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OECD COUNTRIES' EXPERIENCE IN TRANSFORMATION OF PUBLIC SERVICE DELIVERY SYSTEMS

Abstract

The article discusses the growing importance of digital transformation in public administration, with a focus on the experiences of various countries like South Korea, the U.S., and Sweden. It examines how governments worldwide are leveraging new technologies such as artificial intelligence, cloud computing, and mobile applications to enhance public service delivery. Key objectives include improving efficiency, transparency, and citizen satisfaction while fostering stronger government-citizen interactions. The article also touches on challenges faced during the digital transformation, such as data protection, coordination, and legal frameworks. The research highlights successful strategies in digital governance, such as South Korea's leadership in e-government, which enabled it to excel in global rankings. It underscores the significance of strong leadership and comprehensive strategies, including the use of a "control room" to manage inter-departmental coordination. Kazakhstan, which has adopted a new Concept of the development of civil service for 2024-2029, is seeking to apply these international best practices to develop proactive, citizen-centered public services and enhance government efficiency through digitalization.

Key words: digitalization of public services, e-government, citizen-centric management, innovations in the public sector, proactive public services.

Introduction

Every aspect of life is becoming more digital in the modern world, and public administration is no different. In recent decades, governments in many countries, including South Korea, the United States, Sweden, France, Australia, and the United Kingdom, have actively implemented new digital technologies to improve the efficiency of public service delivery.

The goal of this article is to examine international experiences in digital transformation within public administration, focusing on how countries like South Korea, the United States, and Sweden have successfully implemented digital technologies to improve public service delivery. It aims to identify effective strategies and best practices that can be applied to enhance government efficiency, transparency, and citizen satisfaction. Additionally, the article seeks to provide insights and recommendations that the Republic of Kazakhstan can adopt in its 2024-2029 civil service reform, particularly in creating citizen-centered, proactive public services.

The digital transformation of public service delivery in OECD countries has become increasingly important as governments strive to meet citizens' growing demands for efficient, accessible, and transparent services. This transformation, aided by technologies such as artificial intelligence, cloud computing, and mobile applications, seeks to improve government efficiency and citizen satisfaction while also encouraging stronger interactions between citizens and the government. Leading nations such as South Korea, the United States, and Sweden demonstrate diverse approaches to digital government, establishing global standards for e-government practices. South Korea, for example, has developed a sophisticated e-government structure that uses high-speed information infrastructure to improve service delivery and raise its global standing in digital governance.

Despite promising advances, digital transformation in public service delivery faces several challenges, including data privacy, inter-departmental coordination, and the establishment of legal

frameworks to support digital initiatives. Countries have thus devised novel approaches, such as South Korea's "control room" model, which improves coordination among government agencies. Furthermore, OECD guidelines emphasize the importance of proactive, citizen-centered models for tailoring services to societal needs, a strategy used by Kazakhstan in its recent civil service reform. This changing digital landscape emphasizes the importance of comprehensive strategies and strong leadership in successfully implementing digital government models, leveraging international best practices to navigate the complexities of modern public service delivery.

The goal of this research is to examine international experience in the field of electronic and digital government, as well as successful practices that can be applied in the context of public service delivery reforms in the Republic of Kazakhstan. Key initiatives for implementing service management models, improving public service quality, and developing more transparent and efficient government systems are being considered.

By analyzing challenges such as data protection and inter-departmental coordination, as well as showcasing innovative models like South Korea's "control room" for digital governance, the article aspires to contribute to Kazakhstan's journey toward a more effective, digitally enabled government system.

Literature Review

The Concept of Development of the Civil Service of the Republic of Kazakhstan for 2024-2029, dated July 17, 2024, establishes the service and customer focus of the civil service as the primary premise of state bodies' activities. At the same time, the Concept acknowledges that the primary cause of the problem in this area is a lack of a list of indicators and criteria for measuring quality, as well as mechanisms for assessing citizens' opinions on the activities carried out. All of this prevents the state apparatus from measuring the outcomes of its activities against societal needs and expectations [1].

The service model prioritizes citizens' well-being as the primary value of public administration and calls for a shift in approaches to the formation of public services. To construct this model, the state apparatus has been tasked with developing a new model of public administration centered on people and transitioning to proactive public services based on citizen needs [2].

Digital transformation was originally defined as a business activity that enhances a company's competitiveness or generates new growth in response to environmental changes caused by digital technologies such as mobile, cloud, big data, artificial intelligence, and the Internet of things. While digital transformation has primarily been used in an industrial context to address social issues through the use of existing or new technologies, the concept of digital government has evolved from the process of government adaptation to digital innovation. As a result, many countries around the world are implementing digital government policies by establishing new ministries to oversee digital innovation.

According to the OECD, e-government refers to the use of ICTs, particularly the Internet, to improve governance.

In contrast, digital government is part of the government's modernization strategy.

The term refers to a digital government ecosystem made up of government actors, non-governmental organizations, industry, civic associations, and individuals who use digital technologies to generate public value and facilitate access to data, services, and content through interactions with the government [3].

Digital government entails making the best possible use of electronic channels to increase citizen satisfaction and competitiveness in service delivery, as well as improving public service performance and increasing trust and participation.

The OECD has identified 12 principles for the development and implementation of digital government strategies, which bring governments closer to citizens and businesses [4].

1. Openness, transparency, and inclusiveness

2. Participation in policy development and service delivery
3. Data-driven culture in the public sector
4. Privacy and security protection
5. Leadership and political commitment
6. Coherent use of digital technologies across policy areas
7. Effective organizational and governance structures for coordination
8. Strengthened international cooperation among governments
9. Developing clarity

Digital government is a more advanced version of e-government that uses social media, mobile devices, big data analytics, and new artificial intelligence technologies to connect governments and citizens in novel ways. Thus, digital governments employ a broader range of digital technologies than e-governments to significantly improve government services, boost citizen satisfaction, and emphasize citizen participation and government-citizen interactions.

Digital government and e-government share the use of information and communication technology to improve government operations. Digital government is like e-government in that it emphasizes interactions between the government and key actors through the use of public information and digital technology.

Artificial intelligence experts have long predicted that computers will replace human actions and ideas. This is now becoming a reality as digital technology advances at a rapid pace. Many governments are becoming more intelligent as a result of the implementation of artificial intelligence technologies.

Materials and methods of research

The article uses comparative analysis, policy analysis, problem-oriented analysis, contextual analysis, and predictive analysis. Comparison of approaches of different countries in the field of digital transformation and governance allowed us to identify similarities, differences, and key principles for assessing the effectiveness of different digital governance models. Problem-oriented analysis allowed us to identify key challenges of digital transformation, such as coordination between agencies, data protection, and the need for a legal framework, as well as an assessment of the difficulties faced by countries to anticipate possible problems in Kazakhstan. Combining international experience, including successful strategies and innovations, to develop recommendations adapted to Kazakhstan's realities made it possible to take into account the national characteristics of Kazakhstan when analyzing the applicability of international practices. Predictions allowed us to offer solutions and recommendations based on the prediction of possible difficulties in Kazakhstan in terms of the effectiveness of various strategies based on the analysis of the experience of other countries. These methods allowed the author to comprehensively analyze international experience, identify key lessons, and offer specific recommendations for the digital transformation of the civil service in Kazakhstan.

The object of this article is to analyze and discuss the role of digital transformation in modernizing public administration and improving the delivery of public services. By examining case studies from countries like South Korea, the United States, Sweden, and others, the article explores how various governments use digital technologies – such as artificial intelligence, cloud computing, and mobile applications – to enhance efficiency, transparency, and citizen satisfaction.

The article also aims to identify challenges in implementing digital transformations, like data protection issues, coordination across agencies, and the need for robust legal frameworks. The ultimate goal of the research is to provide insights and international best practices that Kazakhstan can apply to its digital transformation efforts in public service, as part of its 2024-2029 Concept for civil service reform. This includes a focus on citizen-centered, proactive public services and creating more efficient government operations through digitalization.

The article examines existing practices and initiatives in other countries to identify successful solutions that can be tailored to local conditions. The author looked at how OECD

countries (such as South Korea, the United States, Sweden, France, Australia, and the United Kingdom) implemented e-government and digital government. Specific measures, such as the use of artificial intelligence, cloud technologies, and other innovations, are being considered to help these countries improve government interaction with citizens and public service quality. This allowed us to identify key principles and approaches that could help Kazakhstan improve the delivery of public services through digital transformation. Furthermore, a comparative analysis was carried out to identify similarities and differences among various countries, models, or approaches, as well as to assess their effectiveness. The initiatives of various countries in the field of digital governance are compared.

It specifically investigated how different countries implement governance service models, use cloud technologies and AI, and coordinate government agency operations. The benefits and drawbacks of each approach are examined to identify the most effective strategies that can be implemented in Kazakhstan, considering national characteristics and reform objectives. Problems and challenges are assessed by identifying the difficulties that states face when introducing new technologies or changing governance.

The author investigated the challenges that OECD countries faced as they embarked on their digital transformation journey, including the need for improved departmental coordination, data protection, innovation, legal framework issues, and perceptions of digital technologies.

This enabled us to anticipate potential difficulties that Kazakhstan might face and propose solutions to overcome them based on an analysis of previous experiences.

These methods offer a comprehensive approach to analyzing international experience and assisting in the development of recommendations for improving public service delivery in Kazakhstan based on best global practices.

Overall, the article emphasizes the importance of strong leadership and comprehensive strategies, using examples like South Korea's "control room" model, to ensure effective coordination and successful outcomes in digital governance.

Results and its discussion

Government innovations that began in the United States and the United Kingdom, combined with the adoption of information technology, resulted in the development of a paradigm of new government innovations known as e-government and digital government in general.

This trend of government innovation has spread around the world thanks to the United Nations' efforts, resulting in significant achievements by the governments of New Zealand and Australia, in particular. South Korea has quickly established itself as a global leader in digital government through the adoption and implementation of high-speed information and communication infrastructure and technology. South Korea is the only country in the world that has transitioned from aid recipient to donor, steadily increasing its contribution of ICT to official development assistance. As a result, many developing countries are attempting to implement digital governments, including a comparison of e-government and digital government projects in South Korea.

Over the last century, governments around the world have focused much of their administrative reform efforts on creating compact and efficient governments. Despite their efforts, the size of government has continued to increase, and inefficiencies have persisted. This is because most administrative reforms are carried out in the absence of innovative technologies that have caused societal changes.

Furthermore, in many countries, public innovation has emerged in response to political needs and policy priorities aimed at maintaining the regime, such as coordinating disparate and ad hoc organizations and reducing staff.

As a result, the public sector must introduce innovations that deviate from previous practices and adapt to changing conditions.

Cross-border public services, which support EU public service delivery policies, have become a prerequisite for a fully realized single market in the European Union, ensuring individuals' rights to live and work anywhere in the Union and businesses' ability to offer services across the EU.

In 2012, the e-Commission set out its program, and this program sought to apply the principles of e-government to the work of the Commission itself: to use innovative tools and modern technologies to improve the efficiency, effectiveness, and transparency of the Commission's work by streamlining and modernizing the many IT infrastructures that underpin its policies and internal business. Targeted applications included public websites, procurement, machine translation, document management, open data portals, and European citizens' initiatives [5].

With rapidly growing new technologies, governments are keeping pace with changes in the use of mobile technologies. Increasingly, citizens and businesses are using mobile technologies such as smartphones and tablets to interact with digital government. For example, in 2013, over 300,000 French citizens used smartphones to make tax payments via a mobile application [6]. Offering new opportunities to explore how technology can provide functionality such as location-based services, and mobile computing will require new and ongoing investment in the use of mobile devices, applications and to ensure efficient service delivery across all device types.

Denmark is currently one of the leading countries in digital public policy, ranking first among the 28 EU Member States in the Digital Economy Index. The country demonstrates outstanding performance in the provision of online public services - services that are based on coherent long-term national policies. The Digital Strategy 2016-2020, the Government's overall digital plan, launched in May 2016, aimed to further strengthen close collaboration across the public sector to deliver quality, efficient, and coherent services to people and businesses [7].

Sweden is one of the world leaders in e-government and was ranked fifth in the world in the UN in 2018 for the e-government of public administration [8]. The Swedish government's goals in the field of digital interoperability of public administration - e-government - are:

- to simplify the daily lives of citizens;
- to make government more transparent, supporting innovation and participation;
- to improve the quality and efficiency of government activities [9].

In addition to the implementation of e-government, the Swedish government is constantly promoting a digital transformation policy. The goal of its digital transformation policy is for Sweden to be a world leader in exploiting the opportunities of digitalization. In November 2011, the Swedish government announced "ICT for All: A Digital Agenda for Sweden", aimed at promoting ICT for all areas of citizens' lives.

The agenda was to bring together all current activities horizontally and consistently in order to exploit all the opportunities offered by digitalization for individuals and businesses [10]. The digital agenda identified the need for efforts in four strategic areas based on the user perspective:

- e-government should be easy and safe to use;
- it should provide services that bring benefits;
- there is a need for infrastructure;
- ICT should play a role in the development of society.

Subsequently, in June 2017, the Swedish Government set itself the goal of becoming a world leader in using the opportunities of digital transformation to achieve sustainable development in the country and announced a sustainable digital transformation in Sweden – a digital strategy (Swedish Government Office, 2017). To promote sustainable digital transformation, the Swedish Government proposed the following five key action areas to become a world leader in using the opportunities of digital transformation.

Digital skills - the goal of developing digital skills requires that everyone should be familiar with digital tools and services and be able to follow and participate in the digital transformation based on their own situation.

Digital Security - the goal of digital security is to ensure that people, businesses, and organizations trust and can easily use digital services.

Digital Innovation - the goal of digital innovation is to enable competitive conditions to create and deliver new or improved products and services that provide value to society, businesses, the environment, and people.

Digital Leadership - the goal of digital leadership is to improve, develop, and enhance performance through management, measurement, and follow-up.

Digital Infrastructure - the goal of digital infrastructure development is to improve and strengthen the electronic communications infrastructure that is critical to the transmission of data [11].

In Australia, until the mid-1990s, information policy in Australia was handled by the Department of Finance and Administration. Specific e-government policy was carried out by the Office of Government Information Technology, which was established in 1995.

In 1997, the Office of Government Online was established, an e-government implementation organization focused on the delivery of government-level administrative services electronically.

The Australian Government Information Management Office (AGIO) within the Department of Finance and Regulation plays a leading role in improving the government's use of ICT. The office delivers specific reforms including coordinated ICT procurement, Gov 2.0, data center consolidation, and ICT investment management. Building on its position as the lead agency, including for the government-wide adoption of Gov 2.0, it collects and analyses information to help the government set future directions.

These e-government-led organizations have changed with the introduction of digital government and digital transformation in 2014. Consequently, AGIO aims to:

- Develop a digital transformation roadmap.
- Delivery and enhancement of digital platforms.
- Oversee and advise on ICT and digital investment.
- Transformation of ICT procurement.
- Build the ICT and digital capacity of Australian government services [12].

Looking at the e-government initiatives in many countries around the world, one can determine the importance of centralized governance for the sustainability of the policy. Many countries are promoting digital policies and presenting various digital government initiatives. All these policies include visions and strategies based on various roadmaps and action plans.

When a country is promoting e-government projects for its digital government transformation, the most important factors can be summarized as follows.

First, strong leadership as well as the understanding and will to implement digital government are essential for a successful government transformation. Along with installing basic ICT infrastructure, changing the perception of civil servants, using digital technologies to change business processes in the government, providing new electronic administrative services, an open and shared administrative database, and legal and institutional improvements are the most important key factors.

In addition, for many countries, it is also important to create the right organization to promote digital government. The policy for implementing digital government today is not limited to technical details as it once was. Implementing digital government requires huge changes in all areas of public administration. Therefore, it is not possible to advance digital government policy through a single department or agency. To successfully implement such a comprehensive government transformation, a strong control room is needed to guide the various departments and

coordinate tasks between them. The creation of this strong control room involves three important aspects that need to be mentioned.

The reason why the US digital government policy has been sustainable and has remained unchanged across administrations is because the Office of Management and Budget has pursued the digital government policy with strong budgetary authority.

Another technology that has the potential to have a huge impact on e-government is cloud computing. Cloud computing is a model for using configurable pools of computing resources (such as networks, servers, storage, and applications) that are accessible over the Internet. Cloud computing can be used in a variety of configurations (e.g., private, public, or hybrid clouds) and a variety of ways (e.g., through capabilities delivered to the customer at the infrastructure, platform, or software level). Cloud computing offers the prospect of reducing ICT costs for public authorities through economies of scale (estimates vary widely, from 10-30% according to some sources [13] to as much as 25-50% according to others [14], while supporting the rapid introduction of new and innovative public services. Digital Europe, representing the digital technology industry in Europe, has recommended that cloud computing should be a key element of the e-Government Action Plan. The organization has also recommended that Member States share their experiences in cloud computing through a portal and that public sector cloud computing should be given special attention in funding from the Connecting Europe fund [15].

Despite the enormous potential, there are many challenges facing public authorities wishing to use cloud computing. A branch of the European Parliament has emphasized the need to guarantee security, protect privacy, and ensure interoperability between systems in different Member States [16]. Other issues include clarifying legal and procurement terms, establishing mandatory technical standards (for example, facilitating the transfer of services from one provider cloud to another), and establishing trust in government services delivered through the cloud.

British scholars have noted that undoubtedly the most significant civil service reform movement of the twentieth century was New Public Management. It arose in opposition to the administrative and legal framework of public administration that dominated the delivery of public services. Public administration was deeply rooted in a bureaucratic model that emphasized hierarchy and specialization of roles, accountability within that hierarchy, the separation between politicians (who made policy) and civil servants (who administered it), and the importance of the rule of law within these processes [17].

Public service delivery in the UK has invariably been embedded in the 'public sector' - those public services delivered directly by the government. NPM advocated a managerial and market-oriented structure for public service delivery based on market efficiency as opposed to bureaucracy, and the introduction of competition and markets/quasi-markets into the delivery of public services to allocate scarce public resources. New Public Governance emerged as a direct critique of the internal focus of NPM, arguing that the delivery of public services was no longer the preserve of individual public bodies. Rather, it required the co-production of a range of such bodies, who in turn merely demanded, consumed, and evaluated them. As Bovaird argued, ‘service users and their communities can – and often should – be involved in the planning and delivery of services’ [18]. However, this increased role for co-production continues to be presented as the initiative of public service managers, and so some argue that its aspirations will always be subject to the realities of power relations between citizens and service users. Public service experts may also view co-production as time-consuming and resource-consuming, distracting attention from the ‘real’ task of delivering services effectively. Concerns have also been raised that involving more actors in the planning and delivery of services will not necessarily lead to consensus and will make it more difficult for public service professionals to exercise leadership. Finally, users of public services need an interest in co-production, which, from a public administration perspective, requires them to devote their time and energy to service production. There is debate about whether they have the time or the competence to do so [19].

These reforms, such as New Public Management and New Public Governance, have undoubtedly led to some notable successes in the delivery of public services. NPM introduced standards of efficiency and expertise in the design and delivery of public services and improved the technical criteria by which public services are assessed.

NPG raised awareness of the importance of inter-organizational governance and the potential for co-production of public services. Finally, New Public Administration and New Public Service have raised the profile of British public services for democratic renewal and civic participation, as well as for improving social justice.

The government innovations that began in the UK in the 1980s were also adopted in the United States in the 1990s. During this time, the Reagan administration was pursuing a neoliberal economic agenda of spending cuts, sharply lower corporate taxes, deregulation of business, and stable fiscal policies. In 1993, President Clinton created the National Performance Review (NPR), which established four important principles for rethinking the role of government:

- Put consumers first;
- Cut red tape;
- Empower employees to achieve results;
- Bring government back to basics.

NPR has implemented e-government as a means of providing better customer service and expanding electronic access to government agencies. An important factor in the success of NPR has been the implementation of e-government and the use of information and communication technology. E-government, first introduced in 1993 as a means of administrative reform in the United States, has now spread throughout the world and has become a challenge for all countries. is regarded as a successful administrative reform.

With continuous efforts in e-government and national informatization, South Korea has become one of the world leaders in e-government, receiving the highest scores in the UN e-Development Index and e-Participation Index. South Korea's ranking in the United Nations e-Development Index improved from fifteenth place in 2001 to first place out of 192 countries worldwide in 2010, and it also ranked first in the e-Participation Index in 2010, 2012, and 2014. Moreover, many of South Korea’s e-government practices have been presented to the world as best practice examples to date and have received worldwide recognition.

In addition, South Korea’s high level of informatization has been recognized worldwide, as evidenced by the fact that South Korea has ranked first in the International Telecommunication Union’s Digital Opportunity Index for three consecutive years. The successes of South Korea’s e-government services have been selected as best practices. For example, with its UNIPASS electronic customs system, which established an online export and import system for the first time in the world, the South Korea Customs Service won the WTO Award in 2006 for the Protection of Intellectual Property Rights with a Fast-Track Customs System, among 169 member countries.

The e-government initiative is recognized as a key strategic requirement for a knowledge-based society in the 21st century. Many governments, including South Korea, are devoting resources to building e-governments. An Internet-based government can more efficiently deliver public services to citizens and private businesses through greater access and cost savings worldwide. Around 2010, developed countries were raising the issue of transition from e-government to digital government. Therefore, it is necessary to understand the historical development and trends of government innovation to cope with the upcoming changes. Digital governance, in addition to digital government and e-government, will be essential for the proper functioning of governments soon. This trend was reinforced in November 2012 when the UK government announced the use of digital government since 2003 and began promoting digital government in 2014.

This process was also influenced by the Open Government Data (OGD) projects that began in the mid-2000s. The OECD expects OGD projects to promote transparency, accountability, and

value creation in many governments around the world by making government data available to the public.

The OECD published its recommendations on digital government strategies in 2014. Subsequently, in 2016, the OECD published its Digital Government – Strategies for Transforming Public Services in the Social Care Sectors. In addition, the OECD continues to publish reports that measure the level of digital government in its member countries. In July 2014, through the OECD Council, OECD member countries formally adopted a recommendation calling on "governments to develop and implement digital government strategies" to help and guide them in achieving this digital transformation.

The new digital environment offers opportunities for closer collaboration and participatory relationships between stakeholders to actively shape policy priorities, collaborate in the design of public services, and participate in their delivery, with the public sector value chain highlighting the changing boundaries of the public sector. New approaches are needed to support the transition from government-centered services by focusing on citizen-centered approaches and moving towards an environment in which citizens and businesses define their own needs and meet them in partnership with governments (people-centered approaches), supported by new governance structures and funding mechanisms specific to digital innovation projects, as discussed in some cases in its Government Digital Strategy (now known as the Digital Government Strategy) [20].

Compared to e-government, digital government as proposed by the OECD focuses on strengthening digital communication and links between government and citizens through the use of diverse and advanced ICTs. Thus, digital government services will be more focused on providing personalized or individual-centric services rather than "citizen-centric" services.

Ultimately, digital government will help improve the transaction service between citizens and governments through advanced ICT technologies. Thus, in digital government, it will be important to establish digital governance through electronic citizen participation and decision-making.

The Fourth Industrial Revolution refers to changes in the industrial environment where artificial intelligence maximizes automation and connectivity. The term was first mentioned at the World Economic Forum in Davos, Switzerland, on January 20, 2016. Although the keywords presented by academics vary slightly, machine learning and artificial intelligence development are generally considered as the main enablers.

The theme of the 2016 Davos Forum was "Mastering the Fourth Industrial Revolution". The Fourth Industrial Revolution is an industrial revolution driven by the convergence of ICTs. In the era of the Fourth Industrial Revolution, new products are emerging using AI robots, the Internet of Things, mobile devices, 3D printers, unmanned vehicles, nanotechnology, and biotechnology play a leading role in social development. These technological innovations can revolutionize the way people live, as well as the management system of industry, society, and government. With this Fourth Industrial Revolution, we are entering a new world that will change the way we live. The scale, scope, and complexity of these changes will be completely different from what humanity has experienced before.

As the Fourth Industrial Revolution reaches its maturity, fundamental changes are expected to enter the public sector. The Fourth Industrial Revolution summarizes the domains and examples of the transition to a smart state through the implementation of intelligent information technology in the government sector.

Most of the administrative work related to monitoring and supervision is likely to be carried out using intelligent drones. In terms of surveillance and oversight activities, there is a growing possibility of their application in a wide range of public administration fields, such as police and environmental supervision, surveillance and supervision of agriculture, forestry and maritime transport, and public safety including firefighting and disaster prevention. Simplified administrative services that are performed regularly are likely to be performed by intelligent robots

equipped with artificial intelligence functions and chatbots in the case of information services. It is likely to become increasingly possible to use artificial intelligence systems in the fields of self-government, civil affairs management, and consultation, as well as in simple administrative tasks with simple repetition following rules and procedures.

Since 2017, South Korea has been using chatbots to issue passports and process vehicle citations for parking violations. Administrative actions are increasingly being replaced by various automation systems and devices based on the Internet of Things. There are various examples of the Internet of Things, such as intelligent video surveillance, which is applied to collect and use information across the country, as well as in the field of traffic information and traffic management, and the emerging infrastructure related to autonomous vehicles. Even administrative judgments that are perceived as human behavior are increasingly likely to be replaced by judgments of artificial intelligence.

The results of the article highlight the effectiveness of digital transformation in public administration as demonstrated by several countries, especially South Korea, the United States, and Sweden. Key findings indicate that these nations have improved public service delivery by leveraging digital technologies, such as artificial intelligence, cloud computing, and mobile applications. The article illustrates how these innovations have enhanced government efficiency, transparency, and citizen satisfaction, while also strengthening the relationship between citizens and the government.

The article also identifies challenges in implementing digital transformation, including data privacy concerns, the need for coordination among government departments, and the development of appropriate legal frameworks. It underscores successful strategies, such as South Korea's "control room" model, which facilitates inter-departmental coordination.

For Kazakhstan, the results emphasize the importance of adopting these international best practices to advance its own digital government initiatives. This includes focusing on citizen-centered and proactive public services, aiming to enhance government efficiency and better align services with societal needs. The article concludes that Kazakhstan’s 2024-2029 civil service reform can benefit from these insights, applying the lessons learned from other countries to create a more efficient and responsive digital government.

Conclusion

In conclusion, it should be noted that the rise of e-government and digital technology is rapidly changing the way governments operate. New Public Management was not a concept for how government operates in the traditional sense, but rather one that resulted in coordination and cooperation to solve common problems. In the age of e-government, this management has been replaced by e-governance. Previously, e-governance aimed to provide citizens and businesses with efficient, convenient, and transparent services via information and communication technology, as well as to allow citizens to directly participate in political activities. Thus, e-governance prioritized participation in e-democracy, e-voting, and online political activities. With the rapid introduction of intelligent information technology and social networking services, there is an increasing demand for digital governance that is appropriate for the digital age. Of course, the definition of digital governance varies depending on the level of ICT development in a country or society. However, digital governance, as defined by digital government, is the process of determining how to optimize work processes and decision-making processes through citizen participation in all areas of national activity, including both the private and public sectors. In broad terms, the use of innovative tools in the delivery of public services refers to the process of using digital information technologies to solve public problems through government, civil society, and citizen collaboration. Thus, digital governance is becoming more important than ever, as the interaction between citizens and governments within digital governments can be expanded more widely than ever before, and various digital information technologies become more accessible.

Digital governance also enables citizens to participate in government activities and influence political decision-making. Citizens are no longer passive recipients of public services; instead, they can actively participate in deciding what types and standards of public services they want, as well as the governance structure. Thus, digital governance prioritizes citizen participation in decision-making over previous e-government models, as well as accountability and transparency.

Citizens are freed from their status as consumers of administrative services through digital government, and they can participate in decisions about the use of digital information technologies used in administration for administrative development, business, provision, and management. Thus, digital governance and the use of innovative tools aim to support citizen-led policy-making processes by leveraging digital information technologies to improve real-time interactions between citizens and the public sector, as well as to meet citizens' individual needs when receiving public services. The digital transformation of public services around the world demonstrates how modern information and communication technologies can significantly improve the quality of interaction between the state and society. The experience of OECD countries shows that digitalization not only accelerates the delivery of public services but also helps to increase citizens' trust in government institutions. It is important to remember that successful digital government implementation necessitates a clear strategy, interdepartmental coordination, and active citizen participation. Kazakhstan, which has adopted the Concept of Civil Service Development for 2024-2029, is taking significant steps to create proactive services based on population needs and the implementation of advanced technologies, which will yield significant results in the coming years.

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ЭЫДҰ ЕЛДЕРІНІҢ МЕМЛЕКЕТТІК ҚЫЗМЕТТЕРДІ КӨРСЕТУ ЖҮЙЕСІН ЦИФРЛЫҚ ТРАНСФОРМАЦИЯЛАУ ТӘЖІРИБЕСІ

Аңдатпа

Мақалада Оңтүстік Корея, АҚШ және Швеция сияқты әртүрлі елдердің тәжірибесіне назар аудара отырып, мемлекеттік басқарудағы цифрлық трансформацияның өсіп келе жатқан маңыздылығы талқыланады. Ол әлемдегі мемлекеттердің мемлекеттік қызметтерді көрсетуді жақсарту үшін жасанды интеллект, бұлттық есептеулер және мобильді қосымшалар сияқты жаңа технологияларды қалай пайдаланып жатқанын зерттейді. Негізгі мақсаттарға тиімділікті, ашықтықты және азаматтардың қанағаттанушылығын арттыру, сонымен бірге үкімет пен азаматтың өзара әрекеттесуіне ықпал ету кіреді. Мақалада цифрлық трансформация кезінде туындайтын деректерді қорғау, үйлестіру және құқықтық база сияқты мәселелер де қарастырылған. Зерттеу табысты цифрлық басқару стратегияларын атап көрсетеді, мысалы, Оңтүстік Кореяның электрондық үкіметтегі көшбасшылығы жаһандық рейтингтерде жоғары тұруға мүмкіндік берді. Ол ведомствоаралық үйлестіруді басқару үшін «басқару бөлмесін» пайдалануды қоса алғанда, күшті көшбасшылық пен біріктірілген стратегиялардың маңыздылығына баса назар аударады. Мемлекеттік қызметті дамытудың 2024–2029 жылдарға арналған жаңа тұжырымдамасын қабылдаған Қазақстан белсенді, азаматтарға бағытталған мемлекеттік қызметтерді дамыту және цифрландыру арқылы үкіметтің тиімділігін арттыру үшін осы озық халықаралық тәжірибені қолдануға ұмтылады.

Негізгі сөздер: мемлекеттік қызметтерді цифрландыру, электронды үкімет, тұтынушыға бағытталған басқару, мемлекеттік сектордағы инновациялар, белсенді мемлекеттік қызметтер.

ОПЫТ СТРАН ОЭСР В ЦИФРОВОЙ ТРАНСФОРМАЦИИ СИСТЕМ ПРЕДОСТАВЛЕНИЯ ГОСУДАРСТВЕННЫХ УСЛУГ

Аннотация

В статье обсуждается растущая важность цифровой трансформации в государственном управлении с акцентом на опыте различных стран, таких как Южная Корея, США и Швеция. В ней рассматривается, как правительства во всем мире используют новые технологии, такие как искусственный интеллект, облачные вычисления и мобильные приложения, для улучшения предоставления государственных услуг. Основные цели включают повышение эффективности, прозрачности и удовлетворенности граждан, одновременно способствуя более тесному взаимодействию правительства и граждан. В статье также затрагиваются проблемы, возникающие в ходе цифровой трансформации, такие как защита данных, координация и правовые рамки. Исследование освещает успешные стратегии в области цифрового управления, такие как лидерство Южной Кореи в области электронного правительства, которое позволило ей преуспеть в мировых рейтингах. В ней подчеркивается важность сильного лидерства и комплексных стратегий, включая использование «диспетчерской» для управления межведомственной координацией. Казахстан, принявший новую Концепцию развития государственной службы на 2024–2029 годы, стремится применить данные передовые международные практики для разработки проактивных, ориентированных на граждан государственных услуг и повышения эффективности правительства посредством цифровизации.

Ключевые слова: цифровизация государственных услуг, электронное правительство, клиентоориентированное управление, инновации в государственном секторе, проактивные государственные услуги.

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