REVIEWER'S REPORT

Manuscript No.: IJAR-55495

Title: MANAGEMENT SYSTEM FOR THE EXCHANGE OF EXEMPLARY PROJECTS OF CIVIL SERVANTS

Recommendation:

Accept as it is …………………………….

Accept after minor revision……………….

Accept after major revision ……………….

Do not accept (*Reasons below*) ………

Rating	Excel.	Good	Fair	Poor
Originality		√		
Techn. Quality		√		
Clarity		√		
Significance		√		

Accept after minor revision : The language is often highly technical and complex, with long sentences and dense terminology

Reviewer Name: Dr.D.Leela Kalyani

Detailed Reviewer's Report

The paper addresses a highly relevant and contemporary issue: managing digital transformation (DT), artificial intelligence (AI), and lifelong learning for civil servants through a novel conceptual framework termed Arrow Theory and the Exemplary Double (ED). The topic is timely and socially significant, particularly in the context of rapid technological change, skills gaps, and the growing need for structured lifelong learning systems in public administration. The interdisciplinary scope-covering mathematics, psychology, linguistics, pedagogy, computer science, and project management-adds depth and ambition to the study.

The central idea that "people should not run after samples, but samples should run after people" is innovative and human-centric. It reflects modern thinking in digital governance and personalized learning systems.The objectives of the study are clearly stated and revolve around promoting sustainable development through the Arrow approach, Exemplary Double, and a management system for exchanging exemplary projects among civil servant teams. The research question -how to purposefully improve digital transformation and lifelong learning under conditions of rapid change-is well framed.

The conceptual framework is comprehensive and theoretically rich. The Arrow Theory, Best First Search (BFS), Duality Principle, and Metaphorical Task Register Model (MTRM) are explained in detail. The integration of mathematical constructs (commutative triangles, Cartesian squares, lattices) with metaphors such as escalators, companions, and Chinese dragons is intellectually stimulating and shows originality.

However, the framework is very dense. While academically strong, it may be difficult for non-technical or policy-oriented readers to fully grasp without additional simplification or practical illustrations.

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The paper adopts a conceptual and modeling-based methodology, rather than an empirical one. The Arrow approach is presented systematically, starting from a high level of abstraction and moving toward implementation models such as: Metaphorical Task Register Model (MTRM), Management model of samples for project teams, Evolutionary stack and lattice-based structures.

The use of Real-Time Analytics (RTA) and virtual laboratories strengthens the methodological design. The visual representations (Euler spiral and Chinese dragon metaphors) help illustrate the complexity and evolution of learning and decision-making processes.

However, the paper would benefit from:

A clearer explanation of how these models are operationalized in real civil service environments, Inclusion of a small pilot case, scenario, or example showing practical application. The results are primarily conceptual outcomes rather than measurable empirical findings. The manuscript successfully proposes: A unified system (S) for managing exemplary digital transformation projects, the Exemplary Double as a personal decision-making and learning companion, A structured mechanism for exchanging best practices among project teams. These outcomes are logically consistent with the stated objectives. The contribution lies more in theoretical advancement and system design than in empirical validation.