

EU Programme Participation Strategy 2021 - 2027



A strategy to guide staff participation in EU partnership projects during the EU budget period 2021 to 2027



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Glossary of Abbreviations:

CARO	Dublin Metropolitan Climate Action Regional Office
CERV	Citizens, Equality, Rights and Values
DCC	Dublin City Council
ETC	European Territorial Cooperation Programme
EU	European Union
EUPO	EU Programmes Office
EMRA	Eastern Midlands Regional Assembly
IREO	Irish Regions European Office
PPN	Public Participation Network
UCC	Urban Consolidation Centres
UIA	Urban Innovative Actions

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Strategy Context:

In late September 2020, the Economic Development & Enterprise Strategic Policy Committee Working Group on International Relations & European Affairs sought to ascertain details on existing and past EU projects and EU funded national projects that Dublin City Council has participated in or applied to. This was in order to prepare for future participation in EU project opportunities; to gain an understanding of the level and scope of EU funded projects under the 2014 to 2020 EU budget cycle; and to assist in raising awareness of funding opportunities in the new EU budget cycle (2021-2027). A three step development process commenced in October and culminates with the completion of this strategy document. We would like to thank the members of the SPC Working Group for their consultation throughout this process.

The Strategy was produced by Wessel Badenhorst of Urban Mode Ltd with assistance from Mary MacSweeney, Deputy Head of Economic Development; Ciara O hAodha, Senior Economic Development Officer; and Gráinne Kelly, International Relations Officer.

December 2020

Dublin City Council has great pleasure in presenting this EU Programmes Participation Strategy 2021 – 2027.

This strategy builds on Dublin City Council’s track record of participation in a range of EU Programmes and through this strategy; the City Council will further build capacity for future participation. The launch of this strategy takes place at a critical time in the history of our city, our country and the European Union.

Dublin City Council commenced developing a European Programme Participation Strategy for the current EU Programme period 2021 – 2027, in September 2020. Throughout the developmental process; which commenced in mid-2020, we have collaborated with our key stakeholders across Dublin City, Dublin Region and Nationally. Our thematic approach focused on Regional & Urban Development; Horizon Europe; Social and Culture & Green and Smart.

We have gathered baseline data to reflect on the participation of Dublin City Council in EU Programmes during the previous EU budget cycle (2014 to 2020), and held 5 information sharing sessions to examine the opportunities for participation in the new EU budget cycle (2021 - 2027). Proceedings from the sessions informed this strategy for Dublin City Council participation in future EU Programmes.

The European Programmes which have been examined include Horizon Europe, Interreg, Urban Innovative Actions, URBACT, Erasmus+, Europe for Citizens, Creative Europe and the European Commission’s New Green Deal. The emphasis on greener, cleaner, digital and smarter cities in the new EU 2021 - 2027 budget was also analysed.

We would like to thank all our contributors with Dublin City Council elected members; our Strategic Policy Committee members; the European Commission Representation in Ireland, Eastern Midlands Regional Assembly; Irish Regions European Office; National Contact Points from Enterprise Ireland, Léargas, The Wheel, the Arts Council; and colleagues from the Higher Education Institutes across Dublin (DCU, Trinity, TU Dublin and UCD); along with our colleagues in Codema, Smart Cities and across Dublin City Council on shared learnings and opportunities.

This strategy will support the key priorities, aims, and objectives of Dublin City Council on and the alignment of policy, projects and practices under the next 7 year EU Programme period. A key pillar of this strategy is the establishment of a Dublin City Council EU Programmes Office to provide efficient support services for staff participating or intending to participate in EU partnership projects. This Office will also act as a contact point for educational and research institutions as well as other organisations wishing to engage with DCC as a potential project partner. It will also have a key co-ordination, liaison and communications role both internally among Dublin City Council staff, other local, regional and European authorities and representatives as well as the public.

Dublin City Council is committed to identifying opportunities to reimagine the city, its neighbourhoods and businesses. We are focused on how key parts of the city can be regenerated, through investment & innovation, city greening and improved connectivity. We are also dedicated to supporting and delivering the recovery and resilience of the city through innovative approaches and to respond to the defining global and local environmental, social and economic challenges and opportunities of our time. Keeping the Dublin economy performing as the engine room of the Irish economy and to ensure its long-term recovery and resilience is an essential priority alongside making the city a sustainable and social place to live, work and recreate.

This strategy will support the identification of opportunities within the EU Partnership Programmes and Projects and EU funding streams to realise Dublin City Council priorities but also contribute to the target areas identified by the European Commission and set out in the six EU pillars and the seven EC Flagships areas. It will also allow Dublin City Council to further develop policy alignment; capacity building; regional cooperation; public consultation; networking opportunities and reputation enhancement through innovative approaches and additionally through EU partnership projects

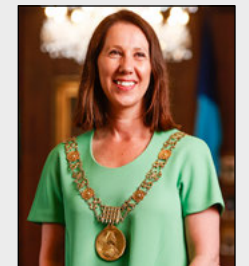
The City Council is confident that this strategy will be a catalyst for the enhancement of Dublin city involvement at European level. It will emphasis Dublin’s potential within the networks of European cities, such as those formed in EU Programmes and the Committee of the Regions and Eurocities. It will also support the alignment of our Dublin City Council priorities with the goals and policy objectives of the European Union.



Owen P. Keegan

Chief Executive
Dublin City Council

Owen P. Keegan



**Lord Mayor of Dublin
Alison Gilliland**

Lord Mayor



Executive Summary

The EU budget 2021 to 2027 presents opportunities for Dublin City Council (DCC) to participate in EU partnership projects. It will do so by building on its track record of involvement as shown in a staff survey conducted in October 2020. In the EU budget period 2014 to 2020 DCC staff were participants in 35 successful projects. A total of 15 projects were unsuccessful which in a competitive process is a success rate of 70%. Above 20% is deemed a good outcome.

In November 2020 four thematic staff information sharing sessions were held, each with presenters from national contact points relevant to the specific theme together with staff experienced in EU projects. The conclusions were that although EU funding is an incentive to stimulate project development, the main focus should be on staff development and building the capacity of DCC in key performance and policy areas. Successful projects showed impacts on innovation in areas ranging from low-carbon transition to creative visual thinking.

The aim of this Strategy is to provide a framework for the participation of DCC staff in EU partnership projects which will result in an increase over the next EU budget period in the number of successful projects as well as the number of staff engaging in EU projects.

From the survey and information sharing events it became clear that there is a perceived lack of support in DCC for staff who want to participate in EU Projects. There is limited project coordination in DCC with no clarity as to who participates in projects with which partners and to what end, with practically no follow-up on project impacts and future opportunities.

To address these shortcomings, a new office, the EU Programme Office (EUPO), will be established. The functions of the office will include processing approval of applications for DCC staff participation in EU partnership projects; procuring expertise to support staff in developing project proposals, building partnership networks, assessing project implementation and evaluating impacts of projects; and supporting staff to put in place administrative and financial procedures that will ensure DCC is compliant with formal EU partnership project agreements. EUPO will develop guidelines and criteria for project participation and produce a project application form to expedite the project approval process.

The office will also be the point of contact for educational and research institutions as well as other organisations who want to engage DCC as a project partner. The office will be the liaison of DCC with all national contact points of EU Programmes as well as with the regional coordination bodies for EU Programmes, EMRA and the Irish Regions European Office (IREO). The office will maintain data on projects, events and networks including secure contact details of partners (e.g. peer cities, educational institutions and other relevant organisations).

The office will fulfil its role in creative ways to stimulate enthusiasm in DCC for staff participation in EU partnership projects. This will include hosting ideas generation and 'pitching' events, facilitating 'matchmaking' for potential projects and partners as well as arranging for more experienced staff to mentor less experienced staff. EUPO will also create its own communication platform to alert staff of opportunities, to share news of events and to showcase staff participating in EU partnership projects. The office will facilitate regular information-sharing events involving staff, elected members, thematic presenters and the general public.

The premise of all EU partnership projects is that the principal outcome will be improvements in the lives of citizens and local communities that can be inferred from the activities in these projects. Unfortunately, the link between project activity and local benefits are often poorly understood, mainly because of inadequate communication and limitations on project management. DCC will use platforms such as the Public Participation Network to deepen understanding of the challenges to be addressed by proposed EU partnership projects.

Dublin is valued as a prominent city in the European Union. Expectations (e.g. as expressed by the European Commission Representation in Ireland) are that Dublin will be a leading city in a number of policy priority areas and for example, that it will be one of the 100 climate-neutral European cities by 2030. This Strategy helps Dublin City Council to create the support mechanisms to play its part in meeting these expectations.



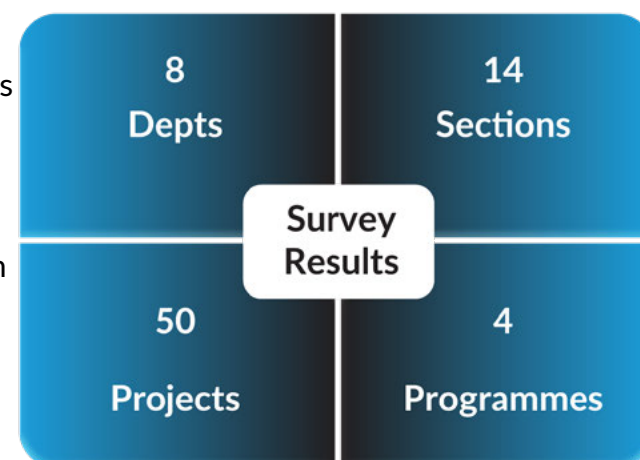
Assessment of Participation in EU budget period 2014 to 2020

Internal Organisation Consultation: October 2020

Dublin City Council (hereinafter referred to as DCC) is an active participant in EU project partnerships. In the EU budget period 2014 to 2020, departments and offices in DCC participated in 35 projects. A staff survey (October 2020) showed that the themes explored in the successful projects included:

- Energy: Retrofitting buildings
- Energy: Industrial waste
- Low-carbon transition roadmaps for citizens
- Low-carbon transition biking initiatives
- Migrant entrepreneurs
- Social Innovation and the Social Economy
- Visual Thinking Strategies in Arts Education
- Social Inclusion through Arts Education
- Flood relief nature-based solutions
- Coastal eco-engineering
- Public open data and 'Big Data' initiatives
- Digital citizen engagement

Figure 1: Internal Organisation Survey Summary



Staff also identified possible themes for future projects:

Themes / topics to explore / address with other potential EU partners:
Smart Cities, Innovation, Citizen Engagement, Digital Transformation, Supporting SME's through Testbeds, Pilot site for Research and Innovation, Open Data, City Data, Economic Development, Living Labs, Innovative Procurement, Climate Action Calls, Smart Districts, Smart Tourism.
Sustainable mobility.
Innovation, Entrepreneurship, Ecosystem Development, SME's, Sustainability, Social Economy, Circular Economy, Underrepresented Groups.
New affordable housing and sustainable urban development.
Building retrofit, building sustainability.
Urban renewal, sustainable city development, discussion on the future of cities, implications of Covid-19 for cities.
Smart cities related to transportation, intelligent transport system.
Arts Development, Policy and Strategy for Neighbourhoods and Cities; Artform related topics - visual art, drama, music etc; Architecture, placemaking, and public art; arts development for children and young people, older people, arts festivals, social inclusion/diversity, audience development.
Biodiversity and Ecosystems, Climate Change Adaptation, Urban Forestry, Health, Green infrastructure, Nature-Based Solutions, Citizen science.

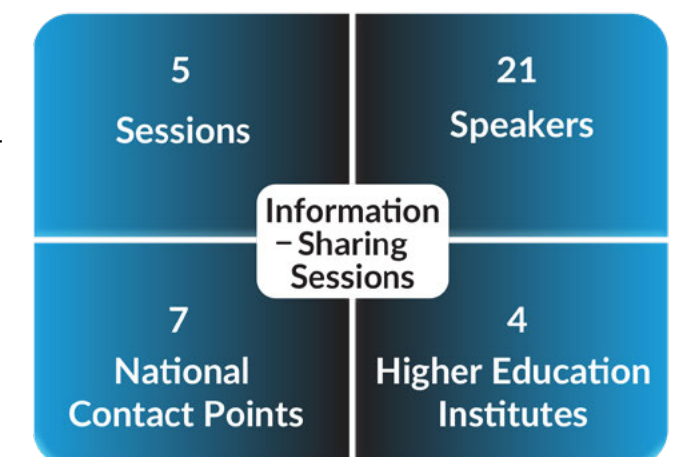
See Appendix A for full Staff Survey Report.

Information Sharing Sessions: November 2020

The survey was followed by four online staff information sharing sessions held in November 2020 each covering a specific broad category namely Regional and Urban Development; Horizon Europe; Social and Cultural; and Smart and Green. Attendance at the sessions were 30 participants on average.

The following national contact points of European Programmes as well as the European Commission Representation in Ireland presented in these sessions:

Figure 2: Information Sharing Sessions



- Irish Regions European Office – covering all EU Programmes and principal liaison office in Brussels for Irish local authorities.
- Eastern and Midlands Regional Assembly – covering territorial cohesion programmes (i.e. ETCs – or previously known as Interreg) and specifically national contact point for URBACT and the Urban Innovative Actions (UIA) and the new Urban Europe Programme
- The Wheel – national contact point for social inclusion programmes such as Europe for Citizens and the new CERV Programme
- Leargas – national contact point for the Erasmus Plus Programme
- Enterprise Ireland – national contact point for the Horizon 2020 programme and the new Horizon Europe programme
- The Arts Council – national contact point for the Creative Europe Programme

See Appendix B for the agendas of the staff information sharing sessions.

The main conclusions drawn from the discussions:

- Although EU funding is an incentive to stimulate proposal and project development, the main focus should be on staff development and building the capacity of DCC in key performance and policy areas.
- Several successful projects show the impacts of such projects on innovation in the services provided by DCC.
- Participation in EU projects is an active contribution and alignment by DCC to the policy implementation agenda of the European Union.
- DCC benefits from projects where good practices can be transferred and where services can be benchmarked against other local authorities.
- Staff benefit from the knowledge development and sharing processes underpinning EU projects.
- Choosing the right projects and the right partners is key to DCC being successful with participation in EU partnership projects.

The following challenges were identified:

- There is a perceived lack of support in DCC for staff who want to participate in EU Projects.
- There is limited coordination in DCC with regard to who participates in projects; evaluation of project potential including which programmes and objectives to prioritise; and follow-ups on impacts and future opportunities.
- DCC is an attractive prospective project partner for many stakeholders, none more so than for third level institutions. This is especially the case for Horizon 2020 calls and often there are several requests for participation made mere weeks before the call deadlines. This could lead to a lack of deliberation on potentially beneficial projects.
- There is an administrative burden associated with EU projects which can be a barrier to participation if not managed effectively.
- Staff participation in EU projects requires appropriate time management and planning of the use of resources.
- Resource Retention & Knowledge Gap following project completions

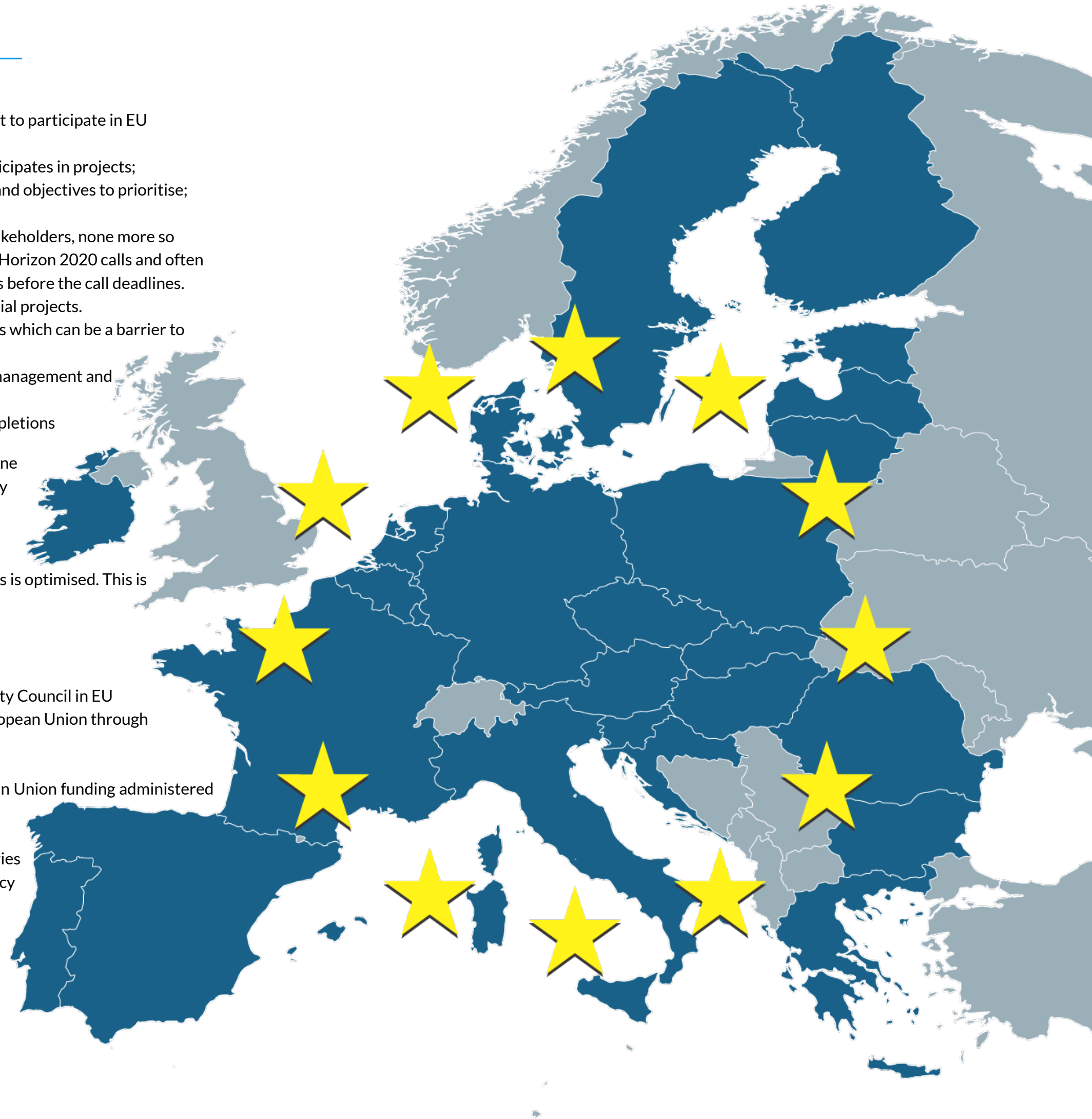
Following on from the staff information sharing sessions, an online session was held for councillors to give an overview of the survey and the presentations and discussions at these sessions.

It is clear from the staff engagement process that DCC will benefit significantly if the future participation in EU Programmes is optimised. This is the rationale for the Strategy.

Caveat

The Strategy guides the participation of the staff from Dublin City Council in EU Programmes aimed at achieving the policy objectives of the European Union through transnational project partnerships.

The Strategy does not provide guidelines for accessing European Union funding administered through national programmes (e.g. social inclusion funding via SICAP Programme or SME supports via Enterprise Ireland funding to the Local Enterprise Office), or through intermediaries such as the European Investment Bank. There are national policy guidelines and procedures that direct how to access EU co-funded national initiatives.



Aim and Objective of the Strategy

The aim of the Strategy is to provide a framework for the participation of DCC staff in partnership programmes of the European Union (EU).

The level of participation can range from active roles such as leading a transnational EU project to more passive roles such as coordinating the participation of local enterprises, community-based organisations and community groups in EU partnership projects.

The following objectives guide DCC to pursue this aim:

1. To ensure that any participation in an EU partnership project by DCC staff contributes to the goals and policy objectives of the European Union and Dublin City Council.
2. To promote participation in EU partnership projects which will measurably contribute to the capacity of DCC to meet its mission and public obligations.
3. To cooperate with relevant bodies such as national contact points of EU Programmes, the Eastern and Midlands Regional Assembly (EMRA) and the Irish Regions European Office (IREO) that will assist with the participation of Dublin City Council staff in EU partnership projects.
4. To engage with local communities and targeted beneficiaries matching where possible intended impacts with local needs.
5. To build the international reputation of DCC and the city of Dublin through participation in EU partnership projects.
6. To use participation in EU partnership projects to promote innovation in the operations of DCC that is green and smart and that enables openness, diversity and social inclusion.
7. To ensure that participation in EU partnership projects brings additionality to the services of DCC.

Targets, Milestones and Indicators

This Strategy will be a success if the following targets and milestones are reached in the period 2021 to 2027:

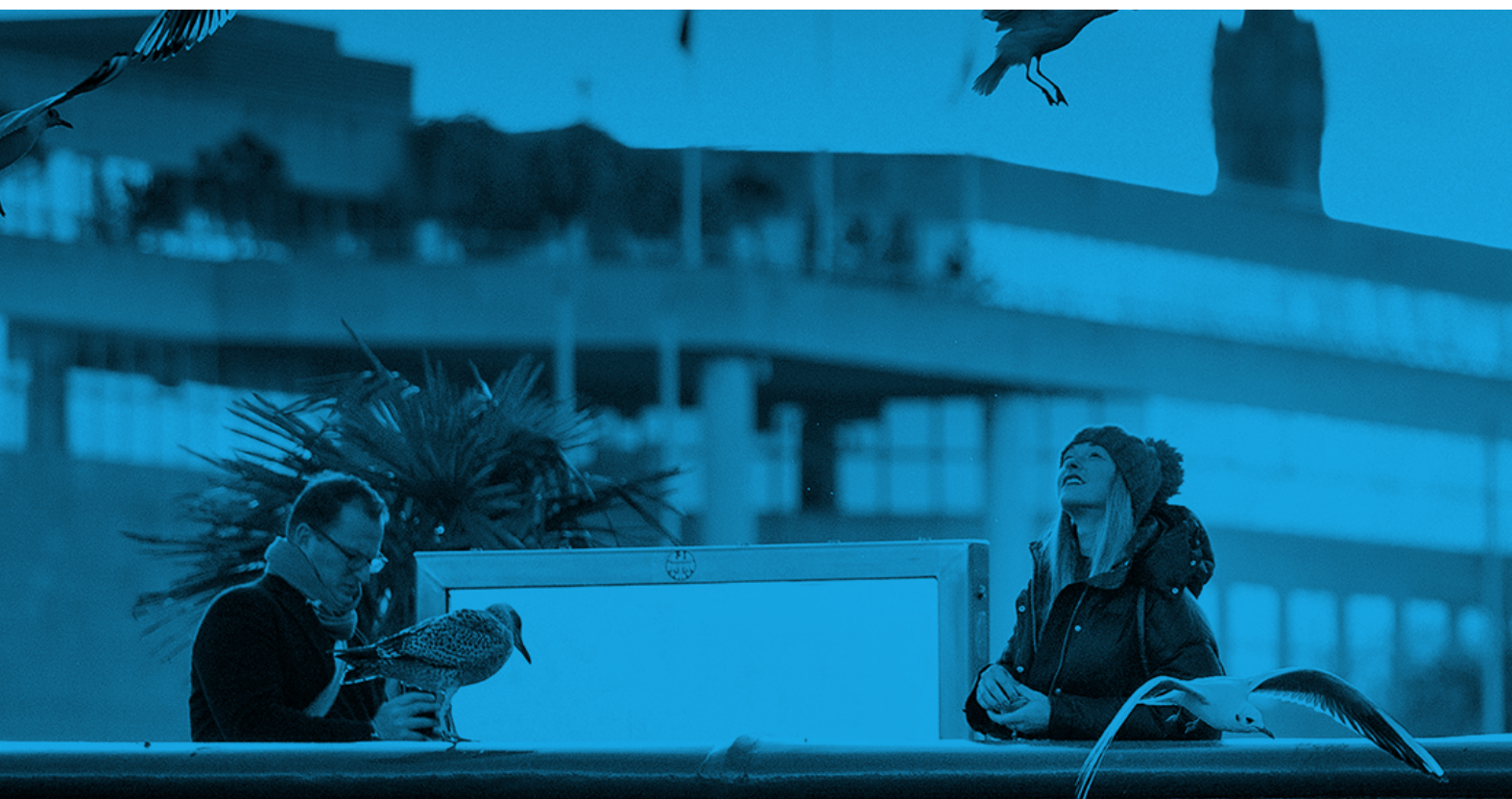
Targets and Milestones:

1. The establishment of a new support structure for staff participating in EU partnership projects.
2. The periodic hosting of events to communicate opportunities for participation as well as access to policy discussions relevant to the operations of DCC.
3. To increase direct participation by DCC staff in EU partnership projects to 40 approved projects, given that it is a competitive process with an approval rate often below 20% (i.e. only 1 in 5 project proposals are approved).
4. To involve at least twenty staff members with no previous experience in EU partnership projects.
5. An established network of trusted partners (e.g. other local authorities, universities and development agencies) to collaborate with in future EU partnership projects.
6. A panel of experts and service providers to assist staff with the development of proposals, the consultation with stakeholders and for securing partnerships to participate in EU projects.

Indicators:

The following indicators will point to the successful implementation of the Strategy:

1. The capacity to involve more staff to develop proposals and initiate participation in EU Programme calls and policy events (e.g. The European Week of the Committee of the Regions).
2. The capability of more staff to develop proposals and create partnerships in response to calls of the national government for Urban Regeneration, Innovation and Climate Action.
3. The capacity in DCC departments, units or offices to confidently administer all aspects of EU partnership projects.
4. Greater publicity for the specific projects in which DCC staff participate at local, national and European level.
5. Better understanding among staff of the operational framework for EU projects.
6. Improved interdepartmental dialogue as a result of participation in EU projects.



Policy Context of the Strategy

For the EU budget period 2021 to 2027, the participation of DCC in EU partnership projects is subject to the assessment of the proposed project's contribution to achieving goals and objectives set by both the European Union and Dublin City Council.

In particular, participation in projects that articulate the vision of the DCC for the city of Dublin to be a green, smart city appreciated for its diversity and openness, will be encouraged.

The following matrix shows the complementarity of the principal policy goals for the European Union and Dublin City Council in the short to medium term:

Figure 4: Proposed EU Project Alignment Matrix

		Dublin City Council Objectives 2020 - 2024					
		A Green Low Carbon City	Safe, Thriving Neighbourhoods	A Strong, Diverse Economy	Compact Growth with Connected Infrastructure	Active, Inclusive Communities	A Vibrant Cultural Life
EU Goals 2021 - 2027	Smarter Europe						
	Greener, Carbon-Free Europe						
	Connected Europe						
	Social Europe						
	Europe Closer to Citizens						

Proponents of proposed projects will have to demonstrate with which boxes their projects will be aligned.

EU Programmes Relevant to DCC Policies and Operations

There are EU Programmes tailored for cities and local authorities and there are programmes with benefits to citizens or target groups in alignment with the objectives of local authorities.

The following programmes will be relevant to DCC policies and operations:

The Urban Agenda for the EU

The [Urban Agenda for the EU](#) was formed with the agreement of the Amsterdam Pact by member states in 2016. The agenda calls for partnerships to pursue integrated urban development across 14 priority themes namely Air Quality, Circular Economy, Climate Adaptation, Culture/Cultural Heritage, Digital Transition, Energy Transition, Housing, Inclusion of Migrants and Refugees, Jobs and Skills in the Local Economy, Public Procurement, Security in Public Spaces, Sustainable Land Use, Urban Poverty.

Urban Innovative Actions (UIA)

The ['urban lab' of Europe](#) to test and prototype innovative ideas for improvements to the urban landscape, services and infrastructure. Projects could be funded up to 5 million euro per city. The themes for the UIA calls are aligned to the priority themes of the Urban Agenda for the EU.

URBACT

The [URBACT](#) Programme supports transnational intercity networks in which partner cities work together on specific policy areas jointly agreed between the cities and the Programme. These policy areas are part of broader themes namely developing the local economy, sustaining and protecting the natural environment, actively pursuing social inclusion and building city governance capacity. Action plans developed via URBACT networks are a good foundation for proposals to access European operational funds (via national programmes).

ETC - Northwest Europe

The [Northwest Europe Programme](#) is a European Territorial Cooperation Programme (ETC) with the ambition to make the North-West Europe area a key economic player and an attractive place to work and live, with high levels of innovation, sustainability and cohesion. Organisations from regions in Belgium, France, Germany, Ireland, Luxembourg, The Netherlands and Switzerland are eligible for funding of partnership projects.

ESPON

The [ESPON programme](#) supports public bodies with the production and dissemination of 'territorial evidence' that underpins spatial planning thus promoting territorial cohesion.

CIVITAS

The European Programme to promote sustainable urban mobility is called [CIVITAS](#). It is a network of cities dedicated to cleaner, better transport in Europe and beyond. Since 2002, the CIVITAS Initiative has tested and implemented over 800 measures and urban transport solutions as part of demonstration projects in more than 80 Living Lab cities Europe-wide. It has assisted many European cities to develop Sustainable Urban Mobility Plans (SUMP).

Horizon Europe

The main and largest European programme to support research and innovation is [Horizon Europe](#). It is an extensive programme involving thousands of third-level institutions, local authorities, innovative companies and community organisations with several strands and numerous calls requiring coordination and support at both European and national level.

Five missions for the Programme are to be reached by 2030 namely:

- Conquer cancer
- Prepare Europe for climate disruptions and accelerate the transformation to a climate resilient and just Europe.
- Restore our ocean and waters (Mission Starfish).
- 100 Climate-neutral Cities by 2030 - by and for the citizens (at least one in each member state).
- Caring for soil is caring for life.

LIFE

The [LIFE Programme](#) is the EU's main funding programme for supporting environmental, nature conservation and climate action projects throughout the EU.

Erasmus

Although the [Erasmus Programme](#) is known for the highly successful student 'Erasmus year', it is also the principal European Union programme to support innovation and inclusion in education, training, sport and youth work. The programme is also unique in the sense that the national contact point in each member state is also the funder for transnational partnership projects.

Creative Europe

The main aim of the [Creative Europe programme](#) is to help cultural works in member states to reach audiences in other countries. It provides funding for the arts, design, crafts and heritage fields. There is a strong focus on digital skills development and media production using new technologies.

CERV

[CERV](#) is a new European programme to support social development and specifically to address Europe-wide social issues. Existing programmes such as Europe for Citizens and Daphne will be incorporated.



Cooperation with the National Contact Points

The staff information sharing sessions were ably assisted by representatives from the various national contact points of the above mentioned European Programmes.

DCC will maintain relationships with all the national contact points of relevant European Programmes in order to obtain timely information on calls for proposals and to establish adequate support for staff participating in EU partnership projects.

DCC will encourage staff to, where possible, attend the events and 'open days' organised by national contact points as part of the process of skilling staff to effectively participate in European Programmes.

Regional Cooperation

There is a growing direct relationship between the European Commission together with its various programmes and the regional structures in the European Union. The Eastern and Midlands Regional Assembly (EMRA) is tasked with administering and coordinating participation in European Programmes. DCC will cooperate with EMRA to ensure the optimising of resources with a view to gain maximum benefits from participating in European Programmes.

EMRA is also responsible for maintaining a direct representation in Brussels on behalf of Irish local authorities. This office, the [Irish Regions European Office](#) (IREO), serves as a single contact point covering all European programmes that include information and guidance on calls for proposals, policy events, networking opportunities as well as the work of the Committee of the Regions.

DCC will continue to work together with the other Dublin local authorities to share project information and to scope potential project opportunities. In particular, DCC will help build the capacity of the joint structures of the Dublin local authorities such as Codema, CARO, Smart Dublin and Dublinked to become vehicles for partnerships with key peer European cities in the quest to drive the green, smart and digital transition in the Dublin Region.

DCC will work with its partners at the regional level to continuously evaluate the impacts of European partnership projects with the intention to scale innovations and correct deficiencies.

Cooperation with Third Level Education and Research Institutions

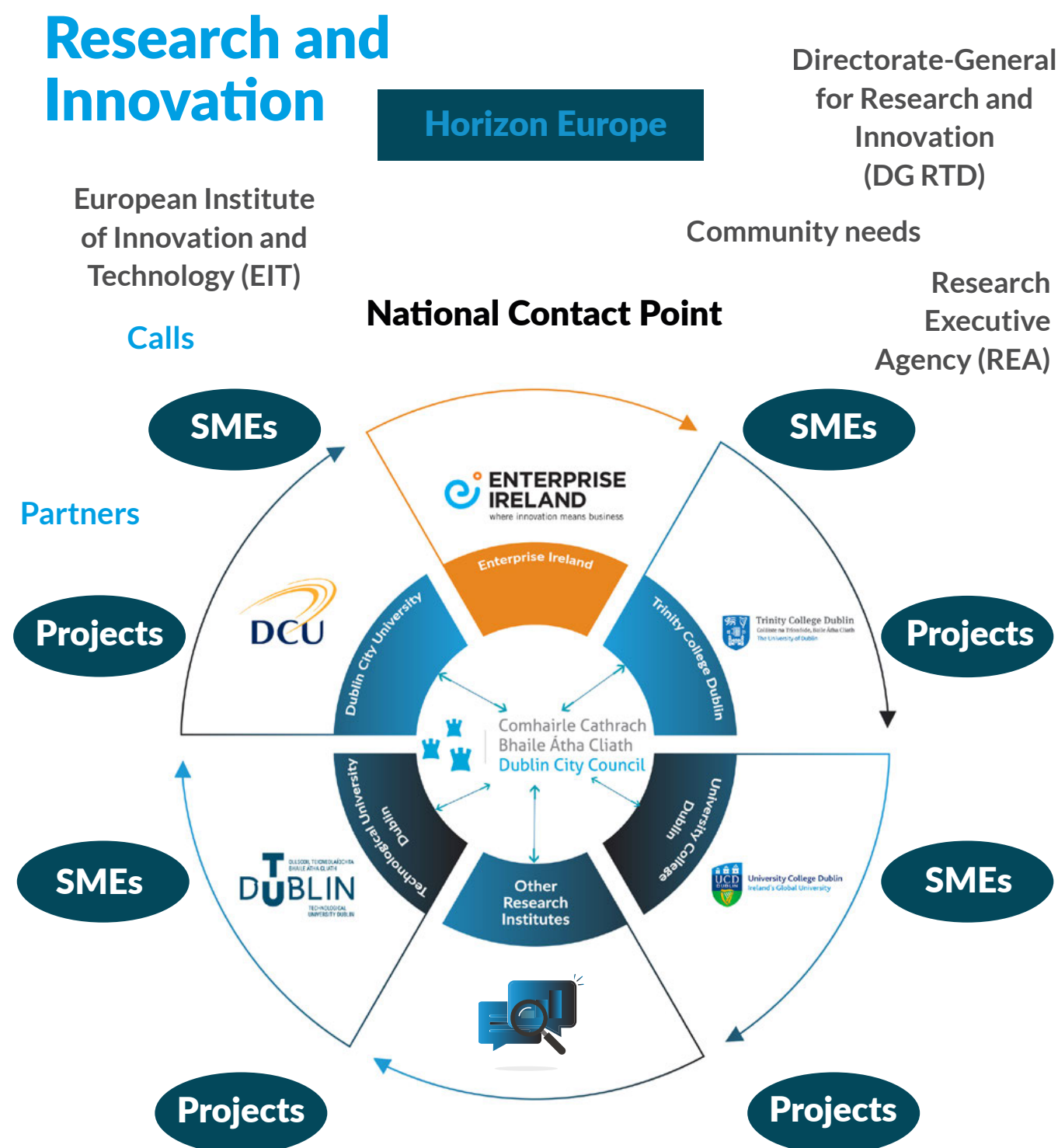
The Horizon Europe Programme requires research institutions availing of programme support to build partnerships at both the community and local level, in particular to assess the impacts of their research and innovation projects.

The large number of third-level education and research institutions in the Dublin Region who seek to build such partnerships with DCC shows the need for procedures to facilitate fair and mutually beneficial interaction. DCC has a key role to play to support the regional research and innovation ecosystem (See chart below) while managing its organisational resource requirements.

DCC will issue guidelines to all such institutions to stipulate the points of contact in DCC as well as the steps to be taken to gain approval for project commitments. The guidelines will also issue deadlines for receipt of draft proposals for internal consideration and decision making.

These guidelines will not preclude individual staff members, who have already built networks with research institutions, to continue with their collaboration and contribution to the regional research and innovation ecosystem.

Figure 4: Research and Innovation Ecosystem



European Institute of Innovation & Technology

DCC will periodically host staff information-sharing events where third level institutions will be requested to participate and communicate project findings as well as new project opportunities. DCC may also broaden the participation in such events by inviting local target beneficiaries to give accounts of their engagement in projects and the local changes that can be attributed to projects.

Citizen and Community Engagement

The premise of all EU partnership projects is that the principal outcome of projects is improvements in the lives of citizens and local communities that can be inferred from the activities in these projects. Unfortunately, the link between project activity and local benefits are often poorly understood, mainly because of inadequate communication and limitations on project management.

To improve project communication and citizen and community engagement in general, DCC will work with existing platforms for citizen and community engagement such as the Public Participatory Network (PPN) and local development companies to facilitate project communication events and to produce project media content for dissemination.

These platforms will also be utilised as conduits for conducting stakeholder and needs analyses and to deepen understanding of the challenges to be addressed by proposed EU partnership projects.

Internal EU Project Support Services

DCC will establish the EU Programmes Office to provide efficient support services for staff participating or intending to participate in EU partnership projects.

The office will implement this Strategy and report to the Executive Manager.

The DCC Senior Management Team will be regularly updated on the progress made with implementation and with recommendations for changes and improvements to the Strategy where appropriate.

The remit of the EU Programmes Office will include the following functions:

- Processing approval of applications for the participation of DCC staff in EU partnership projects.
- Procuring expertise to support staff in developing and writing project proposals, building networks for partnerships, assessing project implementation and evaluating impacts of projects.
- Support staff to put in place administrative and financial procedures that will ensure DCC is compliant with the formal EU partnership project agreements to which DCC is a partner with liabilities.
- Liaison with all national contact points of EU Programmes relevant for DCC.
- Liaison with the EMRA and the IREO.
- Facilitation of regular information-sharing events.
- Facilitation of project-related public information and engagement events.
- Processing and maintaining data on projects, events and networks including secure contact details of partners (e.g. peer cities, educational institutions and other relevant organisations).
- Serving as the contact point for educational and research institutions as well as other organisations who want to engage DCC as a project partner.
- Liaison with other local authorities to optimise the use of resources and maximise the benefits of participation in EU partnership projects.
- General responsibilities to manage resources and reporting on the use of resources and DCC staff participation in EU partnership projects.

The office will fulfil its role in creative ways to stimulate enthusiasm in DCC for staff participation in EU partnership projects. This will include hosting ideas generation and 'pitching' events, facilitating 'matchmaking' for potential projects and arranging for more experienced staff to mentor less experienced staff.

The office will also create its own communication platform to alert staff of opportunities, to share news of events and to showcase staff participating in EU partnership projects. The office will also include FAQs and 'How to' sections which could provide entry-level guidance to staff. The office will periodically host public webinars to introduce key speakers from all over Europe on topics relevant to the thematic priorities for DCC.

The office will coordinate the individual project activities of DCC with the activities of other pan-European structures such as Eurocities, the Covenant of Mayors and the Committee of the Regions.

Project Approval

DCC will encourage staff to seek opportunities to participate in EU partnership projects. Project ideas and draft proposals should be discussed at the departmental/unit/office level with the purpose to assess the benefits and impacts that will result from potential projects. The resource implications should be clearly understood and agreed.

To assist in the appraisal of project ideas, DCC will issue an EU project guidance and approval form which will contain the requests for details and the main criteria to be used for giving approval to commit DCC as a project partner. The completed form will be submitted with the signature of agreement of the relevant Executive Manager. The form will be processed by the EU Programmes Office of DCC.

The main criteria will include:

- Resource availability or acquisition
- Additionality of the proposed project to the work of the Unit or Office and to the services and/or infrastructure provided by DCC
- Alignment with the policies and objectives of the European Union and DCC
- Potential for interdepartmental synergies
- Potential for expansion and strengthening of networks
- Potential for innovation and inclusion
- Proposed project partners
- Anticipated citizen and community impacts

In seeking approval the EU Programmes Office will notify key departments such as Finance and Human Resources to secure their commitment to project support.

Usually, there is very limited time to get a proposal submitted given the need for concept agreement between partners and the internal processes in each partner to secure project approval. The EU Programmes Office will endeavour to process an application within one week upon receipt.

DCC may avail of an external evaluator to assess project proposals to assist in the project approval process.

Once project approval has been given, the LEAR (Legal Entity Appointed Representative) in DCC will issue a pin number to the project applicant which will be required for the submission of the project proposal.

Strategy Review

The Strategy will be reviewed two years after establishment of the EU Programmes Office. The review may involve external assessment based on interviews with key stakeholders.

The review will also require a staff survey similar to the one completed for further development of this Strategy.

At the end of the EU budget period 2021 to 2027, the implementation of the Strategy will be assessed with a view to developing a new Strategy for the next EU budget period.

Conclusions: What will success look like?

The Strategy will be a success if participation in EU partnership projects have resulted in significant growth in the learning of DCC staff with increased capacity in DCC to innovate in priority areas.

The main intervention to drive this goal is the establishment of the EU Programmes Office that will provide support for staff participating or intending to participate in EU partnership projects as well as coordinate the networks of organisations that are part of the ecosystem of transnational multi-stakeholder EU Programmes.

What support can staff expect from the EU Programmes Office?

The office will work with staff on an individual basis to assess needs and level of support. For example, if the staff member wants to develop a proposal the office can assist with procuring external expertise or, if the staff member needs to build a network of partners, the office can assist with contacts and introductions.

The office will set up a number of communication platforms with practical 'how to' information and step-by-step guidance for staff as well as updates on calls for proposals and news on project activities.

The office will keep a central repository of EU Programmes information including internal project reports, contact details of project partners and the main links to various programmes and national contact points.

What are the skills set that the office will add to the operations of DCC?

The establishment of the staff will go hand-in-hand with the development of staff to ensure performance meet expectations. To this end, external expertise will be contracted with a clear training needs analysis guiding the skills development process.

Will the EU Programmes Office not just add another layer of bureaucracy?

No. It will be pivotal to improve coordination and project participation and will shorten project approval periods as well as give clarity on the process of application and proposal submission.



Appendix A: Staff Survey October 2020



EU Programmes Internal Staff Survey Report: October 2020

Survey of Dublin City Council participation in EU Programmes 2014-2020

In late September 2020, the Economic Development & Enterprise Strategic Policy Committee Working Group on International Relations & European Affairs sought to ascertain details on existing and past EU projects and EU funded national projects that Dublin City Council has participated in or applied to. This was in order to prepare for future EU funding and project opportunities and to gain an understanding of the level and scope of EU funded projects under the 2014 to 2020 EU budget cycle and to assist in raising awareness of funding opportunities in the new EU budget cycle (2021-2027).

In the first week in October 2020, a survey questionnaire was issued to all departments and sections across the organisation. Submissions were received from 8 Departments and 14 sections.

Department	Section
1 Chief Executive Office	Smart Cities
2 Corporate Services and Transformation	
3 Culture, Recreation and Economic Services	Economic Development & Enterprise
4 Culture, Recreation and Economic Services	Parks & Landscapes Services Division
5 Culture, Recreation and Economic Services	Dublin City Library & Archive
6 Culture, Recreation and Economic Services	Arts Office
7 Environment and Transportation-Transportation Operations	Intelligent Transportation Systems (ITS)
8 Environment and Transportation	In association with Codema
9 Housing and Community	Strategy and Research
10 Housing	City Architects
11 IS	Management
12 Planning and Property Development Dept	
13 Planning	Docklands Unit
14 South City Area	Housing, Community & Emergency Services

All data was collated, reviewed and presented to the SPC Working Group on 12th October 2020. Here is a summary of the findings:

DCC departments/sections applied to participate in 50 Projects in the 7 Year Period: 2014 – 2020, with a 70% Success Rate.

The European Partnership Programmes in which DCC was a project partner:

- Horizon 2020
- Interreg North-West
- Erasmus+
- URBACT

Some of the themes that were explored in the successful projects:

- Energy: Retrofitting buildings
- Energy: Industrial waste
- Low-carbon transition roadmaps for citizens
- Low-carbon transition biking initiatives
- Migrant entrepreneurs
- Social Innovation and the Social Economy
- Visual Thinking Strategies in Arts Education
- Social Inclusion through Arts Education
- Flood relief nature-based solutions
- Coastal eco-engineering
- Public open data and 'Big Data' initiatives
- Digital citizen engagement

Potential Themes for Future Projects

Themes / topics to explore / address with other potential EU partners:

Smart Cities, Innovation, Citizen Engagement, Digital Transformation, Supporting SME's through Testbeds, Pilot site for Research and Innovation, Open Data, City Data, Economic Development, Living Labs, Innovative Procurement, Climate Action Calls, Smart Districts, Smart Tourism.

Sustainable mobility.

Innovation, Entrepreneurship, Ecosystem Development, SME's, Sustainability, Social Economy, Circular Economy, Underrepresented Groups.

New affordable housing and sustainable urban development.

Building retrofit, building sustainability.

Urban renewal, sustainable city development, discussion on the future of cities, implications of Covid-19 for cities.

Smart cities related to transportation, intelligent transport system.

Arts Development, Policy and Strategy for Neighbourhoods and Cities; Artform related topics - visual art, drama, music etc; Architecture, placemaking, and public art; arts development for children and young people, older people, arts festivals, social inclusion/diversity, audience development.

Biodiversity and Ecosystems, Climate Change Adaptation, Urban Forestry, Health, Green infrastructure, Nature-Based Solutions, Citizen science.

Survey response details of the projects which were successful in the current European programme 2014 – 2020 are outlined below:

No.	Project Title	Funding Programme	Project Period	Focus and Outcome
1	Build Upon 2	H2020	2020 - 2022	Energy retrofit of all buildings. Framework for aligning EU, National and Municipal policies and programmes, improved reporting of energy saved, emissions cut, money spent, co-benefits.
2	RE-GREEN (there is a new project with same name!)	H2020	2012 - 2014	Wide range of energy efficiency and carbon reduction initiatives. Dublin outcome is a report on energy upgrade of housing stock
3	TEFCE-Towards a European Framework for Community Engagement in Higher Education	European Commission, Erasmus+ Programme, Key Action 3, Forward Looking Co-operation Projects (grant agreement 590200 -EPP-1-2017-1-DE-EP PKA3-PI-FORWARD)	2018 - 2020	Focus: The objective of the TEFCE project is to develop innovative and feasible policy tools at the university & European level for supporting, monitoring and assessing the community engagement of higher education institutions. Outcome: Development of resources - TEFCE Toolbox for Community Engagement for Community Engagement in Higher Education; Policy Brief: A European Framework for Community Engagement in Higher Education
4	Diversity Connectors for Start-ups: The Art of Mixing	The Council of Europe / Intercultural Cities Programme	2016 - 2017	Focus: Migrant entrepreneurship and how incubators can act as diversity hubs / connectors for integrating migrants into local enterprise/ innovation ecosystems. Outcome: Workshop hosted with project partners. Guidelines / project report produced and disseminated to enable interested parties to support incubators to be diversity connectors.
5	European Social Economy Regions 2018 pilot project	European Commission - Commission Internal Market, Industry, Entrepreneurship and SMEs Directorate General - Project	2018	Focus: Build networks of Social Economy and Social Innovation stakeholders and to raise awareness about the Social Economy at regional and local level. Outcome: Pilot Project complete across Europe. DCC led Dublin's involvement and hosted: 3 events to encourage networking, collaboration and awareness of the Dublin Social Economy
6	European Social Economy Regions 2019 Project	European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs	2019	Focus: The aim is to build effective networks of social economy and social innovation stakeholders, raise awareness of EU support. DCC led Dublin's involvement and hosted: 3 events to encourage networking, collaboration and awareness of the Dublin Social Economy (Social Enterprise Social; DC Social Enterprise Awards, Social Enterprise Summit

No.	Project Title	Funding Programme	Project Period	Focus and Outcome
7	European Social Economy Regions 2019	European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs	2020	Focus: Social Economy awareness raising, collaboration, networking. Outcome: DCC led Dublin's involvement. Hosted SE Stories during LEW, Supported the DCU Hack4CHange as an ESER Dublin Event. DC Social Enterprise Awards will be held late October as a virtual event. Expo postponed because of C19 crisis.
8	Permission to Wonder	Erasmus+	2017-2020 / 36 Months	Learning From Visual Art - Supporting Schools to Implement the Visual Thinking Strategies Method.
9	Looking to Understand Social Inclusion	Erasmus+	December 2020 -December 2022 (from 2020 budget)	Building on learning and research in previous Erasmus project, this project looks at image selection as a vehicle for supporting dialogue for social inclusion.
10	Ecostructure	European Regional Development Fund (ERDF)	2017-2021	Ecostructure is producing stakeholder-focused tools and resources designed to raise awareness and facilitate uptake of opportunities to employ coastal eco-engineering solutions to climate change adaptation. It includes citizen science initiatives and two UNESCO Biospheres.
11	DELI Diversity in the Economy and Local Integration	Co-funded by the Council of Europe and the European Integration Fund	2014-2015	Focus: Migrant Entrepreneurship / SMEs. Outcome: Development of: local partnership platforms, report, guidelines, tools.
12	Project Ireland 2040	DCCAE Climate Action Fund	Ongoing	Up to €20 million is being invested to capture waste heat generated at industrial facilities, in particular, the Dublin Waste to Energy Plant in Ringsend and piping it into homes and businesses in the Poolbeg, Ringsend and Docklands areas of Dublin city.
13	EU H2020 'Tomorrow' Project	Horizon 2020	2019-2022	Creating a low-carbon transition roadmap for Dublin with citizens at the centre.
14	Decarb City Pipes	Horizon 2020	2019-2023	Creating a roadmap to decarbonise the heating sector in Dublin with local working group (incl. DCCAE).
15	Redap Project	EU Era-Net Smart Energy Systems Fund	2019-2021	Creating an online 'digital twin' of the Dublin energy demand.
16	Senator	Horizon 2020	4 year project beginning September 2020	Project in partnership with An Post, UCD and DCC Traffic focusing on smart logistics / last mile delivery innovation

No.	Project Title	Funding Programme	Project Period	Focus and Outcome
17	BE-GOOD		May 2016 to May 2020	BE-GOOD will deliver 11 pilots to extract commercial value from PSI. This is estimated at € 50 million and will also contribute to delivering 15% to 20% reduction of cost that big data is expected to enable. The project uses a novel demand driven approach, starting with public service delivery challenges across North West Europe.
18	BE-GOOD - Capitalisation Project	Interreg NWE	Oct 2020 to March 2022	The objective of the BE-GOOD Capitalisation Work Package is to build on and perpetuate delivered BE-GOOD innovative solutions, demonstrating their impact in new contexts, targeted sectors, new or wider geographical areas and engaging new Target Groups. Illustrating successful replicability or extension of BE-GOOD results and maturing the BE-GOOD Ecosystem. The capacity to generate business opportunities from public open-data will be further demonstrated and support organisational digital change based on BE-GOOD.
19	Operandum	Horizon 2020	Ongoing	OPERANDUM will deliver tools and methods for the demonstration and market uptake of Nature-Based Solutions to reduce hydro-meteorological risks. https://www.operandum-project.eu/
20	VAVEL	H2020 Research and Innovation Framework Programme	2015-2018	VaVel aims at making fundamental advances in addressing the most critical inefficiencies of current (big) data. The project received an excellent review from the project officer in January 2019.
21	HANDSHAKE	Horizon 2020	2018-2021	Collaboration on innovation.
22	INSIGHT Intelligent Synthesis and Real-Time Response using Massive	FP7	September 2012 - August 2015	INSIGHT sought to make use of data sets that DCC generate which include SCATS traffic data, Dublin Bus location data etc. In using these data sets INSIGHT sought to identify in real-time where issues arise in the road network e.g. unusual congestion patterns, flooding and other unusual weather events that cause issues along the road network. This information was intended to be used in the Traffic Control Room to assist with traffic management in the Dublin City area. Project was viewed as successful by the project officer and the consortium was encouraged to continue working together. As a result the VAVEL proposal was successfully submitted and funded to a successful conclusion.

No.	Project Title	Funding Programme	Project Period	Focus and Outcome
23	FLOW	Horizon 2020	2015-2018	Congestion reduction through walking and cycling.
24	SENATOR	H2020	2020-2024	The idea is to use Urban Consolidation Centres (UCCs) which take in large consignments of packages, and redistribute these in smaller consignments on low or no emission transport modes such as cargo bikes and e-assist vehicles. All of which will be enabled by new technology including satellite tracking of freight, a cloud-based IoT platform, and route optimisation algorithms which should provide for a more efficient and environmentally sustainable urban logistics system.
25	Housing First Programme Evaluation	EC PROGRESS	2011-2013	Transnational Programme Evaluation resulting 5 project meetings; knowledge transfers; 1 public synthesis conferences and publication.
26	ReaLsMs	H2020	2017-2021	Citizen Engagement and Digital Technology Impacts.
27	ROUTE-TO-PA	H2020	2014-2018	Encouraging the publication and promotion of open data, through citizen engagement and data visualisation tools.
28	Synchronicity	H2020	2019-2020	Dublin was a pilot site for rolling out smart bike lights crowdsourcing cycling data on near-miss, frequency of routes information and road surface quality as part of a wider European project.
29	Smart Impact	URBACT	2016-2018	Development and launch of a smart district - Smart Docklands.
30	WiFi4EU	https://wifi4eu.ec.europa.eu	2020-2023	The WiFi4EU initiative provides municipalities with the opportunity to apply for vouchers to the value EUR 15 000. The vouchers are to be used to install Wi-Fi equipment in public spaces within the municipality that are not already equipped with a free Wi-Fi hotspot. Dublin successfully received 4 vouchers and the Dept. of Rural Affairs and Comms will match fund €60,000.
31	iSCAPE	H2020	2015-2019	It is envisaged that Dublin City will be used as an end user test bed for the out puts of the iSCAPE project. It will provide and facilitate access to its air pollution monitoring network and monitoring datasets. It will facilitate the identification of test sites and where possible provide access and logistic support for these sites. It will provide historical datasets here possible to facilitate.

No.	Project Title	Funding Programme	Project Period	Focus and Outcome
32	OPERANDUM	H2020	2017-2022	Focused on introducing nature based solutions to flood risk areas and monitoring the impact of these installations.
33	NesT	H2020	2021-2024	Follow on from ReaLsMs project looking at citizen engagement around digital technologies in smart districts.
34	FLOW	Horizon 2020	2015-2018	Congestion reduction through walking and cycling.
35	HANDSHAKE	Horizon 2020	2018-2021	Collaboration on innovation and knowledge transfer on cycling.



Appendix B: Agendas of Staff Information Sharing Sessions and Session with Councillors

Session 1 : 10th November 2020 - Regional & Urban Development





Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Opportunities in EU Programmes 2021 - 2027 Regional & Urban Development

Economic Development & International Relations
Offices
10th November 2020

Agenda



12.00 Welcome and Introductions:
Mary MacSweeney, Deputy Head of Enterprise & Economic Development, Dublin City Council



12.05 EU Programmes 2021-2027
Supporting Regional and Urban Development:
Jim Conway, Director
Eastern and Midlands Regional Assembly



12.25 Q & A



12.30 EU Programmes 2021-2027
Supporting Regional and Urban Development:
Teresa Lennon, Head of the Irish Regions
European Office, Brussels



12.50 Q & A



12.55 Staff reflections on previous project
Applications and Implementation
John O'Hara, City Planning Officer



12.55 Deirdre Scully, Deputy City Planning Officer



12.55 Maryann Harris, Senior Executive Parks &
Landscape Officer, Dublin City Council



13.10 Small group discussions: Break Out Rooms



13.25 Feedback from small groups



13.30 Closure:
Mary MacSweeney, Deputy Head of Enterprise
& Economic Development

Session 2 : 12th November 2020 - Horizon Europe




Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Opportunities in EU Programmes 2021 - 2027 Horizon Europe

*Economic Development & International Relations
Offices
12th November 2020*

Agenda

12.00 Welcome and Introductions:
Mary MacSweeney, Deputy Head of Enterprise & Economic Development, Dublin City Council

12.05 From Horizon 2020 to Horizon Europe
Objectives and procedures:
Garrett Murray, Ireland Director
Horizon Europe Programme, Enterprise Ireland

12.25 Q & A

12.30 UCD on Horizon Europe Programme
Aine Moore, EU Research Manager
Prof. Francesco Pilla, Research

12.45 Trinity on Horizon Europe Programme
Emma Leahy, Enable Research Programme
Dr. Emma Siddall, Research & Innovation

13.00 DCU on Horizon Europe Programme
Liana Drummond, EU Research Programmes

13.15 TU Dublin on Horizon Europe Programme
Dr. Seriki Oluwasegun, Research Innovation

13.30 DCC Staff reflections on previous project Applications and Implementation:
Aaron O'Connor, Executive Intelligent Transportation Systems Officer.
Nicola Graham, Smart City Operations Manager, Smart City Programme

13.40 Small group discussions: Break Out Rooms

13.55 Feedback from small groups

14.00 Closure:
Ciara O hAodha, Senior Economic Development Officer

Session 3 : 17th November 2020 - Social & Culture




Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Opportunities in EU Programmes 2021 - 2027 Social & Culture

*Economic Development & International Relations
Offices
17th November 2020*

Agenda

12.00 Welcome and Introductions:
Mary MacSweeney, Deputy Head of Enterprise & Economic Development, Dublin City Council

12.05 Rights, Citizenship, Justice & Equality Programmes:
What will change in the new EU 2021-2027 Budget
Emma Murtagh, EU Programme Manager
The Wheel

12.25 Q & A

12.30 How will the Erasmus+ Programme evolve in the new EU 2021-2027 Budget Period?
Deirdre Finlay, Programme Manager, Léargas

12.50 Q & A

12.55 How will local arts, cultural projects & events be supported by the EU in the 2021-2027 Budget period?
Aoife Tunney, Culture Officer, Arts Council, Creative Europe Ireland Desk

13.15 Q & A

13.20 DCC Staff reflections on previous project applications and implementation
Liz Coman, Assistant Arts Officer, Arts Office

13.30 Q & A

13.35 Small group discussions: Break Out Rooms

13.50 Feedback from small groups

13.55 Closure:
Gráinne Kelly, International Relations

Session 4 : 19th November 2020 - Green & Smart




Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Opportunities in EU Programmes 2021 - 2027 Green & Smart

*Economic Development & International Relations
Offices
19th November 2020*

Agenda

12.00 Welcome and Introductions:
Richard Shakespeare, Assistant Chief Executive
Dublin City Council



12.05 Emphasis on Green & Smart in the 2021-2027
Budget period:
Patrick O'Riordan, Economic Counsellor,
European Commission Representation in Ireland



12.25 Q & A

12.30 Opportunities for DCC participation in Green
projects supported by the EU in the new
2021-2027 Budget.
Declan McCormack, Project Manager, CODEMA



12.50 Q & A

12.55 DCC Staff reflections on previous project
applications and implementation:
Jamie Cudden, Smart City Programme Manager,
Smart Cities, Chief Executives Office



13.15 Q & A

13.20 Small group discussions: Break Out Rooms

13.35 Feedback from small groups

13.40 Closure:
Mary MacSweeney,
Deputy Head of Enterprise
& Economic Development

**Session 5 : 25th November 2020 - Full Council Briefing**




Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Opportunities in EU Programmes 2021 - 2027 Full Council Briefing

*Economic Development & International Relations
Offices
25th November 2020*

Agenda

14.00 Welcome and Introductions:
Anthony Flynn, Executive Manager,
Dublin City Council



14.05 Dublin City Council Preparatory Process:
EU Programmes period 2021-2027
Mary MacSweeney, Deputy Head of Enterprise &
Economic Development



14.20 Summation of National Contact Points overview
EU Programmes in upcoming period 2021-2027
Wessel Badenhorst, Director, Urban Mode Ltd



14.35 EU Programmes in 2021-2027
Supporting Regional and Urban Development.
Jim Conway, Director
Eastern and Midlands Regional Assembly



14.50 EU Programme in 2021-2027
Supporting Regional and Urban Development.
Teresa Lennon, Head of the Irish Regions
European Office, Brussels



15.05 Small group discussions: Break Out Rooms

15.20 Feedback from Break Out groups

15.30 Closure:
Anthony Flynn, Executive Manager,
Dublin City Council



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

EU Programme Participation Strategy 2021 - 2027