

কর্মশালার নামঃ Change Management and Readiness Assessment in the context of DWASA

কর্মশা স্থানঃ জুম প্র্যাটফর্ম

তারিখ ও সময়ঃ ১০.০৩.২০২৫ খ্রিঃ (সোমবার), দুপুর ২.০০ – ২.৪৫।

ক্রম নং	মনোনীত কর্মকর্তার নাম, পদবি	মোবাইল নম্বর ও ই-মেইল	মন্তব্য
১.	মাহরিন বিনতে ইসলাম উপ-বিভাগীয় প্রকৌশলী ঢাকা এনভায়রনমেন্টালি সাসটেইনএবল ওয়াটার সাপ্লাই প্রজেক্ট	01670428222 mahrinislam@yahoo.com	
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৩.	মোঃ মোকলেছুর রহমান গবেষণা কর্মকর্তা পরিকল্পনা, পরিবীক্ষণ ও মূল্যায়ন বিভাগ	01716176320 moklesur.rahman80@yahoo.com	
৪.	মারজিয়া সুলতানা সহকারী মাইক্রোবায়োলজিস্ট স্বাস্থ্যসেবা পানি শোধনাগার ফেজ-১ মাননিয়ন্ত্রন ইউনিট	01521260163 marjia278.du@gmail.com	
৫.	মোঃ মাহাবুবুল হক সহকারী সচিব প্রশাসন-১	01741531975 mahabubuldwsa@gmail.com	
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৭.	রাহাত উন নবী সহকারী প্রকৌশলী ঢাকা স্যানিটেশন ইমপ্রুভমেন্ট প্রজেক্ট	01600008172 rahatabir25@gmail.com	
৮.	কাজী আঃ রহমান সহকারী প্রকৌশলী মডস জোন-৬	01316275074 kazi@gmail.com	
৯.	সোনিয়া আক্তার সহকারী প্রকৌশলী মডস জোন-২	01676083262 soniabuet066@gmail.com	
১০.	মোহাম্মদ সাইফুর রহমান চৌধুরী সহকারী প্রকৌশলী মডস জোন-৫	8801716329298 saifurwsa@gmail.com	
১১.	মোঃ নূর-ই-আলম রিয়াদ সহকারী প্রোগ্রামার এমআইএস এন্ড বিলিং ডিপার্টমেন্ট	01533928758 riyadair@gmail.com	
১২.	শহিদুল হক নিরীক্ষা কর্মকর্তা অভ্যন্তরীণ নিরীক্ষা বিভাগ	01722240750 shahinwsa@yahoo.com	
১৩.	মশিউর রহমান সহকারী প্রকৌশলী ঢাকা পানি সরবরাহ নেটওয়ার্ক উন্নয়ন প্রকল্প	01716529391 moshur-dwsa@yahoo.com	
১৪.	মোহাম্মদ বিল্লাল হোসেন সহকারী প্রকৌশলী মডস জোন-৪	01732602310 mdblalalhossain4780@gmail.com	
১৫.	ফাহাদ আল রশিদ সহকারী রাজস্ব কর্মকর্তা রাজস্ব জোন-৮	01911142438 fahad.rashid28@yahoo.com	
১৬.	মোহাম্মদ মঞ্জুরুল মোর্শেদ সহকারী রাজস্ব কর্মকর্তা রাজস্ব জোন-৩	01732800102 m.murshed08@gmail.com	
১৭.	মোঃ মাহফুজুর রহমান উপ-সহকারী প্রকৌশলী "শান্তি" বোতলজাত পানি উৎপাদন প্র্যান্ট	01918-785806 mahrahdwsa@gmail.com	
১৮.	তৌফিক হাসান উপ-সহকারী প্রকৌশলী পি.এন্ড ডি.পয়ঃ বিভাগ	01676650535 tawfiquehasan.bd@gmail.com	
১৯.	মোছাঃ আফসানা আফরীন উপ-সহকারী প্রকৌশলী নির্মাণ (সিভিল) বিভাগ	01741281058 afsanaafrin005@gmail.com	
২০.	মোঃ হাসানুজ্জামান হিসাবরক্ষক হিসাব বিভাগ	01917601604 hzbappy@yahoo.com	



**Presentation
On
Change Management Readiness Assessment**

**Presented By
Milan Mazumder
Assistant Engineer , Dhaka WASA**

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Change Management Readiness Assessment

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Change Management Readiness Assessment

Detailed Results

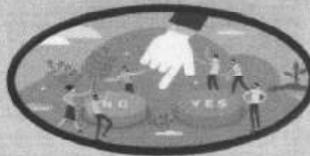
- Clarity of Digital Transformation Goals and Objectives
- Written Job Descriptions and Knowledge about their Responsibilities
- Perceptions of Job Loss/Change Due to Technological Innovations
- Perception of Online Data Input as an Additional Burden
- Legal Amendments on Paperless Work
- Digital Preparedness for Integrated Services
- Inter-Ministerial Coordination for Service Simplification
- Awareness of Bangladesh National Digital Architecture (BNDA)
- Need for Government Policies on Integrated Services
- Unused Digital Transformation Software /Hardware
- Higher Authorities Encouraging Mutual Cooperation
- Reliability and Efficiency of Tools and Technologies
- Supervisor Valuing Opinions and Ideas
- Work-Life Balance Efforts by the Ministry
- Effectiveness of IT Applications in Task Efficiency

1. Clarity of Digital Transformation Goals and Objectives

➤ Positive Perception: 78.4%



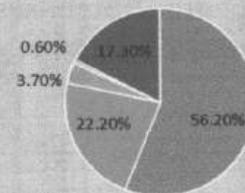
➤ Minimal Dissent: 4.3%



Key Insights:

- Strong Organizational Direction
- Gaps in Awareness

Employee Perception of Digital Transformation Goals and Objectives

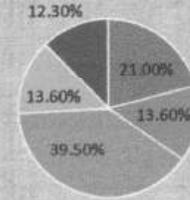


- Agree
- Disagree
- Neither Agree or Disagree
- Totally Agree
- Totally Disagree

4. Perception of Online Data Input as an Additional Burden

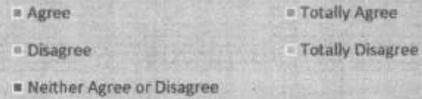
- Significant Number of Employees Find it Burdensome: 34.6%
- Neutral Responses Indicate Uncertainty or Mixed Experiences: 12.3%
- Majority Disagree that Online Data Input is a Burden: 53.1%

Perception of Online Data Input as an Additional Burden



Key Insights:

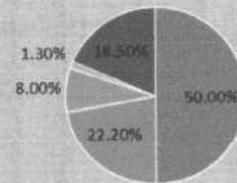
- Some organizations may not have fully optimized their digital process
- Digital data input as a normal or necessary part of their workflow



5. Legal Amendments on Paperless Work

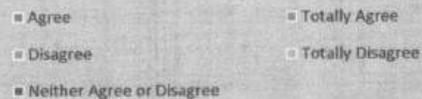
- Majority Acknowledge the lack of Legal Amendments: 72.2%
- Neutral Responses Indicate Uncertainty : 18.5%
- Some Disagree with the Statement : 9.30 %

Legal Amendments on Paperless Work



Key Insights:

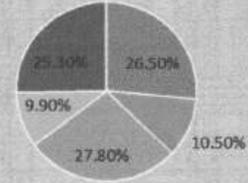
- Digital transformation efforts are happening without the necessary legal support to fully eliminate paper-based work.
- A potential knowledge gap regarding policies and legal amendments related to digital service implementation.
- Some Organizations may already have internal policies or are unaware of the need for legal amendments.



8. Awareness of Bangladesh National Digital Architecture (BNDA)

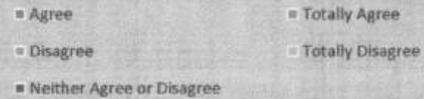
- Moderate Awareness Among employees : 37%
- High level of Uncertainty :25.3 %
- Significant Lack of Awareness : 37.7%

Awareness of Bangladesh National Digital Architecture (BNDA)



Key Insights:

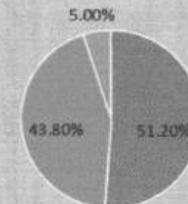
- Moderate number of employee are familiar with BNDA
- Employees do not fully understand the role and importance of BNDA
- A major gap in awareness and engagement with BNDA



9. Need for Government Policies on Integrated Services

- Strong Agreement on the Need for Government Policies : 95%
- Minimum Uncertainty or Opposition: 5%

Need for Government Policies on Integrated Services



Key Insights:

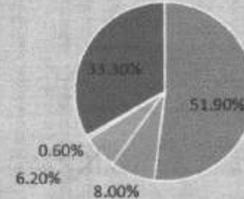
- A strong demand for formal government policies to ensure the successful implementation of integrated services.
- May not be fully informed about the role of policy in digital integration.



12. Reliability and Efficiency of Tools and Technologies

- Majority believe digital tools are reliable and efficient :59.9%
- A significant portion of employees are unuse : 33.3%
- Limited concerns about digital tool reliability : 6.8%

Reliability and Efficiency of Tools and Technologies



- Agree
- Disagree
- Neither Agree or Disagree
- Totally Agree
- Totally Disagree

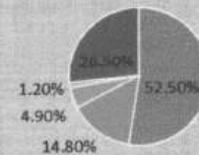
Key Insights:

- Most employees find their digital tools to be effective and reliable
- Need for further assessment to ensure all employees experience consistent efficiency in their digital work environment.
- While concerns exist ,they are not widespread.

13. Supervisor Valuing Opinions and Ideas

- Strong agreement on supervisor's appreciation for opinions: 67.3 %
- A notable portion of employee are neutral :26.5 %
- Concerns about lack of valuation for opinions :6.1 %

Supervisor Valuing Opinions and Ideas



- Agree
- Disagree
- Neither Agree or Disagree
- Totally Agree
- Totally Disagree

Key Insights:

- ❑ Many employees feel their ideas are appreciated, Which contributes to a positive work culture.
- ❑ Some employees may not feel fully included or recognized
- ❑ A small portion of employees feel their ideas are not valued, potentially leading to disengagement or frustration.

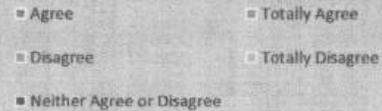
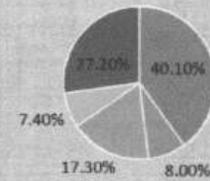
16. Communication about Ongoing and Future Technological Changes

- Moderate agreement on being and future technological changes: 48.1%
- A significant portion are neutral about communication: 27.2%
- Concerns about lack of Communication on technological changes: 24.7%

Communication about Ongoing and Future Technological Changes

Key Insights:

- Informed about technological changes, which can contribute to engagement and smooth transitions during digital transformations.
- May not be fully aware of technological changes which may reflect communication gaps.
- Poorly informed about upcoming changes.



Cybersecurity Concerns

I have informed knowledge of cyber security and need training to build awareness



Bangladesh computer council /National data center/other government cloud



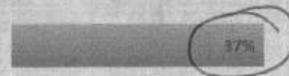
Ministry's IT applications and data are properly not secure



Better awareness for all staff is needed for cyber security



Reliance on personal E-mail IDs for work

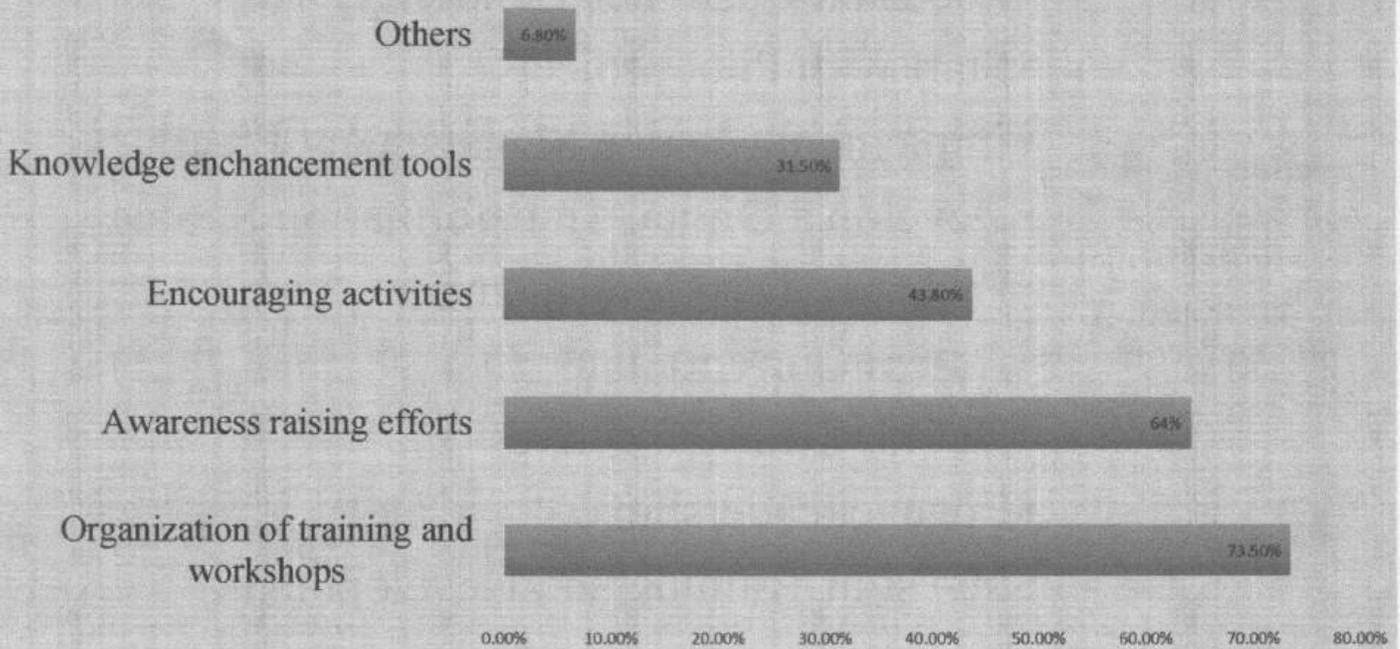


Comfort with using WhatsApp and Google Docs



0.00% 20.00% 40.00% 60.00% 80.00% 100.00%

Change Management Initiatives



Key Interventions

- Strengthen Communication & Awareness Initiatives
- Change Resistance Management
- Enhance Training & Skill Development
- Address Job Security & Employee Concerns
- Strengthen Cybersecurity Framework & Digital Practices
- Optimize IT systems & Digital Tool Usability
- Improve Work-Life Balance & Employee Morale
- Strengthen Inter-Ministerial Collaboration
- Public Awareness & Digital Services Adoption
- Policy and Process Re-Engineering Support.

Work Plan

Long-term Action considered for digital transformation of management

- Align Digital Transformation with Sustainability Goals
- Strengthen Cybersecurity and Data Privacy
- Develop Digital Leadership Capabilities
- Sustain and Expand Digital Training
- Focus Data Driven Decision Making
- Embed Digital Culture Across the Organization
- Continuous Innovation and Technology Upgrades
- Invest in Advanced Analytics and AI
- Optimize and Scale Systems for Growth Measure and Refine Digital Transformation Impact

Change Management and Readiness Assessment in the context of DWASA

Aligned with Government Software:

- D-Nothi
- e-GP
- ADB/RADB Management Software (AMS)
- Management Information System (MIS)
- e-PMIS

19,000

CPTD

azi

planning.

Innovative Water Management and Smart Service Delivery by Dhaka WASA:

- 24/7 helpline (16162)
- District Metered Area (DMA)
- Water ATM Booth

Discussion



Thanks to you all

Change Management Readiness Assessment

Objectives



- Discussion on a organizational climate survey results which is used to establish management better understanding and acknowledgement of employees knowledge, attitude and practices which impact on their performance concerning their ministry performance using digital transformation.
- Finding out by discussion what type of action should be taken in different stages to perform digital transformation.
- Discussion about change management and readiness assesment in the context of Dhaka WASA.

Change Management Readiness Assessment

Top Six Findings

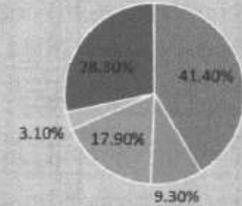
- Lack of Cybersecurity Awareness and Compliance
- Insufficient Digital Transformation Training and Skill Development
- Resistance to Mindset and Culture Change
- Weak Communication and Awareness of Digital Transformation Goals
- Limited Inter-Ministerial Collaboration and Data Sharing
- Lack of Legal Amendments to Support Digital Transformation

0/0

2. Written Job Descriptions and Knowledge about their Responsibilities

- Majority Agreement on Job Descriptions: 50.7%
- Neutral Responses Indicating Uncertainty: 28.3%
- Disagreement and Potential Gaps in Role Definition: 21%

Written Job Descriptions for Digital Transformation



- Agree
- Disagree
- Neither Agree or Disagree
- Totally Agree
- Totally Disagree

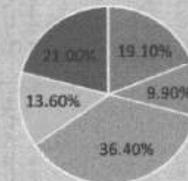
Key Insights:

- Making efforts to define digital transformation responsibilities
- Gaps in Awareness and clarity

3. Perceptions of Job Loss/Change Due to Technological Innovations

- Concerns about Job Changes Exist: 29%
- Significant Neutral Responses: 21%
- Majority Disagree with Job Loss Concerns: 50%

Perceptions of Job Loss/ Change Due to Technological Innovations



- Agree
- Disagree
- Neither Agree or Disagree
- Totally Agree
- Totally Disagree

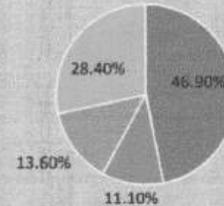
Key Insights:

- Do not see digital transformation as a threat to job security
- May feel vulnerable

6. Digital Preparedness for Integrated Services

- Majority Believe Their Organization is prepared: 58%
- Neutral Responses Indicate Uncertainty :28.4%
- A Considerable Number Express Doubts: 13.6%

Digital Preparedness for Integrated Services



Key Insights:

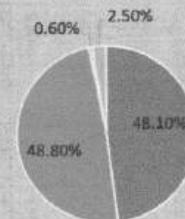
- Perceive their organizations as ready for digital service integration.
- May lack awareness of their organization's digital transformation progress.
- Some institutions still face challenges in fully adopting digital tools

Agree
 Totally Agree
 Disagree
 Neither Agree or Disagree

7. Inter-Ministerial Coordination for Service Simplification

- Overwhelming Support for Inter-Ministerial Co-ordination: 96.9%
- Minimal Neutrality or Opposition: 2.5%

Inter-Ministerial Coordination for Service Simplification



Key Insights:

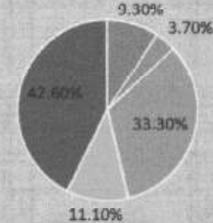
- Demonstrates the importance of Strengthening Inter-Ministerial Digital Integration.
- Recognize the value of coordination, with very little uncertainty.

Agree
 Totally Agree
 Totally Disagree
 Neither Agree or Disagree

10. Unused Digital Transformation Software /Hardware

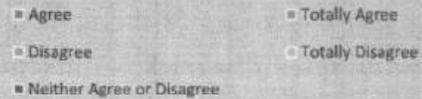
- Some Concerns about unused Technology Exist :13 %
- High level of Uncertainty about Resource Utilization: 42.6%
- Majority Believe Digital Resources are being Used: 44.4%

Unused Digital Transformation Software /Hardware



Key Insights:

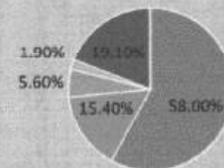
- Some digital tools remain unused, suggesting potential inefficiencies in implementation.
- May not have visibility into how these resources are utilized.
- Many employees believe digital transformation tools are being used



11. Higher Authorities Encouraging Mutual Cooperation

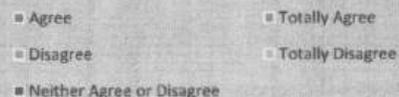
- Strong agreement on leadership support for cooperation:73.4%
- Some uncertainty about leadership's role in cooperation : 19.1%
- Minimal disagreement with leadership's encouragement :7.5%

Higher Authorities Encouraging Mutual Cooperation



Key Insights:

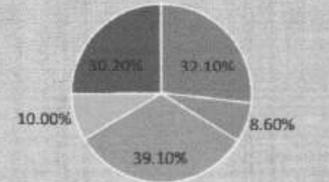
- A strong perception that leadership fosters a cooperative work environment.
- May not be fully aware of leadership efforts
- Still areas for improvement in ensuring inclusivity and engagement across all levels.



14. Work-Life Balance Efforts by the Ministry

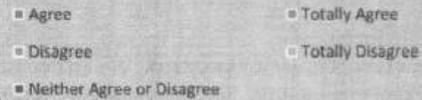
- Moderate agreement on work-life balance efforts: 40.7%
- A significant portion of employees are neutral : 30.2%
- Concern about work-life balance : 29.1%

Work-Life Balance Efforts by the Ministry



Key Insights:

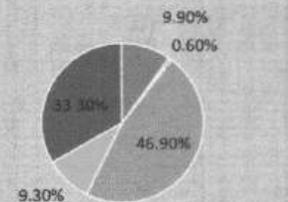
- Organization is prioritizing work-life balance, their perception is not widespread.
- A potential communication gap or lack of clarity regarding work-life balance initiatives.
- Work-life balance is not being adequately supported, which could lead to burnout and dissatisfaction.



15. Effectiveness of IT Applications in Task Efficiency

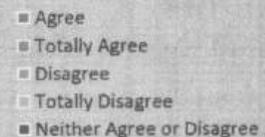
- Low agreement / minimal confidence 10.5%
- Neutral Response/ uncertainty or mixed experiences: 33.3%
- High Disagreement: 56.2 %

Survey Responses on IT Application Efficiency

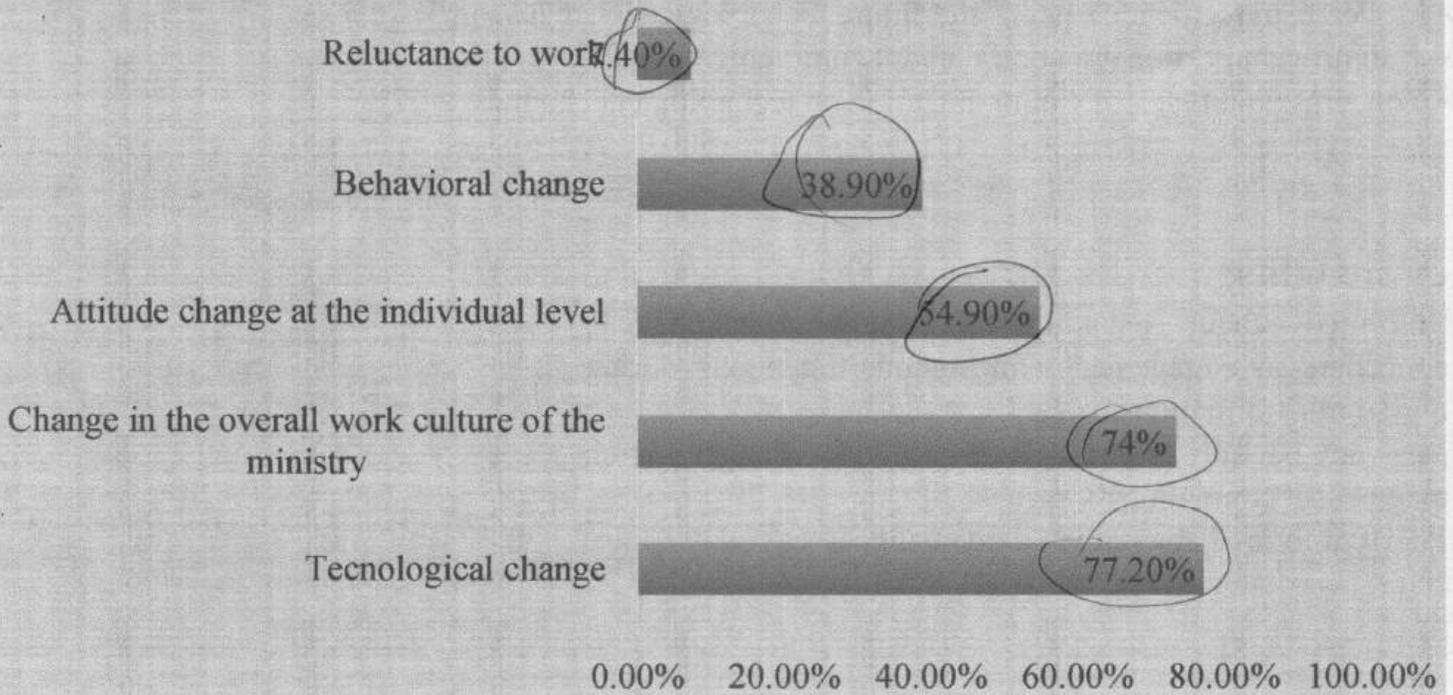


Key Insights:

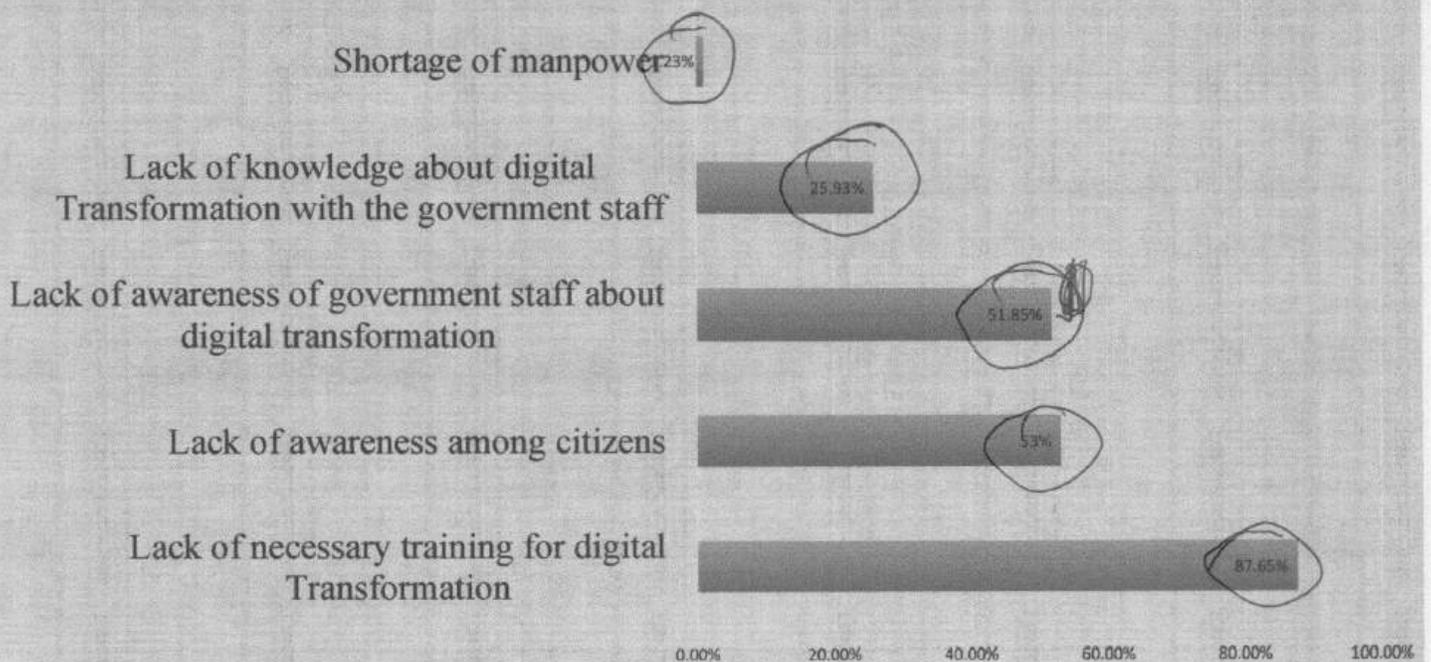
- Minimal satisfaction : Signaling the need for urgent evaluation and potential improvements in IT infrastructure and training.
- Lack of clear IT benefits : Fully understand the benefits of IT applications.
- Employee frustration with IT tools: Current IT systems may be inefficient, difficult to use, or not well integrated into daily tasks.



Change Observed Due to New IT Applications



Challenges In Digital Transformation



Work Plan

Immediate Action
considered for
digital
transformation of
management

- Focus on Customer-Centricity
- Start with Pilot projects
- Implement Change Management Practices
- Develop a Digital Transformation Strategy
- Prioritize Data Management
- Assess Current State
- Define Clear Objectives
- Engage leadership
- Invest in Training and Development

Work Plan

Intermediate
Action considered
for digital
transformation of
management

- Scale Successful Pilot Project
- Integrate Systems and Platforms
- Enhance Collaboration Tools
- Strengthen Change Management
- Conduct a Digital Readiness Assessment
- Create a Digital Transformation Roadmap
- Enhance Digital Skills and Training
- Promote a Culture of Innovation
- Focus on Data and Analytics

Change Management and Readiness Assessment in the context of DWASA

Innovative Water
Management and
Smart Service
Delivery by Dhaka
WASA

- Human Resource Management
- Supply Chain Management
- Vehicle Management
- Salary & Income Tax Certificate and Loan Application
- Leave Management
- Utility Management
- Training Management
- Laboratory Management
- Doctor Prescription
- MIS Report
- Law Division Management
- Application for Water & Sewerage Connection
- Application for personal Deep Tube-Well
- Quarter Management

Change Management and Readiness Assessment in the context of DWASA

Innovative
Water
Management
and Smart
Service
Delivery by
Dhaka WASA

- Smart Water Management Tools (SWMT)
- DWASA Bill Online Payment System
- Public Information Division Management
- Land Management
- Complain Management System
- Digital Map
- Enrollment , Renewal and Class Upgradation of Contractors
- Bottle Plant Management
- Budget Management System
- Paperless Payment System
- DWSA Outsourcing Payment
- SCADA
- E-PRV in Transmission Line
- Audit Management
- Digital Attendance Management

কর্মশালার কার্যবিবরণী

কর্মশালার নামঃ Change Management and Readiness Assessment in the context of DWASA

স্থানঃ জুম প্ল্যাটফর্ম

তারিখ ও সময়ঃ ১০.০৩.২০২৫ খ্রি : (সোমবার), দুপুর ১.৪৫ – ২.৪৫।

“Change Management and Readiness Assessment in the context of DWASA”

কর্মশালায় অংশগ্রহণকারীদের থেকে প্রাপ্ত মতামতসমূহ নিম্নরূপ-

- Change Management'র মাধ্যমে যে-সব বিষয়সমূহ পরিবর্তন বা পরিমার্জন হয় সে বিষয়গুলোর সাথে সহজে সকলে যেন বুঝতে ও ব্যবহার করতে পারে সেজন্য সকল পর্যায়ে প্রশিক্ষণ প্রদান করা যেতে পারে।
- ঢাকা ওয়াসার পানি সরবরাহ ও স্যানিটেশন কার্যক্রম বাস্তবায়নে বিভিন্ন স্মার্ট টুলস ব্যবহার করা হয়, এ টুলসগুলো ব্যবহারে যথাযথ পারদর্শিতা অর্জনে ক্লিক ডেভেলপমেন্ট বিষয়ক ওয়ার্কসপ অন-জব ক্যাটাগরি উন্নয়ন কার্যক্রম নেয়া যেতে পারে।
- Change Management'র মাধ্যমে গৃহীত কার্যক্রম কতটুকু দাপ্তরিক কাজে ব্যবহৃত হচ্ছে সে বিষয়ে সচেতনতা বৃদ্ধি এবং প্রয়োজনে অফিস সার্কুলার করে ব্যবহার বাধ্যতামূলক করা যেতে পারে।
- ঢাকা ওয়াসার নিজস্ব সফটওয়্যারগুলোর কোন যথাযথ Cyber Security ব্যবস্থা নেই। ফলে বিভিন্ন গুরুত্বপূর্ণ তথ্য হ্যাক বা অসং কাজে ব্যবহার হতে পারে। সেক্ষেত্রে Cyber Security ব্যবস্থা উন্নয়নের বিষয়টি বিশেষ গুরুত্বসহকারে বিবেচনায় নিয়ে Management Information System (MIS) বিভাগকে অথরিটি দেয়া যেতে পারে।
- বিভিন্ন সফটওয়্যার ব্যবহারে যার যার অবস্থান থেকে আরও ব্যবহার বিষয়ে সচেতন হতে হবে।

বর্ণিত বিষয় বাস্তবায়নে কর্তৃপক্ষের সহযোগিতা প্রদানের অনুরোধ জানিয়ে ওয়ার্কশপের সমাপ্তি করা হয়।

১০/০৩/২০২৫

(মোঃ ওয়াহিদুল ইসলাম মুরাদ)
তত্ত্বাবধায়ক প্রকৌশলী ও ফোকাল পার্সন
EDGE প্রকল্প, ঢাকা ওয়াসা।

