



# SCALING UP AND SUSTAINABILITY STRATEGY – UPDATE M18

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## 1 EXECUTIVE SUMMARY:

The objective of the NECTAR project is to address a mismatch which has been identified between the skills currently offered by cooks and chefs 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.

Based on a “culinary/clinical integrated approach”, NECTAR will deliver an EU Occupational Profile for Chef Gastro Engineering (CGE) and an EU Curriculum for the certification of this profile. The CGE will be an innovative and pivotal figure in Primary Food Care, skilled in food management and kitchen coordination, addressing end-users needs such as taste deteriorations/alterations, swallowing and chewing problems, personalising recipes and cooking processes. In addition, the CGE will acquire technical skills to exploit digital resources to get knowledge of end users’ needs and desire, for personalisation of care, but also to offer high quality services, in terms of food quality and kitchen management.

As NECTAR will address an identified gap, it will be important to ensure the project outcomes can continue to be delivered after it ends so that greater numbers of older adults across Europe can benefit from receiving high quality food tailored to their health and well-being. The project’s plans for doing this were set out in the NECTAR Scaling Up and Sustainability Strategy. The Strategy adopts the WHO definition of Scaling Up and is based on the 5 Steps for Scaling Up detailed in the European Scaling Up Strategy in Active and Healthy Ageing:

*Step 1 - Building a database of good practices*

*Step 2 - Assessment of viability of good practices for scaling-up*

*Step 3 - Classification of good practices for replication*

**What?**

*Step 4 - Facilitating partnerships for scaling-up*

*Step 5 - Implementation: key success factors and lessons learned*

**How?**

We have set out in the following Sections an update to the Scaling-Up and Sustainability Strategy to take account of developments over the last 18 months and to set out a pathway for Pilot Sites and consortium partners over the remaining life cycle of the project.

## 2 KEYWORDS:

Scaling Up, Sustainability, Good Practice, Best Practice, Curriculum, CGE,

## 3 REVIEWERS

REVIEWER NAME	EXTERNAL REVIEWER	ORGANIZATION	DATE OF APPROVAL
NA			

## 4 VERSION HISTORY AND AUTHORS

Version	Name / Organization	Status*	Date	Provided Content/Comment/ Summary of Changes
1	John Farrell	A	06.05.2021	Final Version

\*Status indicates if:

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

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## 6 INTRODUCTION

The initial version of the Scaling-Up and Sustainability Strategy clarified “Scaling-Up” is often considered as a continuous process of change and adaptation that can take different forms. It requires the selection of good practices, assessment of their viability for scaling-up, adjustment of good practices for local replication followed by the lengthy implementation process.<sup>1</sup>

Furthermore, in considering scaling up we should not be restricted to simply addressing the quality of the impact, scale and sustainability.<sup>2</sup> Four types of scaling up have been identified from literature in terms of structures, programs, strategies or resource bases: Quantitative, Functional, Political or Organisational.<sup>3</sup> Despite their differences, all these dimensions of scaling up are interrelated and often go together, as scaling- up rarely occurs in one single dimension. For example, Quantitative or Functional scaling up requires Organisational adjustments and further expansion is triggered by Political developments.

For the NECTAR Project we have adopted the World Health Organisation definition of Scaling Up, considering their Practical Guidance for scaling up health service innovation (2009)<sup>4</sup>:

**“....deliberate efforts to increase the impact of health service innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and programme developments on a lasting basis.”**

The distinctive features of this definition are:

- “Innovations” means health service components or practices that are new or perceived as new in a particular programme context. Furthermore, health service innovations will be a set of interventions, including the processes necessary to build sustainable implementation capacity.
- “Successfully tested” refers to interventions being evidence-based through pilot demonstration or experimental projects.
- “Deliberate efforts” denotes the scaling up as a guided process rather than an instinctive or unplanned deployment of innovation.
- “Policy and programme development on a lasting basis” highlights the importance of institutional capacity building and sustainability in scaling up through securing political support, appropriate managerial structures along with human and budgetary resources and the service components necessary for successful large-scale programmes and policies.

Implicit within this is the need to have behavioural or cultural change within organisations which will create an environment that promotes and supports the design, development, and adoption of new innovations and technologies at scale. This will extend to the development of new policies and delivery models within an organisation.

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<sup>1</sup> A Hartmann and J Linn. Scaling up: A framework and lessons for development effectiveness from literature and practice. Wolfensohn Center for Development Working Paper, (5), 2008

<sup>2</sup> A Hartmann and J Linn. Scaling up: A framework and lessons for development effectiveness from literature and practice. Wolfensohn Center for Development Working Paper, (5), 2008

<sup>3</sup> P Uvin. Fighting hunger at the grassroots: paths to scaling up. World Development, 23 (6):927–939, 1995

<sup>4</sup> [http://whqlibdoc.who.int/publications/2009/9789241598521\\_eng.pdf](http://whqlibdoc.who.int/publications/2009/9789241598521_eng.pdf)

Having agreed this definition of Scaling-Up, the approach to be adopted for the NECTAR Scaling Up and Sustainability Strategy is based on the EIP on AHA Scaling Up Strategy<sup>5</sup> and focusses on two key elements:

- WHAT to scale up, i.e., identifying good practice projects, delivery models, policies, innovations,  
and
- HOW to scale up, i.e., what methods and approaches will be used.

The initial version of the Scaling-Up and Sustainability Strategy took account of the conclusions from the review carried out in Task T2.1 to identify best practice in Chef GastroEngineering (CGE) occupational profiles and curriculum with reference to DG Sante criteria and ESCO qualifications. This highlighted the lack of information on the examples provided and the difficulty in accurately assessing them against the criteria. Furthermore, there was no indication the examples gathered could be fully considered as best practice for scaling-up in terms of qualifications, competences and implementation.

Nonetheless it was recognised and agreed NECTAR would still benefit from the work undertaken in Task T2.1 as the template developed and the benchmark with ESCO qualifications would ensure the missing aspects are considered in the development of:

1. a “Chef Gastro Engineering” Occupational Profile; and
2. a NECTAR CGE training curriculum to be evaluated in each of the 5 pilots undertaken in Belgium, Portugal, Austria and Italy. This evaluation will

This would mean the CGE Occupational Profile, and the evaluation of the Curriculum would provide the evidence base for the NECTAR CGE curriculum to be considered “best practice” and therefore could be scaled-up within the pilot site regions, at national level, and across Europe. This would be supported by a Twinning programme that would allow potential “Adopter” regions to learn from the NECTAR pilot sites as “Originator” regions

The initial version of the Strategy set out the proposed steps and actions for doing this and secure the long-term sustainability of NECTAR beyond the project duration. This document builds on that by specifically focussing on the key steps to be addressed during the remainder of the project.

## 7 NECTAR SCALING UP STRATEGY

Based on the main elements of the “EU Scaling up Strategy in AHA” NECTAR will maximize the project’s impact though the following 5 main steps addressing “WHAT” to scale up, and the “HOW” to scale up:

*Step 1 - Building a database of good practices*

*Step 2 - Assessment of viability of good practices for scaling-up*

*Step 3 - Classification of good practices for replication*

**What?**

*Step 4 - Facilitating partnerships for scaling-up*

*Step 5 - Implementation: key success factors and lessons learned*

**How?**

<sup>5</sup> [European Scaling-up Strategy in Active and Healthy Ageing \(europa.eu\)](https://eip-aha.europa.eu/)

## 7.1 Assessment of viability of good practices for scaling up

NECTAR will deliver an EU Occupational Profile (OP) for Chef GastroEngineering (CGE) and an EU Curriculum for the certification of this profile. The development of the CGE OP for CGE is a critical element of the project as it will be defined, as the EU benchmark for Vocational and Educational Training (VET) of chefs in Primary Food Care. To ensure the CGE OP adheres as much as possible to the current (and future) working and occupational contexts for CGEs account was taken of research evidence on chefs' skills needs.

The OP will be informed by ESCO and EU Skills Panorama and will be compliant with ECVET, so as to allow the 'translation' of skill needs into a European, innovative, learning outcome-oriented modular VET Curriculum for CGE. This ensures a consistent definition is applied to CGE not only for the purposes of the project but also in gaining recognition for the profession across Europe after the project concludes. The CGE Curriculum developed in the project aims to have the qualification recognised at EQF4 and EQF5 levels, to allow contextualization and adaptation to meet individual country needs. It is therefore developed as a learning outcome-oriented and modular programme compliant with the main EU standard and tools for VET providers, such as ECVET, EQAVET, ESCO, EQF, etc; and will be validated in 5 pilot sites. Successful scaling-up of the curriculum will be dependent on its evaluation and subsequent integration into national Curricula, taking account of local and contextual constraints.

## 7.2 Classification of good practices for replication

A key deliverable of the NECTAR project is scaling-up the CGE OP and Curriculum to address the needs of Chefs and Cooks. The recognition that there are already EQF gaps between countries and regions in Europe has led to the curricula being developed at both EQF4 and EQF5 levels. This provides acceptable and agreed levels of qualification that VET providers can deliver so as to increase the knowledge and competence of all chefs and cooks. This classification of curricula at EQF4 level and EQF5 level offers flexibility to VET providers and facilitate both the scaling-up within pilot site countries and across Europe.

As referred to previously the CGE Curriculum and its flexible adaptation to meet individual country needs along with its classifications at EDF4 and EQF5 levels will be the defined good practice for replication. The flexible adaptations of the curriculum within each of the pilot sites will be taken forward for scaling-up at regional, national, and European levels

## 7.3 Facilitating partnerships for scaling up

Scaling-up comprises 2 distinct roles:

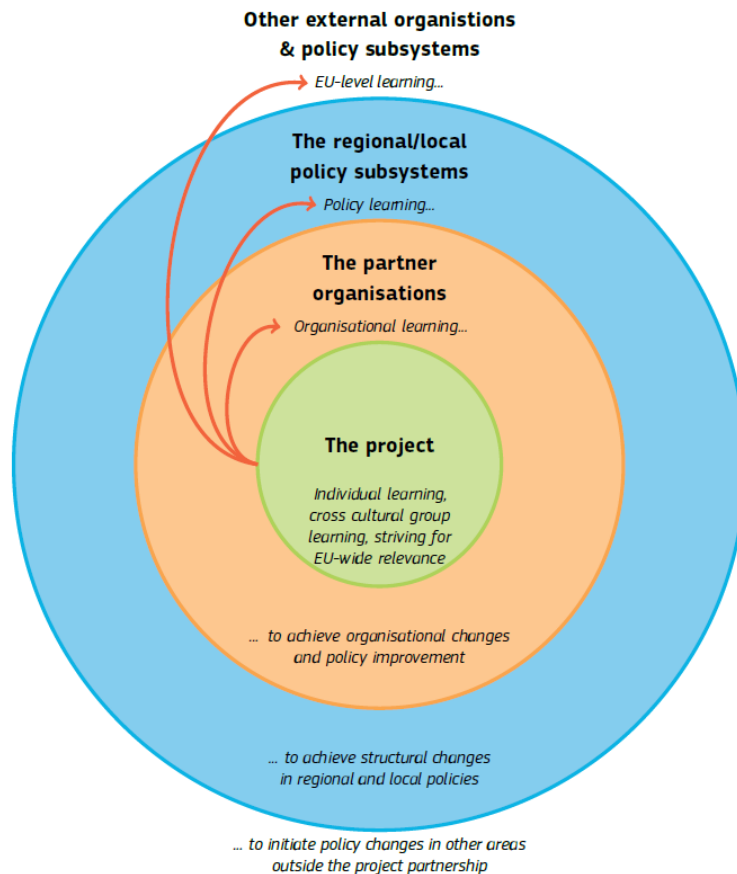
- a) the originating organisation that develops and pilots the model;  
and
- b) the adopting organisation that takes and implements or adapts up the model.

A Twinning programme will be developed within the project, after the validation of the EQF4 and EQF5 level curricula, to support scaling-up within pilot site regions and countries, and across regions outside the project. The facilitation of partnerships for scaling up will take account of the needs of suitable adopter regions and the EQF level curriculum appropriate to their needs and context.

Pilot sites will be supported by the RSCN in developing their regional and national Twinning Schemes. In addition, the RSCN will develop the Twinning Scheme for regions outside the partnership.

Scaling up through Twinning will be based on the INTERREG IVC reference model for the exchange of good practices at inter-regional level (Figure 1)

Figure 1 - INTERREG IVC reference model for the exchange of good practices at inter-regional level



## 7.4 Implementation: key success factors and lessons learnt

The NECTAR Scaling-Up will be managed:

- **WITHIN ORGANIZATIONS**, i.e. increasing the capacity of the organization for self-sustaining the piloted initiatives; and
- **ACROSS ORGANIZATIONS**., i.e. increasing the capacity of project results to be adopted and financed in other contexts.

In addition to the CGE curriculum the approach to scaling up will also take account of any real or perceived barriers to scaling up within partner regions, e.g. policy, financial, organizational, etc and how these have been addressed. This will be undertaken through a survey of the pilot sites and learning from this will be shared as part of a Twinning Scheme with adopter countries and regions to help them in developing their own scaling up strategies as part of the transfer and adoption of the project.

NECTAR scaling-up will be implemented at 3 levels:

- a. regional level (at least one per region involved in the project)
- b. country level (at least one per country involved in the project)
- c. across EU countries (at least three, that are not project partners).

During the final project conference in 2023 the RSCN will support the identification and agreement of at least 5 Twinning partners who will adopt the Curriculum and contextualize it in new regions using their internal resources or other resources external to the NECTAR project grant.

To support project partners in developing and implementing scaling up within the project the RSCN will develop guidelines and organise a workshop. This will be made available during the validation stage of the NECTAR curriculum in the pilot sites.

In this framework the sustainability of NECTAR will be achieved through:

- Adoption of the EU Curriculum and Guidelines in other regions or countries;
- Replication of the pilot EQF Level 4 and Level 5 courses curricula in the same region, and in other regions of the pilot site country; and
- Making the Exploitable Results from the Project - CGE Occupational Profile; CGE Curriculum; CGE Web-based Designers' Kit; Open Access Educational Resources; Online Educational Toolkit; and Pilot Sites CGE Course Programmes available for free after project end.

## 8 OBJECTIVES

The NECTAR scaling-up objectives were set out in the initial version of the Scaling-Up and Sustainability Strategy and are set out again in the Table below for ease of reference. The Stakeholder Mapping exercise in Task T7.3 will be used to identify the organisations within each of the Target Groups.

Table 2 – Scaling Up Short Term Results and Long-Term Indicators

Scaling up	Objective	Target Group and Potential Beneficiaries	Actions
<b>Within the region</b>	At least one per region involved in the project	<b>Target groups:</b> a) Decision Makers; b) Service Providers; c) Vocational Educational and Training-Providers <b>Potential beneficiaries:</b> a) Chefs and Cooks; b) Service Users; c) Other health and social care actors	1) bilateral (virtual or attended) meetings; 2) identify practices to be scaled up; 3) set the basis for scaling up
<b>Within the countries</b>	At least one per country involved in the project	<b>Target groups:</b> a) Decision Makers; b) Service Providers; c) Vocational Educational and Training-Providers <b>Potential beneficiaries:</b> a) Chefs and Cooks; b) Service Users; c) Other health and social care actors	1) bilateral (virtual or attended) meetings; 2) identify practices to be scaled up; 3) set the basis for scaling up
<b>Across countries</b>	At least three Scaling up actions across countries. Identify at least 5 Twinning Partners across regions outside	<b>Target groups:</b> a) Decision Makers; b) Service Providers; c) Vocational Educational and Training-Providers	1) identify practices suitable for replicating in other countries;

	the project willing to implement the Curriculum after the project ends.	<b>Potential beneficiaries:</b> a) Chefs and Cooks; b) Service Users; c) Other health and social care actors	2) identify Twinning partners
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In addition, there are also a number of supporting objectives:

- Develop Scaling Up Guidance and deliver a workshop for NECTAR partners in Year 2 of the project (RSCN).
- Undertake a Survey of pilot sites to identify policy, organisational, financial barriers, etc in implementing the curriculum and actions to overcome these as learning for potential scaling-up adopter regions (RSCN)
- Evaluation of the CGE curriculum delivered within each pilot site to validate as good practice for scaling-up (UALG)
- Provide progress reports on scaling-up actions (Pilot Sites),
- Publish reports on the main scaling up and sustainability strategy actions in M24 and M36. (RSCN)

## 9 REVIEWING THE STRATEGY

The Strategy will be formally reviewed again at Month 30. To facilitate this the RSCN will monitor the actions set out in this version of the Strategy every 3 months to ensure any issues emerging are considered and addressed in the context of the proposed scaling up objectives and scaling up actions.

Where necessary follow up action will be taken with pilot sites to identify and resolve potential issues or impediments to scaling-up within their regions/countries.

Progress Reports will be submitted to the Project Steering Group, highlighting any unresolved issues that may impact on scaling up the NECTAR curriculum.

Reports on the main scaling-up and sustainability strategy actions implemented in NECTAR project will be provided at M24 and M36.

## ANNEX 1 – QUALITY CONTROL CHECKLIST

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