessment (World Bank, 2021). South Korea's e-Government system is also among the most advanced in the world, emphasizing integrated data management and performance monitoring (United Nations, 2012).

These cases demonstrate that the effectiveness of digital transformation in public administration depends on the integration of digital technologies and data management systems.

The analysis demonstrates that digital transformation is not merely a technological advancement, but also a significant institutional reform that alters governance structures and decision-making processes.

2. International Practices in Monitoring National Development Strategies

Monitoring the progress of national development requires a systematic approach that combines performance measurement, data integration, and accountability. International experience has shown that advanced monitoring systems rely on structured frameworks, such as key performance indicators (KPIs) and the balanced scorecard approach. In the United Kingdom, for example, digital dashboards are used to monitor government priorities and provide policymakers with real-time insights into progress and performance. These dashboards aggregate data from various sectors, allowing for comprehensive evaluation and quick decision-making.

Canada utilizes a results-driven management system that prioritizes transparency and accountability through the use of open data platforms. Government agencies frequently publish performance reports, facilitating public oversight and evidence-informed policy adjustments (OECD, 2020). South Korea has implemented an integrated performance management framework that aligns national strategic goals with quantifiable indicators. This approach ensures coherence between policy objectives and their implementation outcomes (United Nations, 2012).

An analysis of international best practices reveals several critical success factors: the utilization of standardized performance metrics, real-time data acquisition and processing, centralized digital monitoring systems, and robust institutional coordination mechanisms. These components contribute to the development of effective monitoring frameworks that can ensure the successful execution of national strategies.

3. The Impact of Digital Platforms on Administrative Efficiency

Digital platforms have a significant impact on administrative efficiency by facilitating real-time monitoring, data-driven decision-making, and enhanced coordination among government agencies. (Margetts & Dunleavy, 2013)

The implementation of digital monitoring platforms leads to:

- reduced administrative costs through automation
- increased speed and accuracy in data analysis
- enhanced transparency and accountability
- improved interagency communication

For example, real-time dashboards enable policymakers to detect implementation gaps and take prompt action, reducing delays in policy implementation. Additionally, open data platforms foster public trust by allowing citizens access to information about government performance. However, there are also challenges associated with digital monitoring systems that need to be addressed.

Data fragmentation and lack of standardization, cybersecurity risks, resistance to organizational change, and insufficient digital skills among government officials – these are some of the challenges identified by the World Bank in its 2021 report. Despite these obstacles, digital platforms can have a significant positive impact on the efficiency of governance, particularly in countries that effectively integrate digital technologies into their administrative systems.

The findings of this study highlight the importance of digital monitoring systems for modern public administration. These systems enable governments to enhance efficiency, transparency, and accountability

while addressing the shortcomings of traditional monitoring approaches.

One of the key insights from the study is that the success of digital monitoring is not solely dependent on technological factors, but rather on institutional and organizational factors. Countries that have been successful in digital transformation have invested in the development of comprehensive digital ecosystems that integrate data, processes, and institutions, as per the OECD's (2020) findings.

Furthermore, the use of performance management frameworks, such as Key Performance Indicators (KPIs) and the Balanced Scorecard, is crucial in ensuring that digital monitoring systems align with strategic objectives. These frameworks provide a systematic approach to assessing policy outcomes and identifying areas for improvement, as proposed by Kaplan and Norton (1996).

For Uzbekistan, the significance of these findings is particularly notable. The country is currently undertaking large-scale reforms with the aim of digital transformation and enhancing public administration. Within this context, implementing international best practices for digital monitoring has the potential to significantly enhance the effectiveness of national policies. However, it is essential to emphasize that a direct replication of foreign models without adaptation to local circumstances may not be successful. When designing digital monitoring systems, it is crucial to consider factors such as institutional capacity, technological infrastructure, and human resources. Furthermore, the integration of emerging technologies, such as artificial intelligence (AI) and big data analytics, presents opportunities for improving the efficiency of monitoring systems. These technologies allow for predictive analysis, automated reporting, and a more accurate assessment of policy outcomes.

At the same time, addressing issues such as data security, interoperability, and the development of digital skills is essential for ensuring the long-term viability of digital monitoring systems. In conclusion, the study emphasizes that digital monitoring is not simply a technical tool but a strategic tool for improving governance effectiveness. Its successful implementation requires a comprehensive approach that integrates technology, institutional change, and human resource development.

Conclusion. The study demonstrates that digital monitoring systems are an essential component of modern public administration, ensuring transparency, accountability, and efficiency in the implementation of national development strategies. The analysis of international experience reveals that countries with advanced digital governance frameworks achieve significantly higher levels of administrative performance and policy effectiveness.

A key finding of the study is that the integration of digital technologies into monitoring processes enables real-time tracking of strategic indicators, reduces information asymmetry, and supports evidence-based decision-making. E-government systems, centralized digital dashboards, and key performance indicator (KPI)-based performance management models have proven to be effective tools for improving governance outcomes.

For Uzbekistan, the adoption of international experience in digital monitoring offers significant benefits. These include improved transparency, enhanced decision-making processes, increased efficiency, enhanced institutional coordination, and enhanced public trust.

The study recommends the following actions:

- Development of an integrated digital monitoring platform.
- Implementation of key performance indicator (KPI)-based performance management systems.
- Adaptation of best international practices.
- Strengthening data governance.
- Improvement of digital competencies.
- Integration of advanced technologies.

In conclusion, the adoption of international expertise in digital monitoring is essential for Uzbekistan's transition to a modern and efficient public administration system, as well as for the successful implementation of long-term national strategies.

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СТРУКТУРНО-ФУНКЦИОНАЛЬНЫЙ АНАЛИЗ ДУХОВНОГО И ЭМОЦИОНАЛЬНОГО ИНТЕЛЛЕКТА В ФОРМИРОВАНИИ ДУХОВНО-НРАВСТВЕННЫХ ЦЕННОСТЕЙ УЧАЩИХСЯ

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Аннотация: Статья посвящена анализу взаимосвязи эмоционального и духовного интеллекта в контексте духовно-нравственного развития школьников. Рассматривается эволюция научных представлений об эмоциональном интеллекте, введенном П. Саловеем и Дж. Майером и получившем развитие в работах Д. Гоулмана, а также раскрывается его педагогическая интерпретация как функционального ресурса образовательного процесса. Особое внимание уделяется роли эмоционального интеллекта в преподавании литературы, где он проявляется через эмпатийное восприятие художественного текста, развитие эмоциональной отзывчивости и рефлексии учащихся. Анализируется понятие «духовный интеллект» как смыслообразующий и ценностно-ориентирующий компонент, связанный со способностью личности к осмыслению жизненных смыслов и моральному выбору. Показано, что в педагогическом контексте духовный интеллект формируется опосредованно через включение обучающихся в деятельность, требующую ценностной оценки и рефлексии.

Устанавливается разграничение понятий «эмоциональный интеллект», «духовный интеллект» и «духовно-нравственное развитие» как различных уровней анализа: психологического, смыслового и педагогического. Автором подчеркивается, что эмоциональный и духовный интеллект выступают предпосылками духовно-нравственного развития личности, обеспечивая формирование ее ценностно-эмоциональной сферы. В исследовании обосновывается необходимость разработки методологически выверенных педагогических моделей, направленных на интеграцию эмоционального и духовного развития учащихся в системе школьного образования, в частности в процессе преподавания литературы.

Ключевые слова: эмоциональный интеллект, духовный интеллект, духовно-нравственное развитие, педагогика, школьное образование, литература как учебный предмет, эмпатия, рефлексия,