

aN Eu Curriculum
for chef gasTro-engineering
in primAry food caRe



STAKEHOLDER MAP UPDATE M16

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1 ABSTRACT:

The NECTAR project proposes to address a mismatch between the skills currently offered by Chefs and Cooks working in hospitals, residential care and homecare and those actually demanded by healthcare institutions, private service providers and final end users in order to play a pivotal role in Primary Food Care (PFC). Identified reasons for this mismatch include:

- Most cooks and chefs are not specialized in PFC and show a gap in job-specific skills (such as nutritional physiology), and ICT and engineering applied to food;
- Existing curricula for the specialization of chefs in PFC are designed and delivered under local initiatives and don't refer to a formalised EU occupational profile based on WHO and EU politics recommendations; and
- Policy makers, institutional stakeholders and representatives of market demand need guidance, time and funding for investing on the integrated culinary/clinical approach.

The overarching objective of NECTAR therefore is to: “deliver an EU Occupational Profile for Chef Gastro-Engineering (CGE) and a flexible Curriculum that meets the needs and requirements from individual regions and countries for this profile.

The successful delivery of the project and its exploitation beyond its completion will require engagement with a wide and diverse range of stakeholders. Stakeholder Mapping and engagement is therefore an important component of the project to ensure they are informed, consulted with, involved and have opportunities to collaborate with and contribute to the co-creation of the CGE Occupational Profile and Curriculum.

NECTAR Stakeholders are defined as those having a stake, or engaged, in Chef and Cook training; employment of Chefs and Cooks working in care homes and hospital settings; certification and awarding bodies responsible for the standards of curricula and training programmes. These can be organisations, groups or individuals that come from government, and the public and private sectors both within NECTAR partner regions and countries as well as those outside the project's territories.

The document provides an update on the NECTAR Stakeholder Analysis as set out in the original version of D7.3.1.

2 KEYWORDS:

Stakeholder Mapping, Communication, Engagement,

3 REVIEWERS

REVIEWER NAME	EXTERNAL REVIEWER	ORGANISATION	DATE OF APPROVAL
Not required	No		



4 VERSION HISTORY AND AUTHORS

Version	Name / Organisation	Status*	Date	Provided Content/Comment/ Summary of Changes
1	John Farrell, RSCN	A	04-06-21	Draft Version 1

*Status indicates if:

- A - Author (including author of revised deliverable)
- C - Contributor
- IF – Internal Feedback (within the partner organisation)



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6 INTRODUCTION

To increase NECTAR’s visibility and facilitate the implementation of our dissemination, sustainability and exploitation plans it is important to continually identify and analyse relevant stakeholders so that project partners have a clear understanding of who the stakeholders are, what their expectations are, and what motivates them.

An initial analysis and prioritisation of NECTAR Stakeholders was undertaken and reported on in the original version of the Stakeholder Map (D7.3.1). This was supplemented with a detailed analysis of stakeholders based on their level of influence, or impact, on the project and set out according to 4 categories of stakeholder:

Figure 1: Stakeholder Influence / Interest Matrix



Our initial analysis also included identifying Stakeholders as either “Internal”: those organisations whose interest in the project is directly related to their involvement; or “External”: those organisations not involved in the project but can be impacted by it to some extent, e.g. training organisations, curriculum certification bodies, health and care providers, etc.

7 NECTAR STAKEHOLDER MAPPING

The purpose of developing a NECTAR Stakeholder Map is to facilitate the analysis of the diverse range of Stakeholders relevant to the success of the project. This is an iterative process to ensure as the project matures new stakeholders are continually identified and categorized according to their influence in, or impact on, the project.

NECTAR Stakeholders are classified as individuals or organisations that are internal or external to the project, and who have a vested interest in its success. As stakeholder interest can have a positive or negative impact on the delivery, sustainability, and exploitation of the project it is important to implement a process for effective stakeholder management. This includes identifying who they are, what their interest in the project is, and how we communicate with them.

7.1 Objectives of NECTAR Stakeholder Mapping Activity

- Identify organisations engaged in the employment of Chefs and Cooks.



- Identify organisation engaged in training and validation of programmes for Chefs and Cooks.
- Capture information on the key stakeholders, their roles and connectivity in relation to NECTAR and its value chains where appropriate.
- Introduce the Stakeholder approach as part of evidence-based decision making.
- Introduce NECTAR to targeted Stakeholders at each pilot region to facilitate engagement and discussion.
- Capture baseline information for the project
- Conduct Partner Organisation Network Analysis (PONA)

7.2 Approach Adopted

There are 4 Stages to the development of the Stakeholder Map to ensure it remains live and up to date during the period of the project:

1. Identify Stakeholders: The identification of Stakeholders is taken forward in 3 Phases:

Phase 1: an initial analysis undertaken by project partners during the project development phase to identify and prioritise key Stakeholders. This initial analysis is set out in Table 1.

Table 1: Initial Stakeholder Analysis

Stakeholder Type	Benefit from the Project
VET Providers	The NECTAR curriculum and all accompanying materials such the guidelines, e-learning materials, and other documents and plans dedicated to enable advanced teaching and learning. This Group is represented by project partners: MP, ITS-BACT, MUG, ODISEE and SMCA (as pilot leaders), and also STYCC and UALG and the VET Provider included in the RSCN.
Chefs/Cooks working in health and social care settings	Enhancing their work-related skills, knowledge and qualifications therefore improving employment opportunities.
Decision-makers at local, regional and national level and their umbrella organisations	Implementing the curriculum in order to train their workforce and develop health and social care systems towards an integrated and inter-professional care approach as recommended by WHO.
Service Providers	Implementing the NECTAR curriculum and other project outputs. The qualification and recognition of highly skilled chefs/cooks will enhance the match of demand and supply sides in the job market.
Service Users	Those with high care need or those at risk of malnutrition (e.g. older adults, dysphagia patients and patients recovering from chemo-therapy), including their potential caregivers, will be the ultimate beneficiary of this project. The outcomes of NECTAR will lead to more responsive, flexible, person-centred and individualized services in terms of Chef Gastro-

	Engineering (CGE) and will directly address the complex needs and requirements of the service users, which are older adults and their (in) – formal carers
Other actors in Human Health and Social Work activities sector	The NECTAR project can have a pioneering role for other actors in health and social care not directly addressed in the previous target groups. Whilst the project directly addresses the need for a highly skilled workforce of chefs/cooks, it also demonstrates the need for high-quality services in health and social care in general and therefore may initiate other initiatives.

Phase 2: Partner Organisation Network Analysis undertaken by each of the NECTAR partners and pilot regions. Information gathered is used to identify relevant organisations and key decision makers in the employment, or training, of Chefs and Cooks. This is to help ensure the right individuals and organisations are targeted in communication and engagement activities. The Partner Organisation Network Analysis used during the project is set out at Annex 2 and is to be updated by partners and pilot sites as new stakeholders emerge.

Phase 3: ongoing analysis to identify new or emerging organisations that could influence, or have an interest in, the project as it develops; and which could support wider exploitation of the project’s results.

1. Analysis of Stakeholders

We adopted a four-quadrant influence-interest matrix to categorize the stakeholders. The “x” axis determines the level of interest, from low (left side) to high (right side) - meaning how much the stakeholders are impacted by the outcome of the project. The “y” axis represents their level of influence, or how much they can impact the project, from highest on the top to lowest on the bottom. This is represented in Figure 1.

Figure 1: Stakeholder Influence / Interest Matrix



This analysis is updated as part of the engagement between pilot sites and the identified stakeholders in their regions. Engaging Stakeholders directly during the development of the NECTAR CGE curriculum and prior to the validation stage in pilot regions is recognised as



improving the project’s understanding of all the Stakeholders, and therefore facilitates effective engagement and communication within the Stakeholder Influence/Interest Matrix.

- Keep Satisfied:** Stakeholders identified as having a high level of influence but little or low interest. The intention is for them to receive regular updates and encourage feedback from them.
- Manage Closely:** Those Stakeholders with both a high level of influence and interest. The approach will be to engage with them regularly and ensure their comments and feedback is included in the NECTAR decision-making process.
- Monitor:** Stakeholders identified as having low interest and influence. The intention is to inform them of significant steps in the project which could be prove beneficial for them to be informed about.
- Keep Informed:** Stakeholders identified as having a high level of interest but low influence. These will largely be Chefs and Cooks receiving CGE training. The intention is to keep them informed of the project’s progress; however, the frequency will not be the same as those Stakeholders in the “Keep Satisfied” category.

8 NECTAR STAKEHOLDER MATRIX

For ease of reference the Stakeholder Matrix has been reproduced below. This classifies the types of stakeholders against each of the 4 quadrants based on their influence or impact on the project. Since it was originally developed there are no changes to the classification of stakeholders:

Table 2: NECTAR Stakeholder Matrix

Keep Satisfied	Manage Closely
<ul style="list-style-type: none"> ➤ Health and Social Care Providers ➤ 3rd Party Providers ➤ Policy Makers 	<ul style="list-style-type: none"> ➤ VET Providers ➤ Qualification and Accreditation Bodies
Monitor	Keep Informed
<ul style="list-style-type: none"> ➤ Primary Food Care Organisations ➤ End Users (Patients/Carers) 	<ul style="list-style-type: none"> ➤ Influencers ➤ Umbrella Organisations ➤ Professional Bodies ➤ Chefs and Cooks

Stakeholder organisations identified have been categorised against each of these quadrants. The current version, which is continually updated as new stakeholders emerge or their classification changes is set out in the project’s TEAMS folder and is available to all partners and pilot sites: <https://hubkaho.sharepoint.com/:x:/r/sites/NECTAR/Gedeelde%20documenten/General/Workpackages/WP7%20Dissemination,%20exploitation,%20scaling-up%20and%20sustainability%20of%20project%20results/T7.1%20Dissemination/NECTAR%20-%20Stakeholder%20Map%20-%20Organisation%20by%20Category.xlsx?d=w3fc09a1bf80549d0808a84f45fd9d877&csf=1&web=1&e=aB2UXI>

Engagement, dissemination, and communication activities are aligned with each of the Stakeholder Groupings as defined in the Dissemination and Communication Plan:

- VET-Providers and Qualification and Accreditation Bodies will be reached by targeted dissemination activities, and they may be involved in bilateral meetings and in consensus workshops.
- Providers and Policy Makers will be reached by targeted dissemination activities which will include feedback loops to inform the development and adaptation of the CGE Occupational Profile.
- Influencers, Umbrella Organisations, Professional Bodies, Chefs and Cooks will be contacted through targeted dissemination activities addressing both individuals and trades.
- Primary Food Care Organisations and End Users will be contacted through targeted dissemination providing information on the project.

In addition, National/Regional VET conferences will be identified in each project partner country to promote NECTAR Curriculum and pilots and support engagement with the various Stakeholders.

In developing their Dissemination and Communication Plans pilot sites should continue to refer to the stakeholder analysis and matrix when designing communication messaging and engagement activities. Similarly at a project level the Dissemination and Communication Plan is driven by the stakeholder analysis and mapping.

9 MONITORING IMPLEMENTATION

The Stakeholder Map will be formally reviewed quarterly with pilot sites and consortium partners to ensure all relevant organisations and individuals with an interest in the project, or who can influence its adoption, are identified, and categorised appropriately. This will help the project ensure the frequency and type of communications and engagements continues to be appropriate for the sustainability and exploitation of the project. Where changes are revisions are required to communication, dissemination or engagement activities these will be reflected in the Dissemination and Communication Plan.



ANNEX 1 – ABBREVIATIONS

CGE	-	Chef Gastro-Engineering
PFC	-	Primary Food Care
PONA	-	Partner Organisation Network Analysis
SP	-	Service Provider
SU	-	Service User
VET-P	-	Vocational Education and Training - Provider



ANNEX 2 - Partner Organisation Network Analysis

Questionnaire to be completed by NECTAR Partners and Pilot Regions to identify external organizations and individuals they work with, or are in contact with on the employment, or training, of Chefs and Cooks in a health and care setting.

Q. Are there any organizations or individuals that your organization is in contact with on the employment, or training, of Chefs and Cooks in a health and care setting? If yes, please complete the table below.

Name of Organization or person your organization works with or is in contact with on (a) Chef Training, (b) Public Health, (c) Health and Care delivery (d) employment of Chefs/Cooks in a health and care setting (e) Primary Food Care (List each stakeholder in its own line below)	Contact type: 1. Public Sector Policy Maker 2. Health and Care Provider 3. 3 rd Party Provider 4. VET Provider 5. Qualification/ Accreditation Body 6. Primary Food Care Organization 7. End User (Patient / Carer) 8. Umbrella Organization 9. Professional Association (e.g. Public Health, Nursing, Chefs/Cooks, etc) 10. Influencer 11. Other (please specify)	Interaction over: 1. Policy development 2. Policy implementation 3. Research development 4. Training or curriculum development 5. Delivery of training programmes 6. provision of advice 7. Other (specify)	Where is the organization or person based (HQ)?	What Business Area or Directorate in your organization interacts with the external organization?	Please provide one or two contact name(s), include position in the organization; contact details; and gender - Male or Female	How valuable is the interaction with this contact to your organization? 1. Very Valuable 2. Moderately Valuable 3. Not very Valuable	How often do you, or your organization interact with them? 1. Very often (daily or weekly) 2. Often (once or twice per month) 3. Sometimes (2 to 4 times per year) 4. Rarely (about once or twice per year)	Is information shared: 1. From you to them 2. From them to you 3. Both-ways

ANNEX 3 – QUALITY CONTROL CHECK LIST

Quality Control Check	
Generic Minimum Quality Standards	
Document Summary provided (with adequate synopsis of contents)	
Compliant with NECTAR format standards (including all relevant Logos and EU-disclaimer)	
Language, grammar and spelling acceptable	
Objectives of the application form covered	
Work deliverable relates to adequately covered	
Quality of text is acceptable (organisation and structure, diagrams, readability)	
Comprehensiveness is acceptable (no missing sections, missing references, unexplained arguments)	
Usability is acceptable (deliverable provides clear information in a form that is useful to the reader)	
Deliverable specific quality criteria	
Deliverable meets the 'acceptance Criteria' set out in the Quality Register:	
Checklist completed and deliverable approved by	
Name:	Date: