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

STAKEHOLDER MAP

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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 an EU Curriculum for the certification of this profile.

Arising from the project CGE will be an innovative and pivotal figure in PFC, skilled on food management and kitchen coordination, addressing end-users need such as taste deteriorations / alterations, swallowing and chewing problems, personalising recipes and cooking processes. CGEs will also have the technical skills to use various ICT tools for older adults' home monitoring and personalisation of care.

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.

Stakeholder Mapping will identify all the stakeholders in order to understand their role and interest in the project, the key decision makers, and any connections between the various stakeholders. This process will inform and guide the development of engagement and communication strategies for targeting CGE interventions.

In brief, stakeholders will be identified through the collective knowledge and relationships developed by NECTAR partners and associate partners within their regions and countries. This will be supplemented through research and identification of leading EU wide organisations.

2   KEYWORDS:

Stakeholder Mapping, Communication, Engagement,

3   REVIEWERS

REVIEWER NAME	EXTERNAL REVIEWER	ORGANISATION	DATE OF APPROVAL
Reviewer 1	No	Region Liguria	17/06/2021
Reviewer 2			

4   VERSION HISTORY AND AUTHORS

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*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 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 in developing the project proposal. Stakeholders were organised into groups according to how much they participate in the project, what their interest level is, and how much influence they have. This analysis was then used to consider how each stakeholder could be involved in the project, including the best channels for communication based on their needs. Communication is considered key to the NECTAR Stakeholder engagement as puts the project in context and through the project's visibility it will help to build trust. This in turn enables the project to strategically align with stakeholders and the overall business goals of their organisations.

Our analysis also included identifying Stakeholder 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.

Finally, consult attachment 1 for any abbreviations.

7 NECTAR STAKEHOLDER MAPPING

The purpose of developing a NECTAR Stakeholder Map is to allow us to analyse the diverse range of Stakeholders relevant to the success of the project. Initially we identified all Stakeholders considered relevant to the project. It was also agreed this is an iterative process and as the project develops there will be opportunities to identify additional Stakeholders not identified at this stage; or to identify others from outside the project consortium that will be necessary to support the longer-term sustainability and exploitation of NECTAR.

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 have 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

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: It was recognised that NECTAR Stakeholders could be diverse ranging from Chefs and Cooks at one end of the spectrum to curriculum accreditation organisations at the other end. Additionally, as the project develops further potential Stakeholders may be identified and our approach allows Stakeholders to be revised and modified. The identification of Stakeholders was therefore 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 will be used to identify relevant organisations and key decision makers in the employment, or training, of Chefs and Cooks. This will help ensure the right individuals and organisations are targeted in communication and engagement activities. The Partner Organisation Network Analysis to be used during the project is set out at Annex 2.

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

An interactive virtual workshop was organised for project partners and pilot regions to:

a) validate the initial analysis during the project development phase and identify additional Stakeholders.
b) evaluate the relevance of the Stakeholders and the perspective they bring to the project. This included defining what type of stakeholder they are, their level of influence, how much they might contribute to the project and their legitimacy in so doing, their willingness to engage, and their preferred method of communication.

2. Mapping and Prioritising Stakeholders

Using the results from the Analysis Stage participants at the workshop then considered the identified Stakeholders' level of influence and interest in the project. A stakeholder map is a visual representation that is used to identify stakeholders and categorize them in terms of their influence and interest in the NECTAR project. We have 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

Stakeholders were then plotted on this map depending on how they fell into these metrics based on an evaluation of:

➢ What financial or emotional interest do they have in the outcome of NECTAR? Is it positive or negative?
➢ What motivates them most of all?
➢ What information do they want from the project?
➢ How do they want to receive information?
➢ What is the best way of communicating NECTAR messages to them?
➢ What is their current opinion of CGE training for Chefs and Cooks? Is it based on good information?
➢ Who influences their opinions generally, and who influences their opinion of CGE training? Do some of these influencers, therefore, become important stakeholders in their own right?
➢ If they are not likely to be positive, what will win them around to support the NECTAR project and how can any opposition be managed?
➢ Who else might be influenced by their opinions and do these organisations become stakeholders in their own right?

This analysis will be updated in the initial stages of the project as part of the engagement between pilot region partners 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 will improve NECTAR partners' understanding of all the Stakeholders, and therefore help ensure engagement and communication is properly managed 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

Adopting the Matrix at Figure 1 organisations identified as Stakeholders have been plotted against each of the 4 quadrants. This is set out at Table 2. During the lifetime of the project this Table will continue to be developed to ensure existing and new Stakeholders are properly categorised and that communication and engagement strategies continue to be appropriate for the different organisations.

Table 2: NECTAR Stakeholder Matrix

Keep Satisfied	Manage Closely
➤ Health and Social Care Providers ➤ 3rd Party Providers ➤ Policy Makers	➤ VET Providers ➤ Qualification and Accreditation Bodies
Monitor	Keep Informed
➤ Primary Food Care Organisations ➤ End Users (Patients/Carers)	➤ Influencers ➤ Umbrella Organisations ➤ Professional Bodies ➤ Chefs and Cooks

Stakeholder organisations identified have been categorised against each of these quadrants (Annex 3). NECTAR Partners will use this analysis to identify organisation contact points for each region. In addition, Partners will conduct a Partner Organisation Network Analysis (PONA) using the Questionnaire at Annex 2 to ensure all relevant Stakeholder organisations with an interest in, or who can influence, the project have been identified and categorised appropriately. This activity will be concluded by July 2021 and will be repeated every 6 months to ensure information collected remains up to date and to identify new organisations within Partner Regions.

Information collected through the PONA will be maintained in a Database which will be used for dissemination and communication on the project. Retention of information on the Database will be compliant with GDPR and any other data security protocols.

Engagement, dissemination, and communication activities will be aligned with each of the Stakeholder Groupings as defined in the Dissemination and Communication Plan. Key actions to be taken forward include:

- VET-Providers and Qualification and Accreditation Bodies will be reached by targeted dissemination activities, and they will 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 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.

9 MONITORING IMPLEMENTATION

The Stakeholder Map will be reviewed at least quarterly to ensure all relevant organisations and individuals with an interest in the project, or who can influence its adoption, are identified, and categorised appropriately. As the Stakeholder Map will identify the key organisations and contact points along with their type of interest they have the frequency and type of communications and engagements will be monitored and reported to the Project Management to ensure it continues to be appropriate for the sustainability and exploitation of the project. Where changes are revisions are required 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	Contact type: 1. Public Sector Policy Maker 2. Health and Care Provider 3. 3rd 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

its own line below)								

Annex 3 – NECTAR Stakeholder Analysis by Organisation

Health and Social Care Providers	Third Party Providers	Policy Makers	VET Providers	Qualification and Accreditation Bodies	End Users	Primary Food Care	Influencers and Umbrella Organisations	Professional Bodies
• União de Misericórdias de Portugal • Nursing Homes • Care Institutions • Community Nurses • Hospitals	• "Meals on Wheels" Providers • Essen auf Rädern Austria • l'Istituto Nazionale Riposo e Cura per Anziani (IRCCS INRCA) (National Institute for Rest and Care of the Elderly) •	• Regional Ministries of Health • Regional Ministries of Social Services • Regional Ministries for Higher Education • Ministério do trabalho, solidariedade e segurança social • Associação de Reformados, Pensionistas e Idosos do Concelho de Faro • European Commission	• School of Gastrologic Sciences and Primary Food Care • Medical University Graz • Modul Private University Austria • Schools and VET Provider delivering CGE course • Nederlands - Vlaamse Accreditatie organisatie NVAO (Netherlands & Belgium)	• NVAO (BE/NL) • IEFP Instituto do emprego e formação professional • INAPP Italian Public Policy Innovation Institute for Work, VET, Education and Social Policies • Local Education Agencies • Italian Regional Qualification Agencies	• ITalian National Agencies INAPP and TECNOSTRUTTURA • UNICARE Global Union • Patients • Formal/Informal Care Givers • Public Employment Services •	• Center for Gastrology and Primary Food Care • Chefs Gastro Engineering (CGE) • Agri Fish and Food Sector (Farmers, Food suppliers) • Restaurant Assoc's • BoerenBond (BE) • VLAM (BE) • FEVIA (BE) • Horeca Vlaanderen (BE) •	• LKO (AT) • WKO (AT) • Society for European Geriatrics • HOPE • EPHAD • ESPEN • Universities Schools of Medicine – Department of Geriatrics • RSCN • EASPD – (European Association of Service Providers for Persons with Disabilities) • Euro Carers • AGE Platform	• Groot Keukenkoks Oost-Vlaanderen (BE) • Association of VET Providers • Federation of European Social Employers (FESE) • Chef Professional Bodies • SINU - Italian Nutrition Society • Nursing Associations • Medical Associations • Care Giver Associations

		– DG Sante, DG Employment DG Education • Rijksinstutuut voor Volksgezondheid en Mileu (NL) • Health and Care Providers	• Italian Network of ITS (EQF5 VET providers) • Ter Groene Poorten (BE) • Spermalie (BE) •			• Lifelong Learning Platform • ProMIS • Associação Portuguesa dos Nutricionistas • Rijksinstutuut voor Volksgezondheid en Mileu (NL) (National Institute for Public Health and the Environment) • Chambers of Commerce • Personality Chefs • Newly trained Hospital Chefs	• Verband der Köche Österreichs (https://vko.at/) - representation of cooks • Chefs Gastro Engineering

COLOUR KEY:

KEEP SATISFIED	MANAGE CLOSELY	MONITOR	KEEP INFORMED

ANNEX 4 – QUALITY CONTROL CHECK LIST

Quality Control Check	
Generic Minimum Quality Standards	
Document Summary provided (with adequate synopsis of contents)	YES
Compliant with NECTAR format standards (including all relevant Logos and EU-disclaimer)	YES
Language, grammar and spelling acceptable	YES
Objectives of the application form covered	YES
Work deliverable relates to adequately covered	
Quality of text is acceptable (organisation and structure, diagrams, readability)	YES Annexes 2 and 3 could be made more readable
Comprehensiveness is acceptable (no missing sections, missing references, unexplained arguments)	YES
Usability is acceptable (deliverable provides clear information in a form that is useful to the reader)	YES
Deliverable specific quality criteria	
Deliverable meets the 'acceptance Criteria' set out in the Quality Register:	YES
Checklist completed and deliverable approved by Name: Lucia Schifano Date: 17/06/2021	