

RIIAP

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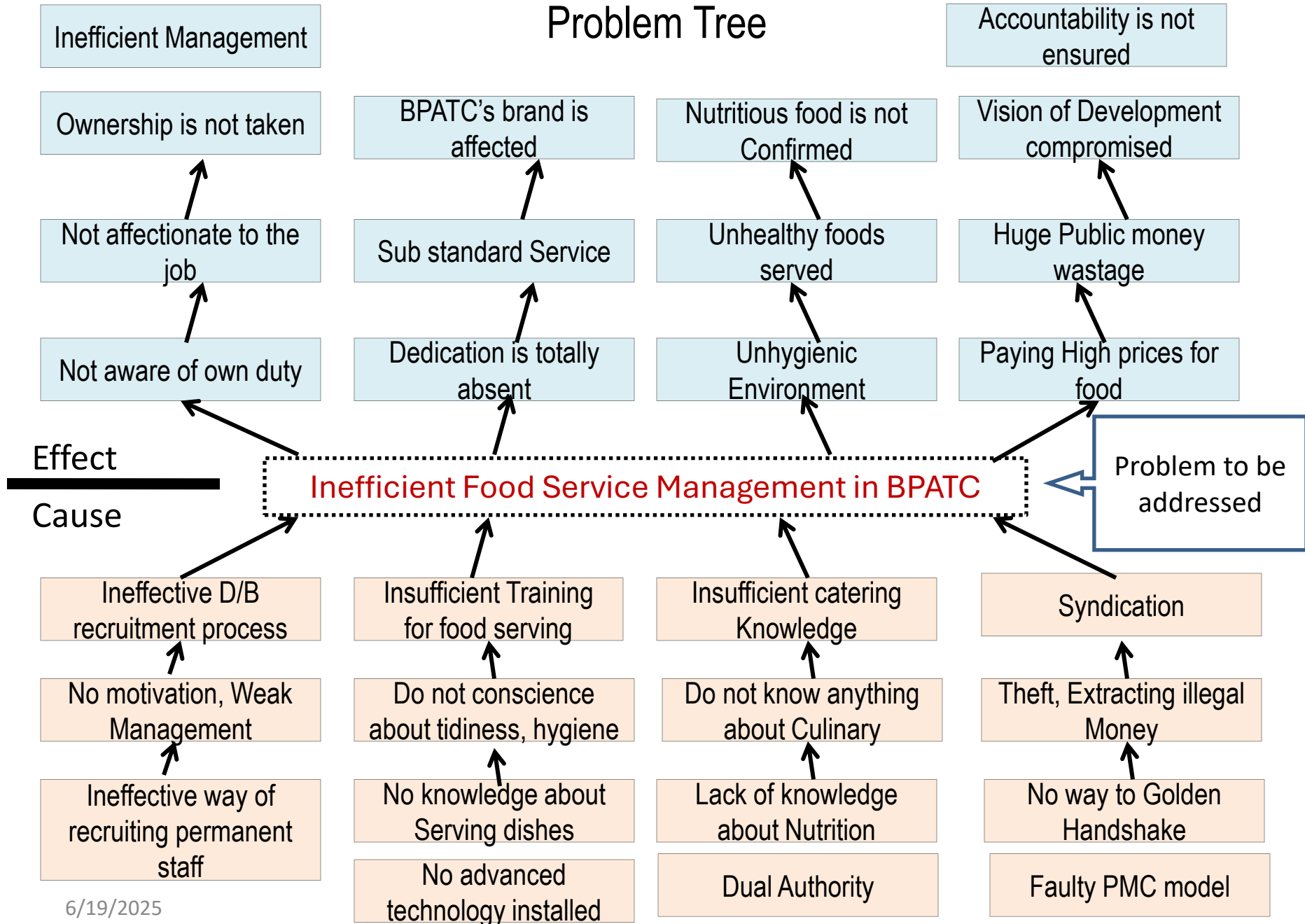
**Introducing
Partnership Model
for Food Service
Management in
BPATC**

Title

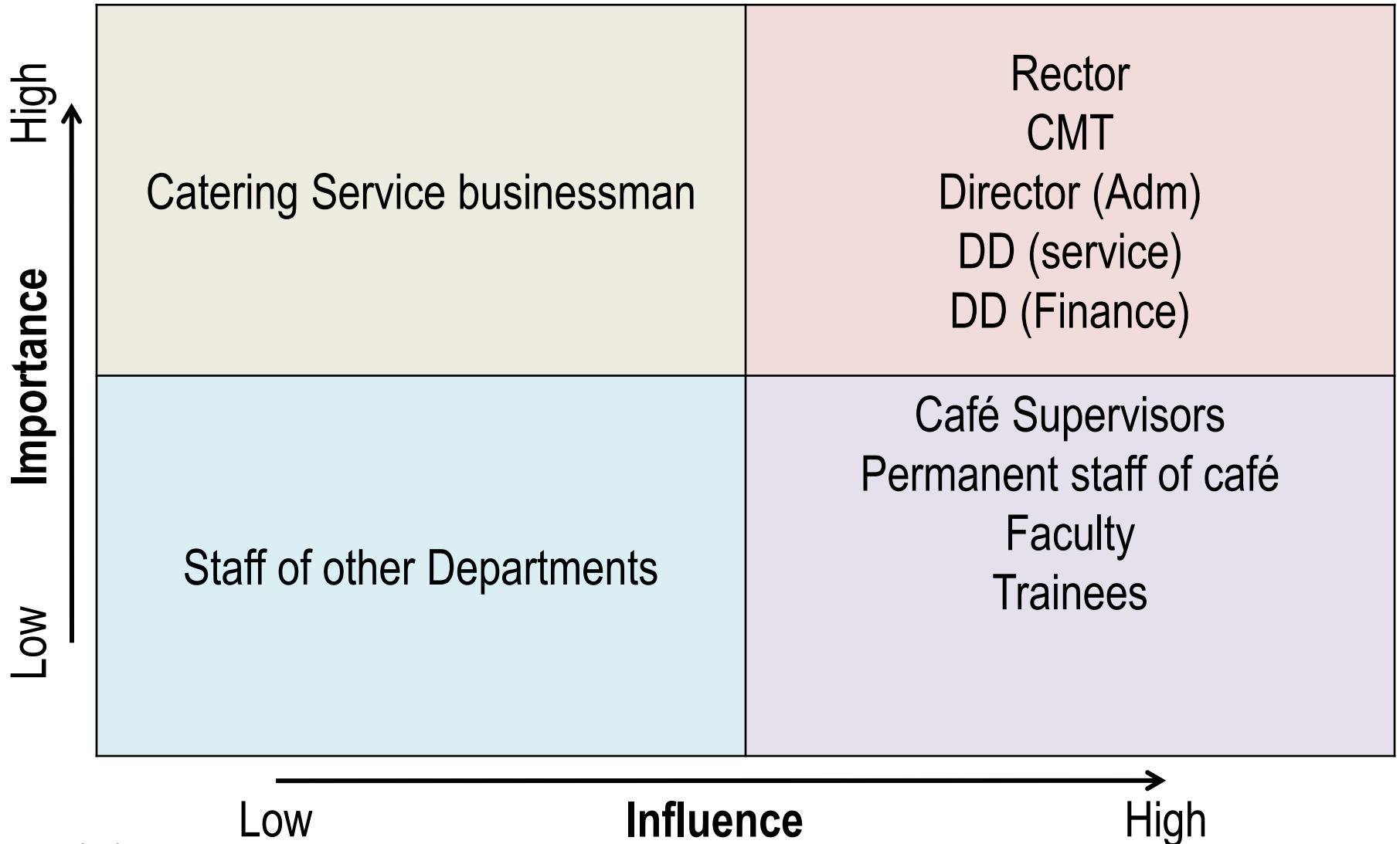
Problem Identification

- BPATC's in-house management of trainee food services, while should be a standard public sector operation, is **demonstrably inefficient**. Management observations reveal significant expenditures, with approximately BDT 12 million allocated to staff salaries and BDT 3 million to utilities during a six-month training period. Furthermore, considerable institutional human resources are diverted towards monitoring and controlling cafeteria staff, adding to the operational burden.
- Despite this substantial investment, the quality of food preparation and service consistently falls below expectations. This inadequacy frequently leads to trainee frustration and resentment, exemplified by the 77th Foundation Course trainees rating the **cafeteria's quality at a mere 67% in their evaluations**. Such outcomes indicate a severe mismatch between resource allocation and service delivery.
- The root of this inefficiency lies in the cafeteria staff's critical lack of specialized knowledge, skills, training, and experience in areas like menu selection, food preparation, and hygienic practices. Inherent public sector limitations prevent addressing these shortcomings, resulting in a workforce lacking genuine dedication to the technical demands of food management. Consequently, the current operational model for food management at BPATC is largely a **failure, failing to achieve desired output despite significant government resource allocation**.

Problem Tree



Stakeholder Analysis



Objective

- To address the inherent inefficiencies and substandard service of BPATC's in-house food management, it aims to transition of cafeteria services by engaging professional catering service providers from private sector, thereby enhancing service quality, optimizing resource utilization, and ensuring trainee satisfaction.

Problem Resolution: Address the inherent inefficiencies and substandard service of BPATC's in-house food management.

Method: Transition cafeteria services by engaging professional catering service providers from the private sector.

Outcomes: Enhance service quality, optimize resource utilization, and ensure trainee satisfaction

Action Plan (Month-1)

Sl. No.	What to do	Who to do	When/time frame	Remarks
Month 1: Assessment & Initial Engagement				
1.1	Conduct a detailed assessment of current in-house cafeteria operations: analyze cost breakdown (salaries, utilities, maintenance, food procurement), review existing service quality (trainee feedback, any incident reports), and assess current staff capabilities.	Project Manager (Me), Service Department, Finance Department	Month 1, Week 1-2	Quantify inefficiencies and establish baseline metrics. Gather data from the past 6-12 months.
1.2	Identify specific areas of current inefficiency and substandard service (e.g., procurement issues, preparation hygiene, menu monotony, staff training gaps).	Project Manager (Me), Internal Experts	Month 1, Week 2-3	Use findings from 1.1 to pinpoint critical problem areas to be addressed by outsourcing.
1.3	Initiate consultations with key internal stakeholders: Rector, MDSs, Director(admin), heads of service and finance department, CMT, and trainee representatives.	Project Manager (me)	Month 1, Week 3-4	Secure initial buy-in, understand existing concerns, and identify key expectations for outsourced services.

Action Plan (Month-2)

Month 2: Research, External Consultation & Framework Drafting		Who to Do	Time frame	Remarks
2.1	Conduct targeted research on successful cafeteria outsourcing models in similar large institutions or government training centers, focusing on quality, cost-efficiency, and contract structures.	Project Manager (Me), Research Assistant	Month 2, Week 1-2	Identify the best practices and potential pitfalls to inform BPATC's approach.
2.2	Consult with current cafeteria staff representatives to understand their perspectives and discuss potential transition plans or reskilling opportunities (if applicable).	Project Manager (Me), Admin (HR) Department	Month 2, Week 2-3	Crucial for managing the human element of the transition and minimizing resistance.
2.3	Engage with relevant external stakeholders at the Ministry of Public Administration or Ministry of Finance to seek preliminary guidance on procurement policies and budgetary implications for outsourcing.	Project Manager (Me), Admin Department	Month 2, Week 3-4	Understand policy environment and secure initial informal approvals for the outsourcing concept.
2.4	Begin drafting the core sections of the Request for Proposal (RFP) or Expression of Interest (EOI) document, outlining preliminary service requirements, desired quality standards, and basic financial expectations.	Project Manager (Me), Legal Counsel (internal/external if available), Finance Department	Month 2, Week 4	Lay the groundwork for the formal tender document.

Action Plan (Month-3)

Month 3: Procurement Document Finalization & Preparatory Approvals		What to do	Time frame	Remarks
3.1	Finalize the comprehensive Request for Proposal (RFP) or Expression of Interest (EOI) document, including detailed service level agreements (SLAs), quality assurance metrics, hygiene protocols, required menu flexibility, and financial terms.	Project Manager (Me), Legal Counsel, Finance Department	Month 3, Week 1-2	Ensure the document is legally sound, financially viable, and clearly articulates all requirements.
3.2	Establish clear, objective evaluation criteria for potential private catering service providers, covering aspects like experience, financial stability, operational capacity, quality assurance processes, and proposed solutions for trainee satisfaction.	Project Manager (Me), Evaluation Committee (Finance, Admin)	Month 3, Week 2-3	This will ensure a fair and transparent vendor selection process when the time comes.
3.3	Prepare a formal proposal and seek necessary internal approval from the Rector and relevant desks to proceed with advertising the RFP/EOI.	Project Manager (Me), DD (service), Dir (Admin)	Month 3, Week 3-4	Obtain formal mandate to launch the tender process.
3.4	Identify and prepare the necessary channels for publicly advertising the RFP/EOI to attract a wide range of qualified private sector catering providers.	Purchase Department	Month 3, Week 4	Get ready to invite bids immediately after formal approval.

SWOT Analysis of RIAP (Cont.)

Category	Strengths (S)	Weaknesses (W)
Policy	<ol style="list-style-type: none"> BPATC's Mission & Vision inherently supports providing quality training, implying quality support services. The existence of a formal "Outsourcing Policy 2025" at a government level provides a framework for the project. 	<ol style="list-style-type: none"> Existing Job Descriptions and Recruitment Rules for current cafeteria staff hinder hiring specialized food management personnel. Lack of specific internal policies or SOPs within BPATC for managing outsourced technical services.
Executives	<ol style="list-style-type: none"> CEO's Support for the project provides crucial top-down endorsement. The Course End Evaluation Report suggests an organizational drive for excellence that can align with improved service quality. 	<ol style="list-style-type: none"> Potential for varying competencies among executives in managing complex outsourcing contracts and vendor relationships. Possible resistance from some administrative layers or long-serving staff to significant operational changes.
Resources	<ol style="list-style-type: none"> BPATC possesses existing cafeteria physical infrastructure (kitchen, dining areas) that can be utilized by an external provider, reducing initial setup costs for the vendor. 	<ol style="list-style-type: none"> Current insufficient Budget allocation for high-quality in-house food management, leading to under-standard service.
Culture	<ol style="list-style-type: none"> A culture that values trainee satisfaction and well-being, providing a strong internal driver for improvement. 	<ol style="list-style-type: none"> General "Resistance to Change" within public sector entities. Traditional bureaucratic practices that prioritize process over efficiency and specialized output.

SWOT Analysis of RIAP

Category	Opportunities (O)	Threats (T)
Policy	<ol style="list-style-type: none"> 1. Leverage the "Outsourcing Policy 2025" to streamline procurement and contract management processes. 2. Opportunity to develop new, specialized internal policies for contract oversight and performance management of external service providers. 3. PPA & PPR support the way out. 	<ol style="list-style-type: none"> 1. Potential for future changes in government outsourcing policies that could impact the project long-term. 2. Strict existing government procurement rules might complicate the tender and selection process for a specialized service.
Executives	<ol style="list-style-type: none"> 1. Learn from "Examples from other Orgs" that have successfully outsourced similar services, minimizing trial-and-error. 2. Opportunity to enhance leadership focus on strategic oversight rather than day-to-day operational management of the cafeteria. 	<ol style="list-style-type: none"> 1. Lack of full and sustained support from all executives throughout the potentially challenging transition period.
Resources	<ol style="list-style-type: none"> 1. Access to Professional Catering Businesses with specialized knowledge, modern equipment, and efficient supply chains not available in-house. 2. Potential for optimized resource utilization (budget, utilities, human hours) by leveraging private sector efficiency and economies of scale. &lt;br> * Ability to introduce modern food safety and preparation technologies. 	<ol style="list-style-type: none"> 1. The "Gap Between the Courses" could make it challenging to find private providers willing to operate with fluctuating demand, potentially leading to higher costs or less commitment. 2. Potential for initial budget shortfalls if transition costs or private sector bids exceed expectations (Insufficient Budget). 3. Potential for "Staff Relocation" challenges and managing resistance from existing cafeteria personnel losing their roles.
Culture	<ol style="list-style-type: none"> 1. Significantly enhance "Participants' Expectations" and satisfaction through improved food quality and service. 2. Foster a new internal culture of focusing on core competencies of public administration training, delegating non-core functions. 3. Improve BPATC's reputation as a modern and efficient training institution. 	<ol style="list-style-type: none"> 1. Deep-seated "Resistance to Change" from staff or even some stakeholders who prefer the traditional in-house model. 2. Risk of negative public perception or media scrutiny regarding job losses or privatization of public services. 3. Potential for trainees or staff to resist adapting to new food service providers or procedures.

Risk Mapping (Cont..)

Risk ID	Risk Description	Likelihood	Impact	Risk Level	Mitigation Strategy	By Whom
R1	Resistance from existing cafeteria staff due to job security concerns or reluctance to change.	High	High	Critical	Early, transparent communication about transition plans; explore opportunities for retraining, relocation, or fair severance packages; involve Admins in all discussions.	Project Manager (Me) , BPATC HR
R2	Selection of a suboptimal private catering provider leading to continued poor service quality or financial mismanagement.	Medium	High	High	Implement a robust, multi-stage procurement process (RFP/EOI); establish stringent evaluation criteria focusing on experience, capacity, financial stability, quality assurance plans, and references; conduct thorough due diligence and site visits.	Evaluation Committee, Project Manager (Me)
R3	Increased project costs or contract fees exceeding budget expectations, leading to financial strain or project halt.	Medium	High	High	Conduct a detailed cost-benefit analysis before tendering; ensure competitive bidding through wide advertising; negotiate flexible pricing models (e.g., per-meal basis, tiered pricing); include clear financial terms and cost caps in the contract.	Finance Department, Project Manager (Me)
R4	Decline in service quality post-outsourcing due to the private provider cutting corners or failing to meet standards.	Medium	High	High	Develop clear Service Level Agreements (SLAs) with measurable Key Performance Indicators (KPIs); include performance penalties or incentives in the contract; establish regular, documented performance reviews and continuous trainee feedback mechanisms.	Project Manager (Me), Designated Liaison Officer

Risk Mapping

Risk ID	Risk Description	Likelihood	Impact	Risk Level	Mitigation Strategy	By Whom
R5	Policy or regulatory hurdles from other government ministries delaying or blocking necessary approvals for outsourcing.	Medium	Medium	Medium	Engage early and proactively with relevant ministries (e.g., Ministry of Public Administration, Ministry of Finance) to secure formal approvals; ensure the project aligns with the "Outsourcing Policy 2025".	BPATC Management , Project Manager (Me)
R6	Challenges in managing fluctuating demand (e.g., "Gap Between the Courses") making the contract less attractive or more expensive for private providers.	High	Medium	High	Clearly articulate expected demand fluctuations in the RFP; negotiate flexible contract terms that account for variable trainee numbers and course schedules; explore options for annual review of volume-based pricing.	Project Manager (Me), Private Provider
R7	Negative public or media perception of "privatization" leading to reputational damage for BPATC.	Low	High	Medium	Develop a clear communication strategy highlighting the benefits (improved quality, efficiency, trainee satisfaction) and the necessity of the change; address concerns about job security for existing staff sensitively and transparently.	Public Relations Office, Project Manager (Me)
R8	Inadequate transfer of existing equipment/assets or operational knowledge to the new provider.	Low	Medium	Low	Develop a detailed asset transfer plan; ensure proper inventory and handover procedures; document existing operational processes (even if inefficient) for the new provider's awareness.	BPATC Admin, Project Manager (Me)



Thank You

