Plean Straitéiseach

Strategy Plan

2011-2013

Údarás na Gaeltachta

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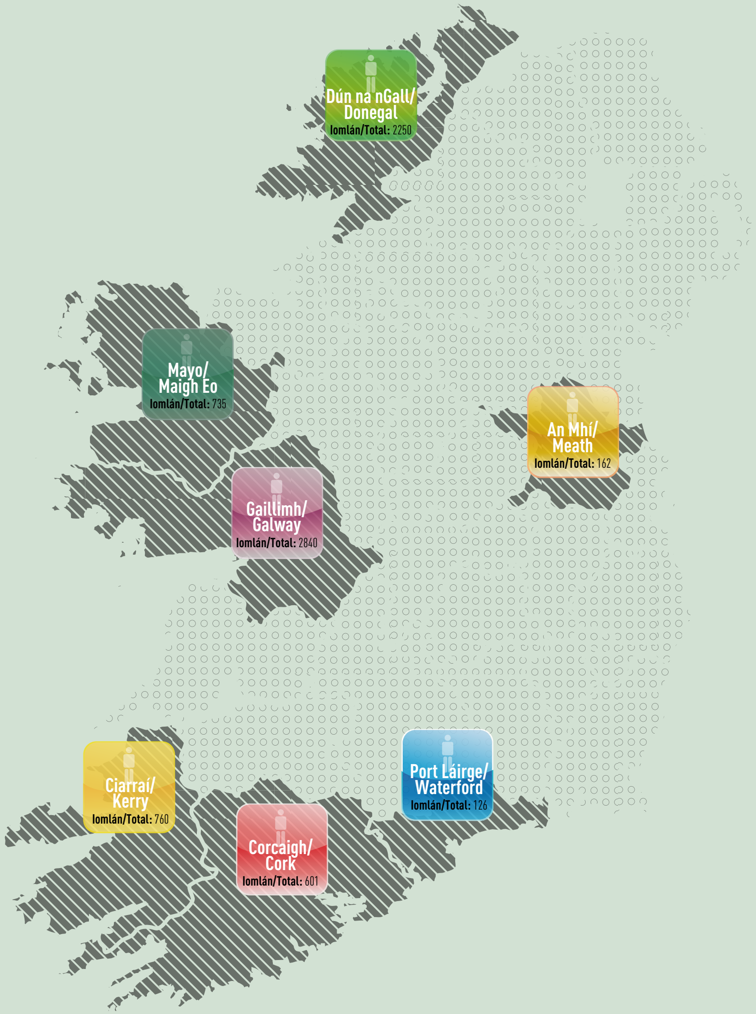
sracfhéachaint ar an Údaras

Údaras at a glance



Réamhrá

Tá ról rathúil ag Údarás na Gaeltachta le 30 bliain anuas i dtreisiú na forbartha agus i dtacú le forbairt teanga, eacnamaíochta agus sóisialta na gceantar Gaeltachta ar fad ina gcuid iarrachtaí lán-acmhainneacht a bhaint amach. Tá obair na heagraíochta fréamhaithe i saol eacnamaíochta, cultúrtha agus sóisialta na Gaeltachta. Ba chóir a aithint go bhfuil thart ar 7,000 duine fostaithe anois i gcuideachtaí a fhaigheann tacaíocht ón Údarás.

Le go mbeidh Gaeltacht rathúil inbhuanaithe ann níor chóir go mbreathnófaí ar an teanga, an eacnamaíocht, an pobal agus an timpeallacht mar nithe comheisiacha. Tá cúraimí agus freagrachtaí straitéiseacha uathúla ag Údarás na Gaeltachta don Ghaeltacht agus tá cur chuige comhtháite aige i leith forbairt na Gaeltachta.

Tugann ár múnla oibriúcháin leibhéal ard rochtana dúinn ar thionscail agus fiontair agus ligean dúinn frithghníomhú go scioptha agus go solúbtha do dheiseanna agus dúshláin nua. Lena chois sin, feidhmíonn an tÚdarás mar bhealach do phobail Ghaeltachta, lucht gnó, rialtas áitiúil, eagrais réigiúnacha, oideachais agus taighde, infheisteoirí féideartha agus fiontair éagsúla lena n-inchur agus comhairle a chur chuig cláir agus polasaithe d'fhorbairt eacnamaíoch, teanga, tionscail agus réigiúnach.

Ciallaíonn an cur chuige seo go bhfuil an tÚdarás in áit láidir le ról ceannaireachta a ghlacadh i bhforbairt na Gaeilge mar theanga phobail agus i bhforbairt chomhtháite eacnamaíochta, shóisialta agus chultúrtha na Gaeltachta. Ag tógáil san áireamh éagsúlacht na gceantar Gaeltachta, a bhfuil buntáistí ar leith ag cuid acu, bíonn cur chuige forbartha ar leith ag an Údarás do na ceantair a bhfuil buntáistí aitheanta acu agus dóibh siúd nach bhfuil chomh forbartha sin, na hoileáin san áireamh.

Áit a bhfuil buntáistí ar leith ag ceantair (ar nós bonneagar forbartha agus tionscail, fáil ar réimse leathan seirbhísí, bonneagar turasóireachta, seirbhísí iompair phoiblí nó phríobháidigh, bonneagar fisiciúil agus teileachumarsáide atá réasúnta dea-fhorbartha) déantar iarracht tógáil orthu seo le breis fostaíochta a ghiniúint agus a bhuanú. I gcás na gceantar nach bhfuil, ar chúiseanna suímh nó eile, na buntáistí seo acu, cuireann an tÚdarás pleananna sonracha le chéile le haghaidh a thabhairt ar a gcuid riachtanas ar leith. Lena chois sin, déantar gach iarracht barr feabhais a chur ar an acmhainneacht teanga, nádúrtha agus

Foreword

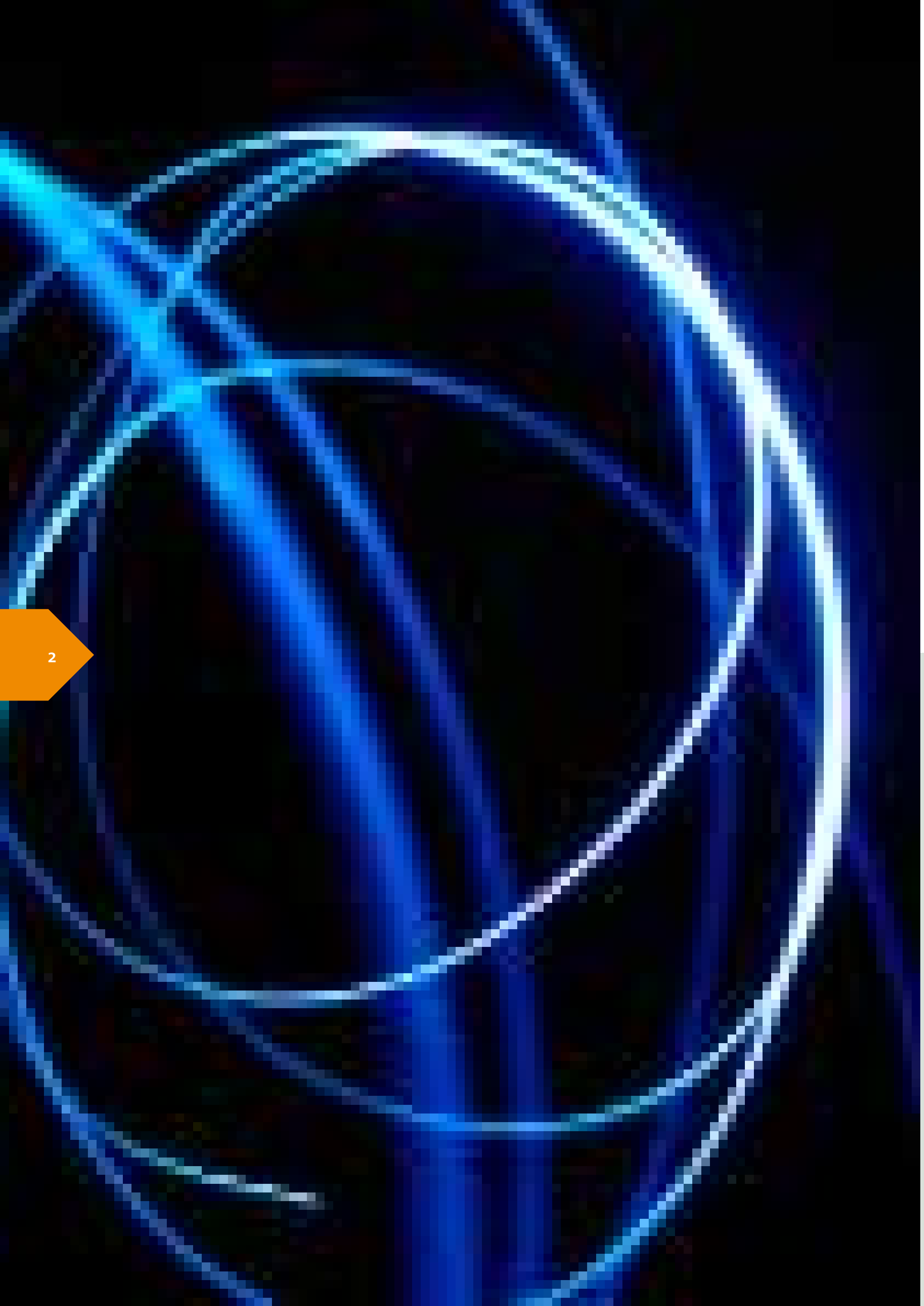
Údarás na Gaeltachta over the last 30 years has had a successful role in reinforcing development and in supporting the linguistic, economic and social development of all Gaeltacht areas in their efforts to achieve their full potential. The work of the organisation is rooted in the economic, cultural and social fabric of the Gaeltacht. It should be recognised approximately 7,000 people are now employed in Údarás-assisted enterprises.

In order to have a successful sustainable Gaeltacht the interdependence of language, economy, community and the environment must not be seen as mutually exclusive. Údarás na Gaeltachta has a unique breadth of scale and strategic responsibility for the Gaeltacht and an integrated approach to its development.

Our operating model provides us with a significant degree of access to industry and enterprises and allows us to react quickly and flexibly to new opportunities and challenges. Furthermore, An tÚdarás provides a conduit for input and advice from Gaeltacht communities, businesses, local government, regional, educational, and research organisations, potential investors, and individual enterprises to programmes and policies for economic, language, industrial, and regional development

This methodology places us in a robust position to take a lead role in the economic, social and cultural development of the Gaeltacht. Taking account of the diversity of Gaeltacht areas, some of which have distinct advantages, we differentiate our development approach between the areas which have recognised advantages and those which are less developed, including the islands.

Where areas have recognised advantages (such as a development and industrial infrastructure, the availability of a wide range of services, a tourism infrastructure, public or private transport services, a reasonably well-developed physical and telecommunications infrastructure), we endeavour to build on these to further generate and sustain employment. In the case of areas which, for locational or other reasons, do not have these advantages, Údarás implements targeted responses to address their specific needs. Additionally every effort is made to optimise the distinctive linguistic, natural and environmental potential of these areas through the adoption of innovative and responsive support mechanisms.



timpeallachta atá ag na ceantair seo trí thacaíochtaí nuálaíocha agus sofhreagracha a chur ar fáil.

Chun pobail láidre teanga a fhorbairt teastaíonn cur chuige comhtháite atá bunaithe ar dhea-chleachtas i bpleanáil teanga. Tá páirtnéireachtaí láidre fuinniúla idir phobail áitiúla agus na gníomhaireachtaí ábhartha Stáit riachtanach le tógáil ar láidreachtaí agus cumas agus cur le líon na gcainteoirí Gaeilge agus le húsáid na Gaeilge mar theanga phobail sa Ghaeltacht.

Teastaíonn earnáil láidir, fhuinniúil fiontair atá ábalta dul san iomaíocht agus é féin a chur in oiriúint do gheilleagar domhanda atá ag éirí fíor-iomaíoch chun deiseanna fostaíochta inbhuanaithe a chruthú do phobail Ghaeltachta. Níl Éire iomaíoch níos mó i ndéantúsaíocht bhreisluach íseal, atá ag cailleadh amach d'ionaid íseal-chostas in áiteanna eile. Leanfaidh déantúsaíocht áfach de a bheith ina cuid thábhachtach den earnáil fiontair agus den mbonn fostaíochta sa Ghaeltacht - go háirithe déantúsaíocht nideoige. Ciallaíonn sé seo go mbeidh straitéis an Údaráis ag díriú níos mó ar ghnóthais eolas-bhunaithe agus seirbhís-bhunaithe agus ar fhorbairt fiontair dhúchasacha atá fréamhaithe in acmhainní nádúrtha, cultúrtha agus timpeallachta na Gaeltachta.

The development of strong language communities needs a co-ordinated approach based on good-practice in language planning. Vibrant and committed partnerships between local communities and the relevant State agencies are necessary in order to build on the strengths and capacity and increase both the number of Irish speakers and the usage of Irish as a community language in the Gaeltacht.

The creation of sustainable employment opportunities for Gaeltacht communities requires a strong, dynamic enterprise sector capable of competing in and adapting to an increasingly-competitive global economy. We are no longer competitive in low added-value manufacturing, which is being lost to lower-cost locations elsewhere. Nevertheless, manufacturing – especially niche manufacturing is, and will continue to be, an important component of the enterprise sector and the employment base in the Gaeltacht. Therefore, Údarás' strategy will increasingly focus more on knowledge-based and services oriented businesses and on the development of indigenous enterprises rooted in the natural, cultural and environmental resources of the Gaeltacht.

1.0 An Staid Reatha – An Ghaeltacht in 2011

Is údarás uathúil réigiúnach é Údarás na Gaeltachta a bhfuil réimse leathan de ghníomhaíochtaí forbartha idir lámha aige. Tá an tÚdarás ag feidhmiú i dtimpeallacht chasta atá ag síor-athrú agus ní mór mar sin a chuid straitéisí a chur in oiriúint don timpeallacht seo ar bhonn leanúnach. Tá gníomhaíochtaí an Údaráis dírithe go príomha ar an timpeallacht theangeolaíoch agus shocheacnamaíoch. Tabharfar léargas orthu seo sna hailt a leanas.

1.1 An Ghaeilge mar theanga Phobail

Is í an Ghaeilge fós an phríomhtheanga i roinnt pobail sa Ghaeltacht, cé go bhfuil sé soiléir ó thaighde (An Staidéar Cuimsitheach Teangeolaíoch ar Úsáid na Gaeilge sa Ghaeltacht 2007) go bhfuil brú láidir ar an teanga i bpobail ar fud na Gaeltachta.

Tá todhchaí na teanga mar theanga phobail sa Ghaeltacht idir dhá cheann na meá de thoradh brúnna inmheánacha agus seachtracha. Le blianta beaga anuas tá brú breise tagtha ar an nGaeilge mar theanga phobail de bharr an méadú suntasach i líon na ndaoine nach cainteoirí Gaeilge iad atá ag bogadh chun na Gaeltachta. Tá sé aitheanta go forleathan go gcuireann athruithe mar seo brú ar an méid Gaeilge atá in úsáid sna gréasáin shóisialta sa phobal.

Is údarás uathúil réigiúnach é Údarás na Gaeltachta a bhfuil réimse leathan de ghníomhaíochtaí forbartha idir lámha aige

1.0 Current Reality – An Ghaeltacht in 2011

Údarás na Gaeltachta is a unique regional development authority with a wide-ranging brief and set of functions. It operates in a complex and rapidly changing environment to which its strategies and programmes must continuously be adapted. The linguistic and socioeconomic environments encapsulate the primary focus of Údarás activities. Key features of these environments are presented in the following sections.

1.1 Irish as a Community Language

Irish continues to be the main community language in a number of Gaeltacht communities, although it is clear from research **(Comprehensive Linguistic Study of the Use of Irish in the Gaeltacht 2007)** that the threat of language shift is intensifying.

The future of Irish as the community language of the Gaeltacht is finely balanced as a result of a mixture of internal and external pressures . In recent years there has been considerable increased pressure on Irish as the community language due to the significant increase in non-Irish speakers moving to Gaeltacht areas. Such changes tend to exert pressure on the levels of Irish language use in the community and its social networks.

Údarás na Gaeltachta is a unique regional development authority with a wide-ranging brief and set of functions

Lena chois sin, tá comhdhéanamh teangeolaíoch roinnt ceantair Ghaeltachta athraithe ó bhonn mar gheall ar a suíomh. Tá siad ag iompú isteach ina mbruachbhailte de bharr a ngiorracht do cheantair uirbeacha atá ag forbairt go tréan. Tá ceantair eile Ghaeltachta faoi bhrú de bharr a dtarraingteacht mar ionaid turasóireachta, le líon mór daoine nach bhfuil Gaeilge acu ag cónaí iontu go sealadach nó go buan.

I gceantair nach bhfuil réimse leathan den phobal páirteach i ngreásáin ina labhartar Gaeilge, bíonn labhairt na Gaeilge teoranta do na haoisghrúpaí is sine agus/nó lucht na n-institiúidí oideachais amháin. I roinnt de na pobail is laige ó thaobh na teanga de tá an t-aon ghréasán labhartha Gaeilge atá fágtha bunaithe ar an oideachas bunscolaíochta. I roinnt eile, níl gréasáin labhartha Gaeilge ag an réimse seo fiú.

Tá an straitéis seo ag tabhairt aghaidh ar an ndúshlán seo agus leanfar é le pleananna gníomhaíochta cuimsitheacha dírithe ar threisiú na Gaeilge mar phríomhtheanga pobail na Gaeltachta a chur i bhfeidhm i gcomhar leis na pobail Ghaeltachta.

Additionally, the linguistic composition of some Gaeltacht areas has been transformed due to their location. Their physical proximity to developing urban centres makes them attractive for suburban settlement. Other Gaeltacht areas are coming under pressure from demographic factors of a similar type due to their attractiveness as tourist destinations, with non-Irish language speakers taking up temporary or permanent residence in these areas of great natural beauty.

In areas where Irish-speaking networks do not include a broad spectrum of the population, the use of Irish is generally limited to the oldest age cohorts and/or educational institutions only. In some of the linguistically weaker communities the only remaining Irish-speaking network is associated with primary school education. In others, even this domain does not include Irish-speaking networks.

1.2 The Language Challenges

The main language and community development challenges are

This strategy addresses these challenges and will be followed by comprehensive action plans aimed at strengthening the Irish language as the main community language in the Gaeltacht, which will be implemented in conjunction with Gaeltacht communities.

1.2 Na Dúshláin Forbartha Teanga

Siad na príomhdhúshláin teanga agus forbartha pobail atá ann ná:

(i) tacaíocht a thabhairt do thuismitheoirí Gaeltachta chun cur lena gcumas a gcuid leanaí a thógáil le Gaeilge;

(ii) líon na gcainteoirí gníomhacha Gaeilge sa Ghaeltacht a chaomhnú agus a mhéadú;

(iii) córas cuimsitheach pleanála teanga a fhorbairt ag leibhéal an phobail sa Ghaeltacht;

(iv) stádas agus staid na Gaeilge a threisiú i gcliant-chomhlachtaí an Údaráis.

Tá an straitéis seo ag tabhairt aghaidh ar na dúshláin seo agus leanfar í le pleananna breise gníomhaíochta cuimsitheacha dírithe ar threisiú na Gaeilge mar phríomhtheanga pobail na Gaeltachta a chur i bhfeidhm i gcomhar leis na pobail Ghaeltachta.

1.3 Geilleagar agus Infreastruchtúr na Gaeltachta

In ainneoin feabhsuithe le blianta beaga anuas, tá bonneagar fisiciúil agus teileachumarsáide formhór na gceantar Gaeltachta fós easnamhach. Tá dúshláin níos mó ná riamh ag baint le hinfheistíocht a mhealladh agus le fiontair dhúchasacha a bhunú agus a fhorbairt de bharr na n-easnamh sa bhonneagar. Cuireann na heasnaimh seo isteach freisin ar chaighdeán saoil pobail agus ar a rochtain ar sheirbhísí.

Is sna cathracha atá an chuid is mó den infheistíocht i gcomhlachtaí seirbhíse intrádála, idirnáisiúnta eolas-bhunaithe agus is beag ceantar Gaeltachta ná tuaithe atá ábalta dul in iomaíocht don chineál seo tionscnaimh mar gheall ar na heasnaimh sa bhonneagar fisiciúil agus teileachumarsáide. Teastaíonn feabhas mór ar chaighdeán an bhonneagair agus tá gá ar leith le leathanbhanda ardluais chomh maith le hinfreastruchtúr eile. Tá sé seo riachtanach má tá na fiontair sheirbhíse atá mar dhlúthchuid d'eacnamaíocht an eolais le giniúint go háitiúil nó le mealladh chun na Gaeltachta in éadan iomaíocht ghéar ó cheantair níos forbartha sa tír.

(i) supporting and empowering future generations of young Gaeltacht parents to raise their children through Irish;

(ii) maintaining and increasing the proportion of active Irish speakers in Gaeltacht areas;

(iii) the development of a comprehensive language planning system at community level in the Gaeltacht;

(iv) the strengthening of the status and state of the Irish language in Údarás client companies.

1.3 Gaeltacht Economy and Infrastructure

This strategy addresses these challenges and will be followed by comprehensive action plans aimed at strengthening the Irish language as the main community language in the Gaeltacht, which will be implemented in conjunction with Gaeltacht communities.

Despite improvements in recent years, the physical and telecommunications infrastructure in most Gaeltacht areas remains deficient. Infrastructural deficits make it more challenging to attract inward investment and promote the start-up and development of indigenous enterprises. They also affect the general quality of life of communities and their access to services.

Most of the investment in internationally-trading knowledge-based services companies is currently taking place in cities and it is difficult for many Gaeltacht areas to compete for these projects due to their deficient physical and telecommunications infrastructure. Radical enhancement of the quality of the infrastructure is needed and there is a particular requirement for high-speed broadband access if the new service-based enterprises that typify the knowledge economy are to be stimulated and attracted in the face of more intense competition from more developed areas in the country.

The economic environment has changed radically leading to the contraction of services, both commercial and public, in many rural areas and to increased pressure on enterprises. Access to high-quality third-level education in the Gaeltacht as well as access to artistic life has becoming a key issue for many. These form a key quality-of-life expectation for all communities.

De bharr na mbrúnna eacnamaíochta sa tír faoi láthair tá cúngú á dhéanamh ar sheirbhísí tráchtála agus poiblí in go leor ceantair tuaithe. Is ionchais caighdeán saoil do gach pobal iad rochtain ar oideachas tríú-leibhéal d'ardchaighdeán, mar aon le rochtain ar shaol na n-ealaíon.

Caithfear aird a thabhairt ar na hathruithe suntasacha sa timpeallacht shocheacnamaíoch agus freisin sa chomhthéacs buiséadachta ina bhfuil an tÚdarás ag feidhmiú agus sinn ag díriú ar an bpróiseas casta dúshlánach a bhaineann le forbairt eacnamaíochta inmharthana sa Ghaeltacht.

1.4 Na Dúshláin Fhorbartha Eacnamaíochta

Tá meath suntasach tagtha ar ghníomhaíochtaí eacnamaíochta agus deiseanna fostaíochta i réimse leathan earnálacha. Tá tionchar mór ag an laghdú atá tagtha sa déantúsaíocht traidisiúnta, a bhíodh lárnach do chlár forbartha tionscail an Údaráis, mar aon leis an mbrú breise ón titim shuntasach atá tagtha ar thionscal na tógála, ar bhonn fostaíochta na Gaeltachta.

Teastaíonn earnáil fiontair atá cruthaitheach, láidir, fuinniúil agus a bhfuil ar a chumas dul san iomaíocht san eacnamaíocht iomaíoch domhanda, le gur féidir deiseanna fostaíochta inmharthana a chur ar fáil do phobal na Gaeltachta.

Ach an oiread leis an chuid eile den tír, tá titim siar ar chumas iomaíochta na Gaeltachta i ndéantúsaíocht bhreisluacha íseal, mar go bhfuil infheistíocht na hearnála sin athraithe chuig láithreacha íseal-chostais i dtíortha eile. Mar sin féin, tá, agus beidh, an déantúsaíocht mar pháirt thábhachtach den earnáil fiontraíochta agus den bhonn fostaíochta sa Ghaeltacht i gcónaí.

Mar nach féidir brath ar dhéantúsaíocht chun na riachtanais fostaíochta ina n-iomláine a chomhlíonadh, caithfidh straitéis fiontraíochta an Údaráis díriú ar mhealladh agus ar fhorbairt comhlachtaí seirbhíse intrádála idirnáisiúnta eolas-bhunaithe agus ar an gcumas fiontraíochta a bhaineann le hearnálacha na mara, na turasóireachta, na teanga agus le hearnálacha eile acmhainn-bhunaithe a spreagadh.

Recent significant changes in the socio-economic environment and also in the budgetary context in which Údarás na Gaeltachta operates must inform and shape our approach to the sustainable development of the Gaeltacht.

1.4 The Development Challenges

There has been a substantial downturn in economic activity and employment opportunities across a range of sectors. The decline of the traditional manufacturing sector which had been central to Údarás' industrial development programme coupled with the additional pressure from the fall off in the construction industry has had a substantial impact on the labour base of the Gaeltacht .

The creation of sustainable employment opportunities for Gaeltacht communities requires a strong, dynamic and creative enterprise sector capable of competing in an increasingly-competitive global economy.

As is the case for Ireland generally, the Gaeltacht is no longer competitive in low added-value manufacturing, which is being lost to lower-cost locations elsewhere. Nevertheless, manufacturing is, and will continue to be, an important component of the enterprise sector and the employment base in the Gaeltacht.

As manufacturing can no longer be relied upon to meet job-creation requirements in full, An tÚdarás's enterprise strategy will also need to focus on attracting and developing internationally-trading knowledge-based services companies and exploiting the enterprise potential in marine, tourism and other natural resource-based sectors.

International competition for inward investment is growing more intense and has eroded some of Ireland's competitive advantage. Under these conditions, An tÚdarás' enterprise strategy places more emphasis on stimulating greater levels of entrepreneurship and promoting the start-up and growth of high-potential and indigenous companies.

This requires innovative approaches to tapping the enterprise potential of the Gaeltacht's natural and cultural heritage, including the stimulation of enterprises based on language, music and the arts. As a development organisation, we will use our knowledge and contacts in industry and markets to connect Gaeltacht enterprises with trade and investment opportunities both within and outside the Gaeltacht. We will work to stimulate economic

Tá iomaíocht idirnáisiúnta don infheistíocht soghluaiste ag géarú agus tá go leor den bhuntáiste iomaíochta a bhíodh ag Éirinn imithe anois. Mar gheall ar na cúinsí seo, leagan straitéis fiontraíochta an Údaráis níos mó béime ar leibhéil níos airde fiontraíochta a spreagadh agus ar bhunú agus forbairt comhlachtaí dúchasacha ardchumais.

Teastaíonn cur chuige nuálaíoch le teacht i dtír ar an acmhainneacht fostaíochta a bhaineann le hoidhreacht nádúrtha agus chultúrtha na Gaeltachta, ar a n-áirítear spreagadh na fiontraíochta teangabhunaithe, ceolbhunaithe agus ealaínbhunaithe. Mar eagraíocht forbartha, úsáidfimid ár dteagmhálacha le tionscail agus le margaí chun fiontair Ghaeltachta a nascadh le deiseanna trádála agus infheistíochta laistigh agus lasmuigh den Ghaeltacht. Oibreoimid ar mhaithe le fás eacnamaíochta a spreagadh trí dhreasachtaí a chur ar fáil do thionscail, d'fhiontair agus d'fhiontraithe aonair.

Leanfaimid orainn ag cuidiú le soláthar timpeallacht thacúil d'fhorbairt inbhuanaithe eacnamaíochta agus cultúrtha trí ghréasáin agus páirtnéireachtaí comhoibritheacha le geallsealbhóirí eile.

growth by helping to deliver economic development support to industries, enterprises and individual entrepreneurs.

We will continue to contribute to a supportive environment for sustainable economic and cultural development through fostering collaborative networks and partnerships with other key stakeholders.

Leanfaidh muid orainn ag cuidiú le soláthar timpeallacht tacúil d'fhorbairt inbhuanaithe eacnamaíochta agus cultúrtha trí ghréasáin agus páirtnéireachtaí comhoibritheacha le geallshealbhóirí eile.

We will continue to contribute to a supportive environment for sustainable economic and cultural development through fostering collaborative networks and partnerships with other key stakeholders

2.0 Dearcadh Straitéiseach i dtreo 2013

Tá dhá bhunphrionsabal sa straitéis seo, An Ghaeilge agus Forbairt Fiontraíochta. Tá na prionsabail seo ag croílár straitéise atá tiomanta dár raison d'etre, sé sin pobal agus eacnamaíocht fhuinniúil, rathúil, inbhuanaithe Gaeltachta a fhorbairt agus tríd sin áit na Gaeilge mar phríomhtheanga pobail na Gaeltachta a chinntiú.

Tá roinnt dúshlán i ndán don Ghaeltacht i dtimpeallacht atá ag síor-athrú, dúshláin teangeolaíocha agus eacnamaíocha, mar atá amhlaidh sa chuid eile den tír. Is é an dúshlán teanga don Stát agus don Údarás ná a léiriú gur féidir an creimeadh teanga sa Ghaeltacht a stopadh agus athghabháil a dhéanamh ar an teanga i líonraí pobail agus tógáil ar na hiarrachtaí seo.

2.1 An Ghaeilge

Foilsíodh Straitéis 20 Bliain don Ghaeilge 2010 – 2030 i mí na Nollag 2010. Cuimsíonn sí freagra an Rialtais ar an Staidéar Cuimsitheach Teangeolaíochta ar Úsáid na Gaeilge sa Ghaeltacht agus ní hamháin go ndeimhníonn sí ról reatha Gaeltachta an Údaráis ach leagann amach ról nua don Údarás i gcur i bhfeidhm na Straitéise sa Ghaeltacht.

Díreoidh ár gcur chuige comhtháite ar thacaíocht agus cur chun cinn na Gaeilge sa Ghaeltacht tríd na heagrais sainiúla atá á maoiniú againn don chuspóir sin ar a n-áirítear Comhar Naíonraí na Gaeltachta Teo., Óige na Gaeltachta Teo., Muintearas Teo., na heagrais phobalbhunaithe, na hIonaid Seirbhísí Teanga agus an t-oideachas tríú leibhéal trí Ghaeilge go príomha. Trí phróiseas pleanála teanga agus trí láidriú agus athbheochan a dhéanamh ar ghréasáin phobail beidh rath ar an teanga agus ar an bpobal. Trí eagraíochtaí agus cliant-chomhlachtaí an Údaráis a ghríosú le pleananna tacaíochta teanga a chur i bhfeidhm táimid muiníneach go dtiocfaidh fás ar líon na bhfiontar teangabhunaithe agus go dtreiseofar an teanga mar phríomhtheanga chumarsáide phobal na Gaeltachta.

2.2 Cothú na Fiontraíochta

Le blianta beaga anuas tá athrú tagtha ar ár dtreo straitéiseach ó fhás cainníochtúil go forbairt cháilíochtúil inbhuanaithe. Leanfaidh straitéis fiontraíochta an Údaráis ag díriú ar mhealladh agus ar fhorbairt comhlachtaí seirbhíse intrádála idirnáisiúnta eolas-bhunaithe agus ar theacht i dtír ar an gcumas fiontraíochta in earnálacha na mara, na turasóireachta

2.0 Strategic Vision towards 2013

Two over-arching principles underpin and guide this strategy, namely, An Ghaeilge and Enterprise Development. These principles inform our approach to delivering a strategy which is motivated and driven by our raison d'être, that of developing a vibrant, sustainable Gaeltacht economy and community, thereby maintaining Irish as the primary spoken language of the Gaeltacht.

In a rapidly changing environment the Gaeltacht faces a number of challenges – linguistic and economic, as is the case in Ireland generally. The language challenge for the State and for An tÚdarás is to demonstrate that the language erosion can be halted and that lost ground within community networks can be recaptured and built upon.

2.1 An Ghaeilge

A 20-year Strategy for the Irish Language 2010 – 2030 was published in December 2010. This strategy encapsulates the Governments answer to the Comprehensive Linguistic Study on the Use of Irish in the Gaeltacht and not only confirms the current Gaeltacht role of An tÚdarás but sets out a new role for Údarás na Gaeltachta in relation to the implementation of the Strategy for the Irish language in the Gaeltacht.

Our integrated approach to language support and promotion within the Gaeltacht will focus on the organisations being funded by us for this purpose, including Comhar Naíonraí na Gaeltachta Teo., Muintearas, the community-based organisations, the Language Services Centres and university education through Irish. Through a language planning process and by strengthening and revitalising community networks, both language and community will thrive. In mobilising the organisations and client companies supported by An tÚdarás to develop and implement language support frameworks, we are confident that the number of language-based enterprises will substantially increase and the language will be strengthened as the main community language in the Gaeltacht.

agus earnálacha eile bunaithe ar acmhainní nadúrtha. Leagfaidh ár straitéis fiontraíochta béim freisin ar spreagadh leibhéil níos airde fiontraíochta agus ar bhunú agus fás comhlachtaí dúchasacha nuálaíocha ardchumais.

Tá fás agus forbairt tagtha ar an eacnamaíocht chruthaitheach sa Ghaeltacht le blianta anuas de bharr cur chuige ceannródaíoch an Údaráis i spreagadh na fiontraíochta agus in infheistíocht a dhéanamh i bhfiontair theangabhunaithe, na meáin, na healaíona agus acmhainní eile oidhreachta agus cultúrtha.

De bharr na timpeallachta reatha eacnamaíoch, beidh na scileanna agus an saintaithí ar fad atá againn mar eagraíocht forbartha ag teastáil agus tá muid muiníneach go gcuirfidh an tÚdarás na sásanna cuí ar fáil don Ghaeltacht tríd an straitéis seo le dul i ngleic leis na dúshláin atá romhainn. Lena chois sin tá an straitéis seo ag teacht go hiomlán leis an mbéim bhreise ar an "Eacnamaíocht Chliste" a d'fhoilsigh an Rialtas i Nollaig 2008. Bainfidh an tÚdarás úsáid as an bpolasaí seo chun cláir agus scéimeanna atá iomaíoch, sofhreagrach, éifeachtach agus oiriúnach a chur ar fáil do phobal na Gaeltachta agus dá chliaint.

2.2 Fostering Enterprise

In recent years we have shifted our strategic direction from one of quantitative growth to that of qualitative and sustainable development. An tÚdarás' enterprise strategy will continue to focus on attracting and developing internationally-trading knowledge-based services companies and exploiting the enterprise potential in marine, tourism and other environmentally resource-based sectors. Our enterprise strategy will also place further emphasis on stimulating greater levels of entrepreneurship and promoting the start-up and growth of high-potential, innovative, indigenous companies.

Heretofore our pioneering approach to tapping the enterprise potential of the Gaeltacht's natural and cultural heritage, including the stimulation of enterprises based on language, the natural environment, the arts and other heritage and cultural resources has led to the evolution of a growing creative economy within the Gaeltacht.

The current financial and economic climate will test our capacity to utilise these skills and we are confident that Údarás na Gaeltachta through this Strategy will provide the Gaeltacht with the mechanisms to face the challenges ahead. Furthermore our strategy is consistent with the increased emphasis on concept of the "Smart Economy" which was published by the Government in December 2008. An tÚdarás will proactively utilise this policy in order to deliver competitive, responsive and effective programmes and services, appropriate to our Gaeltacht communities and clients.

3.0 Luachanna & Téamaí Straitéiseacha

3.1 Luachanna

Is iad bunluachanna na heagraíochta an dúshraith ar a bhfeidhmíonn muid. Ta siad lárnach dár gcuid oibre, don chaoi a ndéanaimid caidreamh agus an bealach a fhreagraímid do dhúshláin, cabhraíonn siad linn ár dtreo straitéise a aimsiú agus cuidíonn siad linn ár gcuspóirí a bhaint amach. Tugann siad creatlach dúinn lenár gcuid polasaithe agus aidhmeanna a chur i gcrích.

Is iad na bunluachanna seo ná:

Ceannaireacht: ag tabhairt ceannaireachta d'fhorbairt eacnamaíoch, shóisialta agus chultúrtha na Gaeltachta.

Fócas Pobail: ag obair le pobail Ghaeltachta lena chinntiú go bhfuil ár n-aidhmeanna agus polasaithe ag teacht lena gcuid riachtanas.

Nuálaíocht: ag spreagadh na fionnachtana, taighde agus forbairt ar choincheapanna nua ag leibhéil riaracháin, gnó agus forbartha pobail.

Inmharthanacht: ag cur chun cinn forbairt inmharthana le saibhriú adhéanamh ar thimpeallacht agus cultúr sainiúil na Gaeltachta.

dhéanamh ar thimpeallacht agus cultúr sainiúil na Gaeltachta.

Luach Airgid: ag léiriú úsáid éifeachtach acmhainní airgeadais agus daonna.

Comhoibriú le geallsealbhóirí eile: ag forbairt páirtnéireachtaí, comhghuaillíochtaí agus greásáin ar mhaithe le hiarrachtaí comhordaithe leis an gcaighdeán oibre agus sóisialta do phobail Ghaeltachta a fheabhsú.

3.0 Core Values & Strategic Themes

3.1 Core Values

The core values of the organisation are the foundation on which we operate. They underline our work, how we interact and respond to challenges, inform our strategic direction and assist us in achieving our mission. Our strategy is underpinned by our Core Values and provides a framework for the implementation of our policies and goals.

The main values are:

Leadership – leading the economic, social and cultural development of the Gaeltacht.

Community Focus – working with the Gaeltacht communities to ensure that their needs continue to be met by our goals and policies.

Innovation – encouraging the discovery, research and development of new and innovative concepts at organisational, business and community development levels.

Sustainability – promoting and supporting balanced development in order to enrich the unique human culture and physical environment of the Gaeltacht.

Value – demonstrating efficient and effective use of financial and human resources

Collaboration – developing partnerships, alliances and networks which enable coordinated efforts to improve the quality of the work and social environment for Gaeltacht communities.

3.2 Foundation of this Strategy

It is stated Government policy to maintain and develop the Irish language. This strategy provides an integrated approach and policies to support, encourage, stimulate and strengthen the language and culture of the Gaeltacht.

This Strategy sets out a range of policies which will enhance the use of Irish as the primary community language in the Gaeltacht. Collaborative action at all levels will be harnessed

3.2 Bunchloch na Straitéise seo

Is é polasaí an Rialtais an Ghaeilge a chaomhnú agus a chothú. Cuireann an straitéis seo cur chuige comhtháite agus polasaithe i láthair a bhfuil sé mar aidhm acu tacú, spreagadh agus láidriú a dhéanamh ar chultúr agus ar theanga na Gaeltachta.

Leagann an straitéis seo amach réimse polasaithe a chuideoidh le leathnú úsáid na Gaeilge mar phríomhtheanga phobail sa Ghaeltacht. Úsáidfear deiseanna comhoibrithe ag gach leibhéal don chuspóir sin agus chun fostaíocht a chruthú agus nuálaíocht a spreagadh chomh maith le héascaíocht a dhéanamh ar sholáthar bonneagar sóisialta leis an aeráid cheart a chruthú d'fhás inmharthana Gaeltacht acmhainneach, láidir, a bhfuil an Ghaeilge mar phríomhtheanga inti.

Teastaíonn spreagadh agus tacaíocht don nuálaíocht agus don fhorbairt eacnamaíochta agus tá sé mar aidhm againn an aeráid cheart a chruthú agus a chothú sa Ghaeltacht le gur féidir leis an nuálaíocht agus an fhorbairt eacnamaíochta bláthú chomh maith le fostaíocht a chaomhnú agus fostaíocht bhreise a chruthú.

Is gá dúinn ár straitéisí a chur in oiriúint do thimpeallacht chasta atá ag síor-athrú. Tá buntéamaí aitheanta againn a dhíreoidh ar chur i bhfeidhm straitéis rathúil, nuálaíoch don eagraíocht. Is iad na téamaí "Tacú le & Feabhas a chur ar Acmhanní Teanga, Pobail agus Cultúrtha" agus "Saibhriú Nuálaíochta & Iomaíochais trí Fhorbairt Fiontraíochta & Acmhainní Áitiúla" atá roghnaithe againn chun cuidiú linn spriocanna na straitéise a bhaint amach.

for that purpose. Such action will encourage employment creation and innovation as well as to facilitate the provision of social infrastructure thereby creating the conditions for the sustainable growth of a well resourced and robust region where An Ghaeilge is the community language.

Both innovation and enterprise development require stimulation and support and we aim to create the conditions that will encourage innovation and enterprise development as well as sustaining existing jobs and creating further employment.

We are operating in a complex and rapidly changing environment to which our strategies must continuously be adapted. Two strategic themes "Support and Optimise Language Use, Communities and Culture" and "Enhance Innovation through Enterprise & Resource Development", have been identified and will provide the overall focus and direction the strategy will adopt up to 2013.

Theme 1: Tacú le & Feabhas a chur ar Acmhainní Teanga

An Ghaeilge agus cultúr na Gaeltachta a chur chun cinn agus a threisiú chun pobail níos láidre a chothú.

SPRIOCANNA

- • *Tacaíocht agus cothú a thabhairt do chainteoirí Gaeilge sa Ghaeltacht;*
- • *Pobail Ghaeltachta a chumasú lena gcuid acmhainní a feabhsú agus a fhorbairt. Tacú le héagsúlacht agus le láidreachtaí gach ceantar.*
- • *Aghaidh a thabhairt ar cheisteanna eisiatachta agus imeallachas trí thacú le cláir oiliúna agus oideachais*
- • *Na healaíona traidisiúnta agus comhaimseartha a chothú agus na deiseanna forbartha agus an rochtain atá ag pobail Ghaeltachta ar ealaín agus cultúr a mhéadú.*

Theme 1: Support & Optimise Language Use, Communities & Culture

Promote and enhance the Irish language and culture of the Gaeltacht thereby fostering stronger, more vibrant communities

OBJECTIVES

- *Supporting and sustaining speakers of the Irish language in Gaeltacht areas.*
- *Empowering Gaeltacht communities to optimise and develop their resources.*
- *Support the diversity and strengths of each locality and provide for appropriate area-focussed development programmes and initiatives, including supporting the sustainable development of the Gaeltacht islands.,*
- *Addressing issues of exclusion and peripherality by supporting training and education.*
- *Fostering traditional and contemporary arts and increasing opportunities for the development of, and access to, arts and culture for Gaeltacht communities.*

SPRIOC 1

Tacaíocht agus cothú a thabhairt do chainteoirí Gaeilge sa Ghaeltacht.

1. Réimse gníomhaíochtaí teanga a bheidh curtha in oiriúint do phobail ar leith, forbairt áiseanna, tionscnaimh oideachais agus feasachta dírithe ar spriocghrúpaí sonracha sa phobal san áireamh, a thiomnú agus a chur i bhfeidhm.
2. Gréasán na n-ionad seirbhísí teanga a chur chun cinn agus riachtanais teanga an phobail a aithint agus freastal orthu.
3. Pleananna áitiúla teanga a aithneoidh céimeanna praiticiúla le tacú leis an nGaeilge mar theanga phobail a ullmhú i gcomhairle leis an Roinn Ealaíon, Oidhreachta agus Gaeltachta agus a fheidhmiú i gcomhar leis na heagrais forbartha phobail.
4. Déanfar cinnte go mbeidh na cineálacha éagsúla idirghabhálacha straitéiseacha (lena n-áirítear pleananna teanga comhtháite) bunaithe ar riachtanais teanga aitheanta na bpobal éagsúil d'fhonn an líon daoine a labhraíonn Gaeilge ó lá go lá a ardú.
5. Ról na hearnála gnó i gcothú na Gaeilge sa Ghaeltacht a fhorbairt..
6. Obair i gcomhar le heagrais eile Ghaeilge atá ag feidhmiú ar an talamh sa Ghaeltacht le tacaíocht ar son na Gaeltachta agus na Gaeilge go háitiúil agus go náisiúnta a láidriú.
7. Pobail Ghaeltachta a chumasú lena gcuid acmhainní a fheabhsú agus a fhorbairt.

OBJECTIVE 1

Supporting and sustaining speakers of the Irish language in Gaeltacht areas

1. Devise and implement various key language support initiatives adapted to the requirements of individual communities, including the development of facilities, educational and awareness initiatives aimed at specific target groups in the community.
2. Promote the network of language services centres throughout the Gaeltacht, identify the Irish language requirements of local communities and respond appropriately to these.
3. Formulate community language plans in association with the Department of Community, Rural & Gaeltacht Affairs that identify practical steps to support the Irish language as a community language and implement them in conjunction with Gaeltacht community development organisations.
4. Ensure that the various types of language maintenance and strategic interventions (including integrated language plans) will be based on the identified linguistic needs of the various communities with the intention of increasing the numbers of daily Irish speakers.
5. Develop the role of the business sector in sustaining the Irish language in the Gaeltacht.
6. Work in conjunction with other Irish language interests operating in the Gaeltacht to increase the weight of advocacy on behalf of the Gaeltacht and the Irish language, both locally and nationally.
7. Empowering Gaeltacht communities to optimise and develop their resources.

SPRIOC 2

Pobail Ghaeltachta a chumasú lena gcuid acmhainní a feabhsú agus a fhorbairt. Tacú le héagsúlacht agus le láidreachtaí gach ceantar

1. Athbhreithniú agus forbairt a dhéanamh ar pháirtnéireachtaí agus struchtúir pobail idir nua agus seanbhunaithe le cinntiú go bhfuil gach ceantar Gaeltachta á sheirbhísiú ag struchtúr pobail cuí, na hoileáin Ghaeltachta san áireamh.
2. Éascú a dhéanamh do struchtúir pobail le gur féidir leo forbairt a dhéanamh ar phleananna ceantair áitiúla a thabharfaidh tosaíocht do ghnéithe atá sonrach dóibh.
3. Easnaimh sna ceantair Ghaeltachta éagsúla a mhaolú agus ag an am céanna a gcuid buntáistí nádúrtha a aithint agus iad seo a úsáid ar mhaithe le dlús a chur faoin bhfostaíocht agus faoin bhforbairt inbhuanaithe.
4. Tacaíocht a thabhairt do struchtúir phobail trí dhreasachtaí maoinithe éagsúla.
5. Cothú agus forbairt a dhéanamh ar naisc le Ranna Rialtais agus eagraíochtaí eile atá ag feidhmiú sa Ghaeltacht le méadú a dhéanamh ar an mbuntáiste don Ghaeltacht agus a pobal.
6. Leanúint ag obair le geallsealbhóirí ábhartha le cinntiú go ndéanfar soláthar agus infheistíocht sa bhonneagar fisiciúil agus teileachumarsáide ardchaighdeáin sa Ghaeltacht.

OBJECTIVE 2

Empowering Gaeltacht communities to optimise and develop their resources. Support the diversity and strengths of each locality

1. Renew and develop both new and existing partnerships and community structures within the Gaeltacht to ensure that all areas are served by appropriate community structures, including those active on the Gaeltacht offshore islands.
2. Facilitate community structures to develop local area plans that prioritise issues particular to them
3. Ameliorate current deficiencies in underdeveloped areas while identifying their existing natural advantages and building on these to further generate employment and sustainable development.
4. Provide support to community structures through various funding mechanisms.
5. Develop and foster links with Government Departments and other organisations operating in the Gaeltacht in order to maximise the potential benefit for the Gaeltacht and its people.
6. Continue to work with key partners in order to ensure the provision and investment in high quality physical and telecommunications infrastructure.

SPRIOC 3

Aghaidh a thabhairt ar cheisteanna eisiatachta agus imeallachas trí thacú le cláir oiliúna agus oideachais

1. Oideachas tríú leibhéil trí Ghaeilge in ionaid Ghaeltachta a chur chun cinn.
2. Tacú le tionscnaimh oiliúna agus oideachais i gcomhar le heagraíochtaí eile le feabhas a chur ar dheiseanna fostaíochta daoine.
3. Áisitheoireacht a dhéanamh ar bhunú ionaid taighde sa Ghaeltacht.
4. Leanúint le hathbhreithniú agus forbairt a dhéanamh ar pháirtnéireachtaí le geallsealbhóirí ábhartha eile.

OBJECTIVE 3

Addressing issues of exclusion and peripherality by providing and supporting training and education initiatives.

1. Promote the development of third level education through Irish in Gaeltacht centres.
2. Support training and educational initiatives in conjunction with other organisations in order to improve people's employment opportunities people.
3. Facilitate the establishment of research centres in the Gaeltacht.
4. Continue to review and develop partnerships with other key stakeholders.

SPRIOC 4

Na healaíona traidisiúnta agus comhaimseartha a chothú agus na deiseanna forbartha agus an rochtain atá ag pobail Ghaeltachta ar ealaín agus cultúr a mhéadú.

1. Deiseanna d'fhorbairt na n-ealaíon sa Ghaeltacht a mhéadú agus cinntiú go mbaineann ealaíontóirí agus eagraíochtaí ealaíon a n-acmhainneacht ealaíon amach.
2. Cumas na hearnála ealaíon sa Ghaeltacht agus a hacmhainneacht chun fostaíocht a chruthú a aithint.
3. Athnuachan agus forbairt a dhéanamh ar pháirtnéireachtaí le gníomhaireachtaí cuí áitiúla agus náisiúnta.
4. Daingniú a dhéanamh ar eochair-eagraíochtaí agus tionscnaimh.
5. Acmhainní agus bonneagar a neartú agus tacú le hoiliúint agus forbairt.
6. Tacú le ról na n-ealaíon le féiniúlacht aonair agus pobail na Gaeltachta a chur in iúl.

OBJECTIVE 4

Fostering traditional and contemporary arts and increasing opportunities for the development of and access to, arts and culture for Gaeltacht communities

1. Increase opportunities for the development of the arts in the Gaeltacht, ensuring also that artists and arts organisations realise their full artistic potential.
2. Recognise the capacity of the arts sector in the Gaeltacht and its potential to create employment.
3. Renew and develop partnerships with relevant local and national agencies.
4. Consolidate key organisations and projects.
5. Build capacity, infrastructure and support training and development.
6. Support the role of the arts in the expression of individual and community Gaeltacht identity.

Buntáscairí Feidhmíochta

- Tacú le 30 Ionad Seirbhísí Teanga;
- Tacú le tionscnaimh oideachais 3ú leibhéal straitéiseacha atá dírithe ar chuinsí agus earnálacha sainiúla Gaeltachta a chuirfidh le forbairt deiseanna nua fostaíochta, taighde agus oiliúna;
- Tacú le 30 printíseach nua go bliantúil ;
- Tacú le 25 eagraíocht phobail sa Ghaeltacht ;
- Tacú le 60 Coiste Pobail deonach sa Ghaeltacht ;
- Tacú le 70 naíonra chun oideachas réamhscoile a shólathar do 900+ páiste;
- Gníomhú i gcomhar leis na pobail Ghaeltachta le pleananna teanga ag leibhéal an phobail a réiteach faoi mar atá molta sa Stratiéis 20 Bliain don Ghaeilge agus atá le sainiú de réir an Achta Gaeltachta nua ata beartaithe.

Key Performance Indicators

- Provide support to 30 Language Services Centres
- Provide support to strategic 3rd level education projects which are directed at specific Gaeltacht circumstances and sectors and which will enhance new employment, research and training opportunities
- Provide support to 30 new apprentices annually
- Provide support to 25 community cooperative organisations in the Gaeltacht
- Provide support to 60 voluntary Gaeltacht community committees in the Gaeltacht
- Provide support to 70 Gaeltacht pre-schools (Naíonraí) in operation providing pre-school education to 900+ children
- Act in conjunction with Gaeltacht communities to prepare language plans at community level as proposed in the 20-Year Strategy for the Irish Language and which is to be defined by the new Gaeltacht Act.

TÉAMA 2: Saibhrigh Nuálaíocht & Iomaíochas trí fhorbairt Fiontraíochta & Acmhainní Áitiúla

Cultúr láidir, nuálaíoch agus fiontar-thiománaithe a fhorbairt, ag cruthú rachmais agus fostaíochta sa Ghaeltacht agus ag baint úsáide as réimse leathan d'acmhainní na Gaeltachta le forbairt inmharthanach eacnamaíochta, sóisialta agus cultúrtha a bhaint amach.

SPRIOCANNA

- • *Tacú le fiontair láidre nuálaíocha, a chruthóidh agus a chothóidh rachmas agus fostaíocht sa Ghaeltacht.*
- • *Deiseanna nua d'acmhainní cósta na Gaeltachta a fhorbairt trí nuálaíocht a bhaint amach in aeráid atá ag athrú.*
- • *Dlús a chur le forbairt na turasóireachta mar thiománaí den fhorbairt eacnamaíochta sa Ghaeltacht*
- • *Forbairt na Gaeltachta a chur chun cinn trí shaothrú acmhainní fuinnimh in-athnuaite.*
- • *Cur le soláthar bonneagar riachtanach le huasmhéadú a dhéanamh ar acmhainneacht fiontair na Gaeltachta.*

Theme 2: Enhance Innovation Through Enterprise & Resource Development

Develop a strong, innovative and enterprise driven culture, generating wealth and employment in the Gaeltacht while optimising the many and varied resources of the Gaeltacht in order to achieve sustainable economic, social and cultural development

OBJECTIVES

- Supporting strong, innovative enterprises, creating and sustaining wealth and employment in the Gaeltacht
- Developing new opportunities for a diversified coastal resource in the Gaeltacht by achieving innovation in a changing climate.
- Optimising cultural tourism development as a key driver in the economic growth of the Gaeltacht
- Promoting Gaeltacht development through the exploitation of renewable energy resources.
- Contributing to the development of the enterprise environment by delivering flexible, responsive and effective programmes and services, appropriate to our Communities and Clients to enable them to maximise competitive advantage within the context of a highly competitive environment

SPRIOC 1

Tacú le fiontair láidir nuálaíocha, ag cruthú agus ag cothú rachmais agus fostaíochta sa Ghaeltacht.

1. Cur leis an acmhainneacht fiontair atá ann cheana agus tionscnaimh nua a fhorbairt sa Ghaeltacht.
2. Cliant-chomhlachtaí a spreagadh le táirgí nua a fhorbairt; modhanna táirgíochta nua agus níos fearr a úsáid; díriú isteach ar éifeachtúlacht táirgíochta, deiseanna idirnáisiúnta, easpórtáil agus taighde agus forbairt atá á thiomáint ag an margadh.
3. Tacaíochtaí cuí a chur ar fáil do chliaint nua agus seanbhunaithe.
4. Nuálaíocht a thiomáint trí naisc struchtúrtha agus comhghuaillíochtaí idir tionscal, institiúidí ardoideachais agus gníomhaireachtaí cuí eile i réimsí nideoige ar leith.
5. Dlús a chur le fás trí bhreisiú ar scileanna bainistíochta agus ceannaireachta i bhfiontair; trí fhorbairt agus cur i bhfeidhm réimse gníomhaíochtaí comhtháite le feabhas a chur ar tháirgiúlacht, nuálaíocht agus iomaíochas; trí dheiseanna tacaíochta agus oiliúna.
6. Obair le Fiontair Ardchumais le tacaíochtaí a fhorbairt atá dírithe ar bhreisluach agus cumas iomaíochta a mhéadú in earnálacha nideoige.
7. Infheistíocht nua a mhealladh chun na Gaeltachta chun cur leis an mbonn fostaíochta.

OBJECTIVE 1

Supporting strong, innovative enterprises, creating & sustaining wealth and employment in the Gaeltacht.

1. Enhance the potential of existing enterprises and develop new projects in the Gaeltacht.
2. Encourage client companies to develop new products; use new and better production methods; focus on productive efficiency, international opportunity, exports and market driven research and development.
3. Provide appropriate support for existing and prospective clients.
4. Drive innovation by developing structured links and alignment between industry, academic institutions and other appropriate agencies in selected niche areas.
5. Accelerate economic growth through enhanced management and leadership capability within enterprise by developing and rolling out an integrated set of activities to improve productivity, innovation and competitiveness, including support mechanisms and training
6. Work alongside High Potential Enterprises (HPEs) to develop supports targeted at increasing 'value added' and gaining competitive advantage in niche sectors.
7. Attract new investment to the Gaeltacht to increase the employment base.

SPRIOC 2

Deiseanna nua d'acmhainní cósta na Gaeltachta a fhorbairt trí nuálaíocht a bhaint amach in aeráid atá ag athrú

1. Cur chun cinn na forbartha inbhuanaithe d'acmhainní cósta na Gaeltachta trí chur i bhfeidhm Plean Acmhainní Mara Gaeltachta dírithe ar fhobairt deiseanna nuálaíocha don eacnamaíocht chósta.
2. Páirtnéireachtaí, comhghuaillíochtaí straitéiseacha agus gréasáin a fhorbairt le heolas a ghintear trí thaighde eolaíoch a mhalartú le forbairt a dhéanamh ar fhiontair chósta agus polasaí éifeachtach bainistíochta acmhainní sa Ghaeltacht.

SPRIOC 3

Dlús a chur le forbairt na turasóireachta mar thiománaí den fhorbairt eacnamaíochta sa Ghaeltacht

1. Próifíl na Gaeltachta mar ionad turasóireachta cultúrtha, mar ionad saoire sainiúil inti féin a ardú agus mar áit le Gaeilge a fhoghlaim agus a úsáid/labhairt.
2. Cur le cumas na soláthróirí Gaeltachta táirgí agus seirbhísí breise a fhorbairt ionas gur féidir teacht i dtír ar sciar breise den mhargadh.
3. Obair i bpáirtnéireacht le Fáilte Éireann, Turasóireacht Éireann agus leis an tionscal turasóireachta réigiúnach i margaíocht agus cur chun cinn na Gaeltachta.
4. An Plean Turasóireachta Chultúrtha a chur i bhfeidhm.

OBJECTIVE 2

Developing new opportunities for a diversified coastal resource in the Gaeltacht by achieving innovation in a changing climate.

1. Promotion of the sustainable development of the coastal resource in the Gaeltacht regions through the implementation of a Gaeltacht Marine Strategy aimed at the development of innovative opportunities for the coastal economy.
2. Develop partnerships, strategic alliances and networks to facilitate the transfer of knowledge generated by scientific research to the development of new coastal enterprises and effective resource management policy in the Gaeltacht.

OBJECTIVE 3

Optimising tourism development as a key driver in the economic growth of the Gaeltacht

1. Increase the profile of the Gaeltacht as a cultural tourism destination, both as a place to use and learn Irish and also as a place offering a unique holiday destination within its own right.
2. Build capacity amongst Gaeltacht product providers and develop niche market segments and products
3. Work in partnership with Fáilte Ireland, Tourism Ireland and Regional tourism interests in the active marketing and promotion of the Gaeltacht.
4. Implement the Cultural Tourism Plan.

SPRIOC 4

Forbairt na Gaeltachta a chur chun cinn trí shaothrú acmhainní fuinnimh inathnuaite.

1. Forbairt úsáid acmhainní fuinnimh in-athnuaite sa Ghaeltacht a chur chun cinn.
2. Éifeachtacht fuinnimh agus úsáid teicneolaíochtaí glana inár gcliant-chomhlachtaí agus i bpobail Ghaeltachta a chur chun cinn.
3. Páirtnéireachtaí le geallsealbhóirí a fhorbairt.
4. An beartas fuinneamh in-athnuaite a chur i bhfeidhm.

SPRIOC 5

Cur le soláthar bonneagar riachtanach le huasmhéadú a dhéanamh ar acmhainneacht fiontair na Gaeltachta.

1. Tógáil ar pháirtnéireachtaí leis na hÚdaráis Áitiúla, Gníomhaireachtaí Stáit agus eagraíochtaí eile le haghaidh a thabhairt ar easpaí bonneagair agus forbairt na Gaeltachta a chur chun cinn.
2. Leanúint le treisiú a dhéanamh ar láidreachtaí na Gaeltachta agus aghaidh a thabhairt ar a laigeachtaí trí aird a dhíriú ar fheabhsúcháin riachtanacha sa bhonneagar (iompar, cumarsáid, fuinneamh, sóisialta).
3. Rochtain ar bhanda leathan ardluais a thapú ar fud na Gaeltachta.

OBJECTIVE 4

Promoting Gaeltacht development through the exploitation of renewable energy resources

1. Promoting the use of renewable energy resources in the Gaeltacht.
2. Promoting energy efficiency and the use of cleaner technologies in Client companies and within Gaeltacht communities.
3. Developing partnerships with key stakeholders to build capacity among Gaeltacht communities to enable them to maximise the potential of renewable energy.
4. Implement the renewable energy policy.

OBJECTIVE 5

Contributing to the provision of infrastructure necessary to maximise the enterprise potential of the Gaeltacht

1. Cultivate existing partnerships with Local Authorities, State Agencies and others in order to address infrastructural deficits and advance the development of the Gaeltacht
2. Continue to reinforce the Gaeltacht's strengths and address its weaknesses by highlighting necessary improvements in infrastructure (transport, communications, energy, social infrastructure).
3. Accelerate high-speed broadband access throughout the Gaeltacht.

Buntáscairí Feidhmíochta

- 500 post nua a cheadú in aghaidh na bliana (1,500 thar tréimhse na straitéise);
- Plean Acmhainní Mara Gaeltachta a chur i bhfeidhm;
- Forbairt agus cur chun cinn 3 mhórthionscadal suaitheanta turasóireachta;
- Clár caomhnaithe fuinnimh agus clár úsáidte fuinnimh in-athnuaite a chur i bhfeidhm i bhfoirgnimh de chuid an Údaráis ar fud na Gaeltachta;
- Clár oiliúna píolótach (pobalbhunaithe) d'fhorbairt acmhainní fuinnimh in-athnuaite a thionscnamh;
- Athbhreithniú a dhéanamh ar dhreasachtaí tacaíochta agus cinn nua a chur ar fáil, más gá, ar mhaithe le fás iomaíoch na fiontraíochta sa Ghaeltacht;
- Clár taighde ag tacú le forbairt na nuálaíochta agus na fiontraíochta a thionscnamh;
- Feasacht faoin nGaeltacht mar ionad do ghnó agus fiontar a mhéadú trí fheachtais mhargaíochta agus chumarsáide;
- Plean Turasóireachta Cultúrtha a chur i bhfeidhm.

Key Performance Indicators

- 500 new jobs approvals per annum (2,000 Approvals over the period of the strategy)
- Implement Gaeltacht Marine Strategy
- Develop & Promote Three Key Flagship Tourism Projects
- Implement an energy conservation and renewable energy programme in Údarás properties throughout the Gaeltacht
- Initiate a Pilot Community-Based Training Programme for the development of renewable energy resources
- Review and devise incentive packages to stimulate competitive enterprise growth
- Implement a research programme to support innovation and enterprise development
- Increase awareness of the Gaeltacht as a location for business and enterprise through communication & marketing campaigns
- Implement a Cultural Tourism Plan.

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