

CASE STUDY 04

When the Citizen Is the Customer

How a Central Asian Ministry of Finance went from paper-and-phone to a real digital backbone — with the Asian Development Bank watching.

ABOUT THE CLIENT (ANONYMIZED — STRICT NDA)

INDUSTRY	Sovereign government — central economic ministry
MANDATE	National economic policy, state budget, taxation, public debt
COUNTRY	Central Asia
FUNDER	Asian Development Bank (ADB) — multilateral digitalization program
CIVIL SERVANTS	2,000+
FOOTPRINT	41 departments and regional offices nationwide
USE CASE	Citizen Relationship Management, automated SWOT, exec reporting
ENGAGEMENT	ClickUp as the Ministry's official platform, on BEACON

2,000+

CIVIL SERVANTS

41DEPARTMENTS & REGIONAL
OFFICES**3**

PRODUCTION CRM WORKFLOWS

ADB

MULTILATERAL FUNDING PARTNER

THE STORY

When a citizen wants to ask the Ministry of Economy and Finance a question, in 2023 the request started as a piece of paper. Sometimes it traveled by hand between buildings. Sometimes it traveled by phone. Sometimes it disappeared into a regional office and didn't surface again for weeks. Across 41 departments and regional offices and 2,000+ civil servants, the Ministry's interaction with its own citizens ran on the operational stack of a different century. The Asian Development Bank financed a digitalization program with one condition: it had to be real, and it had to be measurable. ClickUp was selected as the Ministry's official platform. Digibeacon was named the implementation partner. Today, the Ministry runs three production CRM workflows on ClickUp — citizen requests, document routing, approvals — with ADB milestone evidence generated continuously, not assembled at quarter-end.

BEFORE CLICKUP

The Ministry of Economy and Finance sits at the center of national economic life. Its decisions shape every household budget, every business permit, every public investment. But the operational backbone underneath those decisions — how citizens lodged requests, how documents moved between departments, how approvals worked their way to ministerial leadership — ran on paper, phone calls, and inter-office spreadsheets. The same fragmented stack a private company would have. Just with sovereign-level consequences when it failed.

What made this engagement structurally different from a typical enterprise digitalization was the funding architecture. The program was financed by the Asian Development Bank, which introduced a public-accountability layer above the Ministry's internal governance: documented disbursement milestones, donor reporting standards, independent evaluation. The Ministry needed three things to land in sequence — milestones the ADB could verify, a citizen-facing improvement that ordinary people could feel, and a foundation that other ministries could replicate without rebuilding from zero.

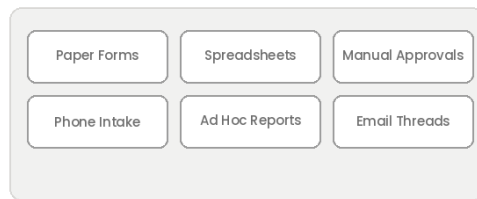
CITIZENS, DOCUMENTS, AND APPROVALS — ALL MOVING BY HAND.

The Ministry's interaction with its own citizens depended on workflows that hadn't changed in decades. Here's the operational reality across 41 offices on the day we started:

Where	What It Looked Like	What Was Missing
Citizen Requests	Came in by paper, phone, in person across 41 offices	No unified intake system
Document Routing	Inter-departmental documents moved by hand and email	No digital workflow with audit trail
Approvals	Tracked manually, stuck at signatory bottlenecks	No standard approval engine
Exec Reporting	Ministerial briefings rebuilt by hand every cycle	No live exec Dashboard
Strategic Analysis	SWOT and portfolio analysis done ad hoc	No automated analytical layer
41 Offices	Each office reporting its own way	No unified field reporting
Donor Reporting	ADB milestone evidence pulled together at quarter-end	No always-on evidence trail

BEFORE

Work Sprawl



6+ disconnected systems per project

AFTER

Unified Command Center



One system of record. Continuous evidence.

WHAT WAS AT STAKE

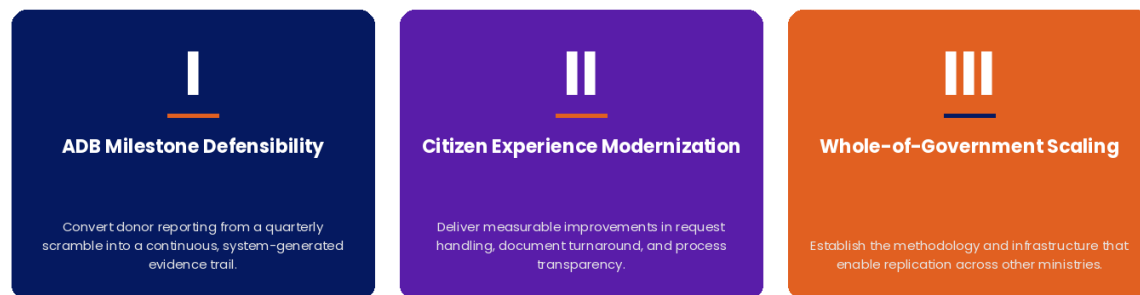
- 1. ADB tranches don't release on faith.** Multilateral financing disburses against documented, verifiable milestones — not against narrative reports. A reactive reporting workflow risks delaying the next tranche, which in turn delays every initiative the tranche was supposed to fund. The reform program slows itself by failing to prove its own progress.
- 2. The Cabinet expects answers in hours.** When ministerial briefings escalate to the Cabinet or the Office of the President, the timeline collapses from weeks to hours. Manual aggregation across 41 offices cannot meet that timeline — and at the highest levels of government, neither lag nor error is acceptable.
- 3. Citizens form their first digital impression once.** When a government's first attempt at digital citizen services fails, the failure becomes the citizen's mental model of what the state is capable of. Recovering from a bad first impression takes years. The political cost lasts longer than the budget cycle that paid for the rollout.
- 4. Donors compare notes on borrowing countries.** ADB, World Bank, JICA, and other multilateral institutions share evaluation data. Inconsistent documentation on this program affects the country's risk profile across other lending relationships — a financial cost that compounds far beyond the original engagement.
- 5. The program stalls at one ministry.** Whole-of-government digitalization is the actual goal. Without methodology-led change management, the implementation either becomes shelfware that civil servants never adopt, or it succeeds in this Ministry and cannot be replicated elsewhere — either outcome strands the country's flagship reform program at one institution.

HOW WE GOT THEM THERE — BEACON IN SIX PHASES

BEACON is our six-phase methodology for ClickUp implementations. It's the framework that makes the change stick after the platform is live.

BLUEPRINT	ENGINEER	ACTIVATE	CALIBRATE	OPTIMIZE	NURTURE
Mapped citizen request, document routing, approval flows across all 41 offices — ADB-milestone tagged.	Built 3 production CRM workflows on ClickUp: citizen intake, inter-departmental routing, approvals.	Rolled out across 6 pilots, then to the full 41-office footprint over 12 weeks — zero service disruption.	Stood up 3 Dashboards: executive Ministry, Cabinet briefings, ADB tranche-disbursement evidence.	Automated SWOT analysis and live executive reporting — 3-day briefings now generate on demand.	Delivered full documentation and a cross-ministry replication roadmap — ready to scale to adjacent agencies.

INVESTMENT RATIONALE — THREE PILLARS



WHAT CHANGED

- Three production CRM workflows now run live across all 41 offices: citizen requests, inter-departmental document routing, multi-signatory approvals.
- ClickUp is now the Ministry's officially endorsed enterprise platform — adoption across 2,000+ civil servants is institutional, not optional.
- Automated SWOT analysis and live executive reporting deployed end-to-end — ministerial briefings that took 3 days to compile now generate on demand.
- ADB milestone reporting now generated continuously as work happens — eliminating the disbursement-cycle scramble that consumed the program team.
- Cross-ministry replication roadmap delivered: methodology, configuration, and training pathway packaged for adjacent agencies to scale without starting over.

“When a state digitizes the way it talks to its citizens, the conversation outlives the administration that started it.”

Great platforms don't transform organizations. The work people do with them does.

Digibeacon is the team that does that work alongside you.



Talk to us about your transformation.

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SCAN ME