

Monitoring HCA-GVNL

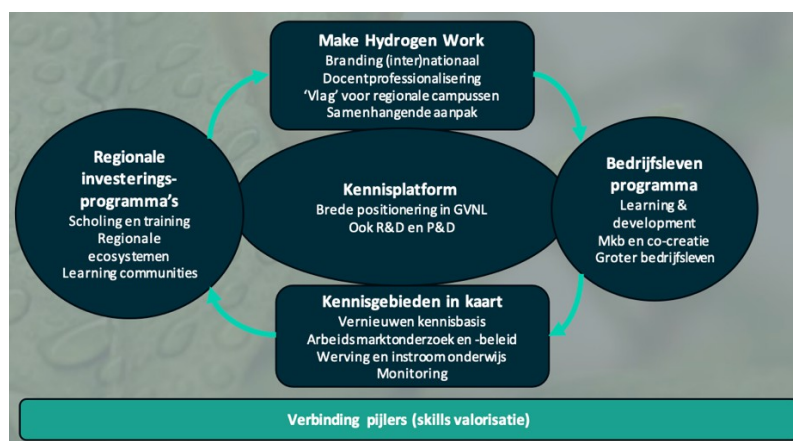
As a Growth Fund program, GroenvermogenNL (GVNL) must periodically monitor its program for progress. GVNL's Human Capital Agenda (HCA-GVNL) is an integrated program consisting of multiple work streams. To get a good view of progress, the monitor will focus on the agenda as a whole with the work streams interrelated. To this end, PTvT will develop a methodology commissioned by GVNL for this purpose so that this necessary information can be obtained. This document explains the purpose, principles and building blocks of the methodology in more detail. It is of interest to the participating consortia in the call "Towards the Future: Learning Communities as Drivers of the Hydrogen Economy. Their program will be an integral part of the HCA- GVNL and connected to other work streams.

Background

In [Ruim baan voor versnelling¹](#) (Dec 2023), the course to 2028 is further developed. The basis remains the five work streams [from Bridge to the Future²](#) (2021):

Workflows		2024-2028
Workflow 1	Mapping knowledge areas	HCA GVNL monitor (incl. Labor Market Dashboard) H2inO
Workflow 2	Realize and scale up Learning communities and mobilize region	Liaison Teams Regional Roadmaps Call Phase II Regional Learning Communities Occasional research project shortening time-to-job (2024-2026)
Workflow 3	National Knowledge Platform	Knowledge Platform
Workflow 4	National Package of Educational Programs hydrogen	Make Hydrogen Work
Workflow 5	Innovation impulse SME and training impulse business	Co-creation SMEs (LLO Catalyst) and Make Hydrogen Work

The figure below outlines how the five work streams are connected. This is important both to monitor the performance of the work streams in isolation and to qualitatively portray the impact/contribution of the connection. In addition to these work streams, the HCA is working to connect the pillars of GVNL. This has started with actively establishing the link between the R&D work packages and human capital. The liaisons are working to further operationalize and concretize the connection between the started projects of R&D and scaling up.

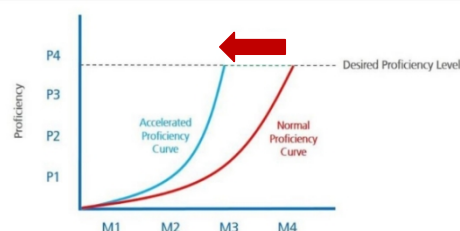


¹ https://groenvermogennl.org/wp-content/uploads/2024/01/GVNL_HCA_Strategiebrochure_N.pdf

² https://groenvermogennl.org/wp-content/uploads/2023/01/Bijlage-2b_HCA-implementatieplan-GroenvermogenNL-dec2021.pdf

Because the development of the hydrogen economy is unpredictable, HCA-GVNL has expressed an ambition with its program to shorten the *time-to-job**. This is the time it takes for someone to become employable in a role in the hydrogen transition (see box opposite). By doing this, HCA-GVNL aims to ensure that the staffing of work to build and implement the hydrogen economy can be done faster than now in order to facilitate rapid growth in this way. GVNL measures the extent to which it contributes to this by tracking investments and determining the extent to which the solutions in themselves contribute to shortening the time-to-job. Because multiple factors affect time-to-job (such as, for example, a shortage or surplus in the labor market making time-to-job greater or shorter), GVNL has defined outreach and participation and output parameters for the HCA. The table below shows the whole that GVNL controls.

(*) Time-to-job refers to the period of time required for an individual to function fully in a new job. It is the time required to adjust to the new work environment, acquire the required skills and knowledge, and contribute effectively to the organization. This process can vary depending on the complexity of the job, the person's experience and skills, and the availability of training and supervision. A shorter time-to-job indicates rapid and successful integration of an individual into a new job, while a longer time-to-job may indicate challenges in adjusting to the new role and environment. It is important for employers to minimize time-to-job through effective onboarding, training and support to promote new employees' productivity and satisfaction.



	HCA (total)	Of which through Roadmaps
Key impact	Shorten time-to-job*	Shorten time-to-job
Range and participation	500 companies 10,000 professionals	50 companies per region 1,000 professionals
	80% of relevant courses and teachers (mbo and hbo)	80% of relevant courses and teachers (mbo and hbo)
Output parameters	Make Hydrogen Work 1 Hydrogen knowledge platform 10 Learning Communities	Each region own hydrogen campus(es) At least 1 Learning Community
	Learning & Development network companies	

Table 1. KPIs for the HCA-GVNL.

To properly interpret the monitoring results, it is important to be able to place this within the context of labor market development. This involves the qualitative and quantitative data of the issue (e.g., what is the (future) demand for labor and what skills must this labor have). Some of this "qualitative" data was mapped in Phase 1 with various surveys³. With this data, a labor market dashboard has been set up intended for the ecosystem (companies, educational institutions, social organizations, governments, etc.) to have and keep a good overview of the labor market demand trends. In addition, the supply of hydrogen-related initial education and lifelong development has been mapped.

³ https://groenvermogen.nl/wp-content/uploads/2023/11/CE_Delft_230143_Arbeidsmarktonderzoek_waterstoftransitie_Def.pdf

The supply of hydrogen-related initial and post-initial education has been mapped by Technopolis & Hutspot⁴ and KPMG⁵, respectively. These surveys provide insight into what the supply is and how many students/professionals use it.

All studies mentioned provide insight into the situation in 2023 and form the reference for monitoring. Side note on this data is that this is outcome: multiple factors outside GVNL's sphere of influence affect this.

Target

The purpose of the HCA GVNL monitor is to increase the effectiveness of interventions in the various work streams through continuous insight into the human capital issue in the themes of education, labor market, collaborations and policy. Based on this insight, we can learn and steer and be accountable for the choices made. We do this by monitoring the program at three different levels:

1. Key impact: tracking the impact of the program on its intended audiences.
2. Outreach and participation: measuring and tracking outreach and participation in learning and development pathways.
3. Output parameters: achieving set objectives, measuring progress against milestones and identifying any bottlenecks in implementation.

With the insights from the monitoring, GVNL can learn, steer and be accountable to the NGF committee.

PTvT started in phase 1 to develop the methodology for monitoring the results of the HCA GroenvermogenNL program. In doing so they are using their years of accumulated knowledge on monitoring public-private partnerships, conducting peer reviews for the Regional Investment Fund MBO (see point c. below) and measuring the impact of the NGF program 'Scaling up PPP in vocational education'. The KPIs of the HCA-GVNL are leading for the design of the methodology, this requires a good definition of these KPIs (e.g. time to job). The development will be well coordinated with the monitoring of GVNL as a whole so that the results of the monitoring can be properly incorporated and the connection between pillars will have a place (see peer review).

PTvT is not involved in the implementation of all work streams, and therefore also has insufficient insight into goals, results, associated KPIs and intended impact. A sounding board group will be established to be able to contribute to the quality of process and content of the monitoring from all work streams and regions in the project. The composition of the group will be determined in consultation with core group HCA GVNL. We are thinking of representatives from the core group, regional liaisons, RVO, PTvT, education and industry.

In monitoring, three building blocks for gathering information are important:

a. Labor Market Dashboard

To gain insight into supply and demand in the labor market, education and post-initial education, the labor market dashboard⁶ was developed. The dashboard brings together data from the various studies (see footnotes 1 and 2). Through 2029, the dashboard will be updated three times (in 2025, 2027 and 2029). This means that the data from the surveys update to create a new point in time with which we re-establish the growth of supply and demand in the labor market (by value chain), inflow of students to hydrogen education and increase growth post-initial education. This will give us information about the context in which our programs operate that will allow us to better interpret and give meaning to the data from focus point b.

⁴ [Green powerNL: an exploration of initial education](#)

⁵ https://groenvermogen.nl/wp-content/uploads/2024/01/20231018_Eindrapportage-KPMG-finaal_Verkenning-post-initieel-leer- and-development_NWO_GroenvermogenNL.pdf

⁶ <https://wijzijkatapult.nl/kenniskaart/>. During 2024, there will also be more clarity on the knowledge platform and PTvT will work on integrating the labor market dashboard with the knowledge platform at the appropriate time.

b. Projects

To achieve its goals, GVNL has initiated a number of projects (see Table 1, 3^{de} column) and will initiate several more. In the formulation of these projects, they will be tasked with providing GVNL annually with the necessary data on the contribution to reducing time-to-job and the outreach and participation of companies, professionals and training and teachers. This data will be part of the input for monitoring and more specifically to meet the information needs of the NGF committee.

The Roadmaps describe linkages with other programs such as Just Transition Fund and NGF programs. In principle, these projects fall outside the scope of the monitoring. In the development of the monitoring methodology, we will find out when they can be included, for example, when an active connection has been sought to help realize the goals of HCA-GVNL. An example is a pilot with microcredentials in mbo⁷ that is currently being explored together with the NGF program NPuls. These are microcredentials for hydrogen training that NPuls wants to invest in. This in turn is linked to the regional roadmaps and Make Hydrogen Work. Another example is the 'H2 Train and Learn hub' funded by Just Transition Fund in Groningen⁸. This program focuses on the integrated approach of research, thematic education and re-training at all levels of training.

In the extension of phase 1, the methodology for the monitoring and evaluation of the various work streams of the program and its connection to the other pillars of GroenvermogenNL (demonstration projects and R&D projects) will be developed. This methodology will also be aligned with the necessary accountability documents for the National Growth Fund. In phase 2 from June 2024 to 2029, this monitor will be conducted annually in November and December, and the findings will be presented in a report.

c. Peer review & output measurement LC

Central to the HCA-GVNL is working with Learning Communities (LCs). To interpret the data and contribute to the learning capacity of the LCs, PTVT will adapt the existing peer review methodology to the context of GroenvermogenNL and will form an integral part of the overall monitoring. This will provide the LCs with information and advice for further development.

The peer review is conducted by peers (critical friends). The peer review methodology was developed for the RIF program (Regionaal InvesteringsFonds mbo) and in the context of the NGF program Opschaling PPS this methodology was further developed. This methodology will be incorporated within the context of GroenvermogenNL where several LCs per region are working with hydrogen. The challenge is to find the right level of aggregation: national (regions among themselves) or regional (LCs among themselves). Together with the regional liaisons, the appropriate level of aggregation will be determined. Peer review reports will be shared with GVNL for learning and development purposes and are explicitly not intended to account for investments

In addition, the output will be measured with Katapult's PPP impact measurement. This measurement particularly indicates the reach of the Learning Communities in terms of # and type of interventions, # companies and educational institutions involved, possibly other partners, # students and teachers reached, etc. Again, this requires customization because hydrogen can be an integral part of a PPP/LC as for example in the high impact PPP SCALE in Dordrecht. There, hydrogen is part of the larger energy transition agenda. The right level of aggregation will also have to be found for each LC.

GVNL has the ambition with the LCs that they are the vehicle to valorize knowledge from R&D, pilots and demo through skills development. The extent to which this happens and its effect we also want to see reflected in the peer review methodology.

⁷ <https://npuls.nl/microcredentials-mbo/>

⁸ <https://www.newenergycoalition.org/en/integrated-hydrogen-education-in-north-netherlands-paves-new-ways-in-education/>

Planning

	2024	2025	2026	2027	2028	2029
Labor Market Dashboard						
Projects						
Peer review						