



Údarás na
Gaeltachta

Plean Straitéiseach

Strategic Plan

2021–2025

Cumasú, Neartú, Inbhuanaitheacht
Enable, Strengthen, Sustain



Rialtas na hÉireann
Government of Ireland



Clár

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Réamhfhocal ón gCathaoirleach

Thar cheann an Bhoird, fáiltíom roimh an straitéis uaillmhianach seo don tréimhse 2021 – 2025. Is straitéis í a thógann ar an mbunchloch a leagadh síos le linn Straitéis 2018 – 2020 agus ar an obair atá á cur i gcrích ag Údarás na Gaeltachta le dhá scór bliain. Leagann an straitéis seo amach fíos do Ghaeltacht bheoga phorásach, le tograí fadradharcacha a rachaidh chun sochair do shaol eacnamúil, cultúrtha agus sóisialta na Gaeltachta.

Tá tionchar nach beag ag paindéisí COVID-19 ar gheilleagar na tíre le bliain anuas agus beidh dúshlán mór forbartha againn sna blianta amach romhainn; ach is dúshlán é a rachaimid i ngleic leis, mar a dhéanann i gcónaí, le spiorad agus le díograis. In ainneoin an dúshláin sin, tá sé mar sprioc againn go mbeidh 9,000 duine fostaithe i gcliantchomhlachtaí an Údaráis faoi dheireadh thréimhse na straitéise seo, agus tá an Bord agus an feidhmeannas tiomanta don sprioc sin.

Le linn thréimhse na straitéise deiridh rinne an eagraíocht, i gcomhar leis na pobail áitiúla, dul chun cinn suntasach i dtaca leis an phleanáil teanga. Tá pleannanna teanga ceadaithe anois i bhformhór na Limistéar Pleanála Teanga agus beidh Coistí agus Oifigigh Pleanála Teanga ag obair go dícheallach leis an teanga a dhaingniú agus a neartú sna cúig bliana amach romhainn. Tacóidh an tÚdarás leis an obair luachmhar sin. Níl aon amhras ach go

Foreword from the Chairperson

On behalf of the Board, I welcome this ambitious strategy for the period 2021 - 2025. It is a strategy that builds on the foundation laid during the 2018 – 2020 Strategy and on the work that Údarás na Gaeltachta has been doing for this past forty years. This strategy sets out a vision for a vibrant and progressive Gaeltacht, with projects which look to the future and will benefit the economic, cultural and social life of the Gaeltacht.

The COVID-19 pandemic has had a significant impact on the country's economy over the past year and, as a consequence, we face a major development challenge in the coming years; but it is a challenge that we will tackle, as we always do, with spirit and enthusiasm. Notwithstanding this challenge, we aim to employ 9,000 people in Údarás client companies by the end of the period of this strategy, a commitment to which the Board and the executive are strongly committed.

During the period of the last strategy, the organisation, in conjunction with the local communities, made significant progress in introducing a language planning process in the Gaeltacht. Language plans have now been approved in most Language Planning Areas and Language Planning Committees and Officers will work with a view to consolidating and strengthening the language over the next five years. The Údarás will continue to



bhfuil dúshláin leanúnacha romhainn agus muid ag díriú ar úsáid na Gaeilge ó lá go lá a chur chun cinn. Níor chóir dúinn ligean i ndearmad, áfach, go bhfuil gníomhaíochtaí dearfacha á mbunú ag na pobail éagsúla fud fad na Gaeltachta ar mhaithle leis an bhforbairt áitiúil agus cur chun cinn na Gaeilge. Aithnítear sa straitéis seo chomh maith gur gá aird a dhíriú ar chúrsaí óige agus ar chúrsaí ealaíne chun pobail bhríomhara Ghaeltachta a chothú agus a láidriú.

Tá trí phríomhthéama i gcroílár na Straitéis seo agus beidh siad ina mbunús d'obair na heagraíochta: Cumasú, Neartú agus Inbhuanaitheacht. Tá na téamaí seo fite fuataise chur chuige a ghlacfar le fíos na heagraíochta a thabhairt chun fíre: imreoidh siad tionchar dearfach agus intomhaiste ar fhorbairt chultúir, eacnamaíochta, shóisialta agus teanga na bpobal Gaeltachta.

Glacaim buíochas as an ionchur uile a tháinig ó gach duine a ghlac páirt sa phróiseas comhairliúcháin, agus as an ionchur ó Bhord agus ó fhoireann an Údarás. Tá muid ag súil go mór le tionchar na straitéis seo ar an nGaeltacht agus ar an bpobal a fheiceáil sna blianta beaga amach romhainn.

Anna Ní Ghallachair
An Cathaoirleach

FOREWORD FROM THE CHAIRPERSON

support this valuable work. There is no doubt that we will face ongoing challenges as we focus on promoting the day-to-day use of the Irish language. However, we should not forget that the various communities throughout the Gaeltacht are also actively involved in many positive initiatives for the benefit of local development and the promotion of the Irish language. This strategy further recognises the need to focus on young people and the arts in order to nurture and sustain vibrant Gaeltacht communities.

At the heart of our Strategy are three key themes which will underpin the work of the organisation: Enable, Strengthen, and Sustain. These themes are intrinsic to the approach taken to realise the vision of the Údarás, which will have a positive and measurable impact on the cultural, economic, social and linguistic development of Gaeltacht communities.

I would like to thank all those who took part in the consultation process for their contribution, and the Údarás Board and staff for their input also. We look forward to seeing the benefit of this strategy to the Gaeltacht and its communities in the next number of years.

Anna Ní Ghallachair
Chairperson



Réamhfhocal ón bPríomhfheidhmeannach

Leagtar amach fíos don Ghaeltacht mar réigiún cruthaitheach, nuálach agus inmharthana i Straitéis Údarás na Gaeltachta don tréimhse 2021-2025. Tá sé mar aidhm againn réigiún ina bhfuil an Ghaeilge ina teanga bheo pobail a dhéanamh den Ghaeltacht atá tarraingteach le maireachtáil ann, agus deiseanna fostaíochta den chéad scoth ar fáil inti. Tá neartú, cumasú agus inbhuanaitheacht na Gaeltachta fite fuaite sa Straitéis agus sa chur chuige a bheidh á ghlacadh ag an Údarás sna cúig bliana seo amach romhainn.

Tá an Straitéis seo le cur i bhfeidhm tráth a bhfuil athrú mór tagtha ar an saol. Ní mór dúinn a bheith réidh le deiseanna a thapú agus dúshláin a shárú. Tá acmhainní daonna, acmhainní cultúir agus acmhainní nádúrtha den chéad scoth ar fáil sa Ghaeltacht.
Tá bunstruchtúr pobail agus bunstruktúr gnó eiseamláireach forbartha sa Ghaeltacht agus a chuid féin déanta ag an Údarás sna 40 bliain ó bunaíodh é. Le linn shaolré na Straitéise seo beidh muid ag cur béim ar fhorbairt inmharthana, ar phrionsabail na hinbhuanaitheachta agus ar an eacnamaíocht chiorclach. Foilseofar plean gnímh bliantúil ina mbeidh bearta sonracha a fhreagróidh do na cuspóirí atá luaite sa Straitéis.

Foreword from the Chief Executive Officer

Údarás na Gaeltachta's Strategy for the period 2021-2025 sets out a vision for the Gaeltacht as a creative, innovative and viable region. Our objective is to ensure that the Gaeltacht is a region where Irish is the living language of a community that is attractive to live in, with first-class employment opportunities. The strengthening, enablement and sustainability of the Gaeltacht is intertwined with the Strategy and the approach the Údarás will adopt over the next five years.

This Strategy comes at a time of great change in our lives. We need to be ready to seize opportunities and overcome challenges. First-class human, cultural and natural resources are available in the Gaeltacht. In the 40 years since its inception, the Údarás has played a role in developing an exemplary community and business infrastructure in the Gaeltacht. During the lifetime of this Strategy, we will focus on viable development, the principles of sustainability and the circular economy. Annual action plans will be published containing specific measures that respond to the objectives stated in the Strategy.



Táthar ag súil go mór le leanúint leis an gcur chuige compháirtíochta a bhain lenár straitéis deiridh – Bord agus Feidhmeannas an Údarás ag obair in éineacht le réimse leathan páirtithe leasmhara atá ábhartha don Ghaeltacht – sa mbaile agus i gcéin. Tá an chompháirtíocht seo leis an earnáil pobail, lenár Roinn féin agus ranna stáit eile, le heagrais stáit, le húdaráis áitiúla, le fiontraithe na Gaeltachta agus lenár diaspora lárnach dár ngníomhaíochtaí agus beidh sna blianta amach romhainn.

Táim ag tnúth go mór le cur i bhfeidhm na Straitéise agus leis an ról lárnach a bheidh ag an Údarás chun go mbeidh an rath ar cheantair na Gaeltachta.

Mícheál Ó hÉanaigh
Príomhfheidhmeannach

It is intended to continue the partnership approach of our last strategy - the Board and Executive of the Údarás working in partnership with a wide range of stakeholders relevant to the Gaeltacht - at home and abroad. This partnership with the community sector, our own Department and other state departments, state organisations, local authorities, Gaeltacht entrepreneurs and our diaspora has been and will be central to our activities in the years ahead.

I look forward to the implementation of the Strategy and to the central role of the Údarás in the success of the Gaeltacht.

Mícheál Ó hÉanaigh
Chief Executive Officer

Pobail rathúla Ghaeltachta a phorbairt, ina bhfuil an Ghaeilge mar phríomh-mheán cumarsáide, an príomhchuspóir atá ag Údarás na Gaeltachta.

Sna 40 bliain ó bunaíodh an tÚdarás tá ról lárnach á ghlacadh aige ag neartú na bpobal ar a bhfreastalaíonn sé ar mhaithe leis an gcuspóir sin a bhaint amach. Tá ról uathúil á chomhlíonadh ag an Údarás mar sin. Tacaíonn an tÚdarás le buanseasmhacht na bpobal Gaeltachta tríd an ról aitheanta atá ag an eagraíocht i gcur chun cinn na fostáiochta agus an gheilleagair. Ach tá ról i bhfad níos leithne ná sin ag an Údarás agus é lárnach ag an leibhéal áitiúil chun an bhunsraith pobail a threisiú. Oibrítear i gcomhpháirt leis na pobail áitiúla chun cur leis na seirbhísí agus leis na háiseanna a dhéanann na ceantair Ghaeltachta tarraingteach le maireachtáil iontu. Is trí phobail inbhuanaithe bhríomhara is fearn a chinnteofar go mbíonn rath ar an nGaeltacht.

Overview

The main objective of Údarás na Gaeltachta is the development of thriving Gaeltacht communities in which Irish is the main medium of communication.

In the 40 years since An tÚdarás was established it has played a key role in strengthening the communities it serves to achieve that goal. In its unique role, an tÚdarás enables and fosters the resilience of Gaeltacht communities by promoting employment and the economy. But An tÚdarás also has a much broader role to play, strengthening the Gaeltacht community base at a local level. It works in partnership with local communities to enhance the services and facilities that make Gaeltacht areas attractive to live in. It is through vibrant, sustainable communities that we will ensure the future success of the Gaeltacht.



Léirigh torthaí dhaonáireamh 2016 go raibh laghdú ar úsáid na Gaeilge mar phríomhtheanga an phobail sna ceantair Ghaeltachta.

Tá athruithe suntasacha tarlaithe le blianta beaga anuas ó thaobh déimeagrafaigh, seachadadh meán agus domhandú an Bhéarla. Tugann an méid seo ábhar machnaimh dùinn agus tá sé níos tábhachtaí ná riamh go dtabharfaí faoi iarrachtaí le húsáid na Gaeilge a neartú. Tá an próiseas pleánala teanga, ina bhfuil ról ceannaireachta ag an Údarás air, ina chuid thábhachtach den tslí inar féidir cur le húsáid na Gaeilge ar bhonn áitiúil. Tugann sé an deis agus na hacmhainní do na pobail áitiúla tabhairt faoi ghníomhaíochtaí a thacaíonn agus a spreagann úsáid ár dteanga dúchais. Aithníonn an tÚdarás an ról atá aige, ní hamháin i stiúradh an phróisis seo, ach freisin sa tionchar dearfach gur féidir linn a imirt ar úsáid na Gaeilge trínár gcuid gníomhaíochtaí féin agus gníomhaíochtaí ár bhfochuideachtaí.

The results of the 2016 census showed a decrease in the use of Irish as the main language of the community in the Gaeltacht areas.

Significant changes have taken place in recent years in terms of demographics, media delivery and the globalization of English, confirming that it is more important than ever that efforts are made to strengthen the use of the Irish language. The language planning process, in which An tÚdarás has a leadership role, is an important driver in increasing Irish language use locally. It provides local communities with the opportunity and resources to undertake activities that support and encourage the use of our native language. An tÚdarás recognises its role, not only in leading this process, but also in the positive impact we can make on the use of the Irish language through our own activities and those of our subsidiaries.





Bunchloch láidir

Is í an phríomhfheagracht atá ar Bhord an Údarás ná plean straitéiseach a ullmhú agus a fhaomhadh. Tá an straitéis seo ag tógáil ar an mbunchloch atá ann cheana féin agus ag cur leis an méid a baineadh amach le linn Straitéis 2018-2020.

Fostaíocht

D'éirigh go maith linn na buntáscairí feidhmíochta i dtaca le cúrsaí fiontraíochta agus fostáiochta a bhaint amach go dtí gur tharla paindéim COVID-19.

Tionchar ár gCliaint Our Clients Impact

+92%

Caiteachas ar Thaighde & Forbairt méadaithe 92%. Expenditure on Research & Development has increased by 92%

€1.579B

Díolachán easpórtala ag cliantchomhlachtaí Export sales by client companies

€1.297B

Caiteachas Díreach in eacnamaíocht na hÉireann Direct Spend in the Irish Economy

€2.629B

Díolachán lomlán Total Sales

Tionchair COVID-19 Effects of COVID-19

Ag deireadh 2019 bhí fostáiocht sa Ghaeltacht seasmhach ag 7,844 post lánimseartha, 534 post páirtaimseartha agus 147 post séasúracha. De bharr an tionchair a bhí ag COVID-19 ar chúrsaí eacnamaíochta, bhí líon na bpost lánimseartha tite. Ceadaíodh 1,263 post nua lánimseartha ó 2018 go 2020. Táthar ag súil áfach go dtiocfadh feabhas air seo de réir mar a bheidh an geilleagar ag teacht chuige féin sna blianta amach romhainn.

At the end of 2019 employment in the Gaeltacht was stable at 7,844 full-time, 534 part-time and 147 seasonal jobs. Due to the impact of COVID-19 on the economy, the number of full-time jobs had fallen. 1,263 new full-time jobs were approved from 2018 to 2020. It is expected that the overall employment picture will improve as economic conditions recover in the coming years.

Strong foundation

The preparation and adoption of a strategic plan is a primary responsibility of the Board of An tÚdarás. This strategy builds on the existing foundation and adds to the achievements of Strategy 2018-2020.

Employment

We were successful in meeting the key enterprise and employment performance indicators until the COVID-19 pandemic impacted.

Fostaíocht 2020 2020 Employment

7,363

Post lánimseartha
Full-time jobs

437

Post páirtaimseartha
Part-time jobs

96

Post séasúrach
Seasonal jobs

**Pleanáil Teanga**

Ní raibh an Próiseas Pleanála Teanga ach ina thuis i 2018, agus ní raibh aon phlean aontaithe le haon cheann de na 26 Limistéar Pleanála Teanga ná na 3 Bhaile Seirbhíse Gaeltachta ar fud na tíre.

3

Bailte Seirbhíse Gaeltachta
Gaeltacht Service Towns

26

Limistéar Pleanála Teanga
Language Planning Areas

Language Planning

The Language Planning Process was in its infancy in 2018, with no agreed plan for any of the 26 Language Planning Areas nor for the 3 Gaeltacht Service Towns throughout the country.

27

Plean Teanga Uillmhaithe
Language Plans Prepared

18

Oifigeach Pleanála Teanga Fostaithe
Language Planning Officer Employed

Eagrais Forbartha Pobail

Tá Eagrais Forbartha Pobail na Gaeltachta lárnach i bhforbairt na heacnamaíochta sóisialta agus i bhforbairt pobail ar fud na Gaeltachta.

Deontais Reáchtála

2018 **€1.83M**

2020 **€2.27M**

Deontais Reachtála
Administration Grant

2018 **21**

2020 **44**

Post páirtaimseartha
Part-time jobs

Community Development Organisations

Gaeltacht Community Development Organisations are central to the development of the social economy and community development throughout the Gaeltacht.

2018 **54**

2020 **63**

Post Lánaimseartha
Full-time jobs



OSRADHARC

I gcroílár Straitéis 2018-2020, bhí cúig thionscnamh straitéiseacha á bhforbairt a bhain le:

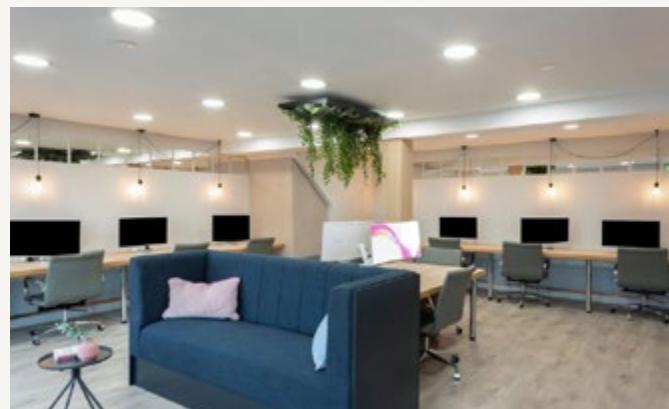
- gteic – Gréasán Digiteach na Gaeltachta
- Páirc na Mara, Cill Chiaráin, Co. na Gaillimhe
- Branda na Gaeltachta
- Diaspora na Gaeltachta
- Scéim Forbartha Turasóireachta

Central to Strategy 2018-2020 was the development of five strategic initiatives relating to:

- gteic – Gaeltacht Digital Network
- Marine Park, Cill Chiaráin, Co. Galway
- Gaeltacht Brand
- Gaeltacht Diaspora
- Tourism Development Scheme

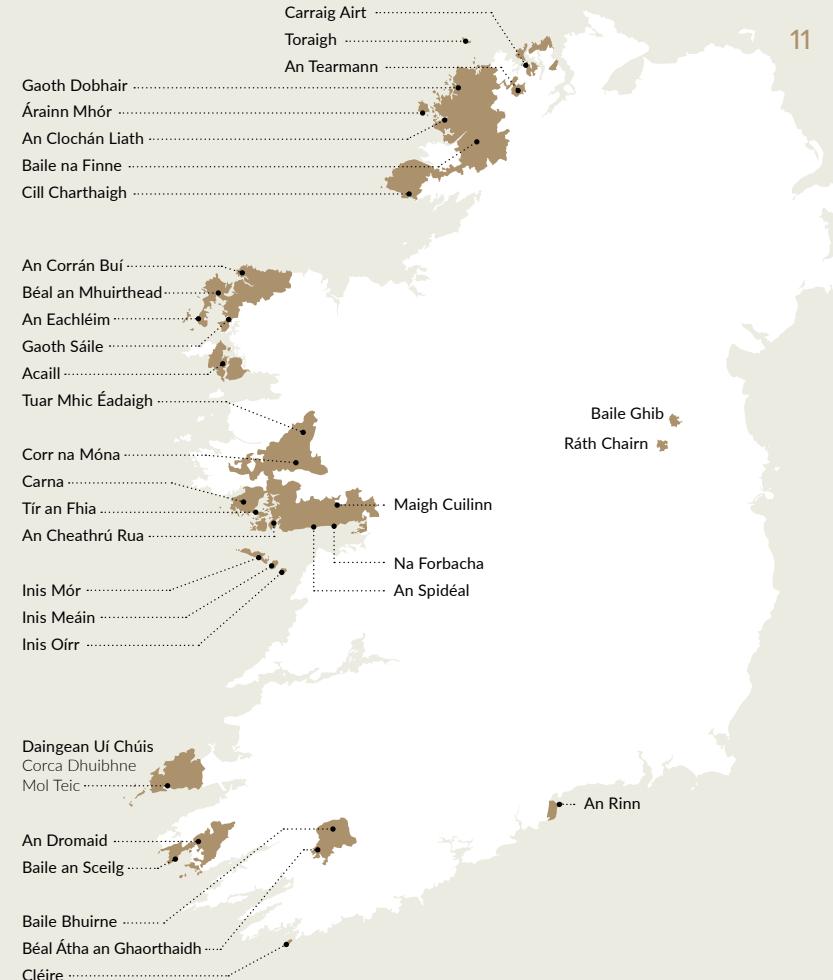


gteic@An Spidéal



gteic@Árainn Mhór

Tá dul chun cinn suntasach déanta i ngach ceann de na réimsí seo le trí bliana anuas. Faoi dheireadh 2020, bhí gréasán de 26 gteic cruthaithe ag an Údarás. Fágfaidh sé seo go mbeidh spás oifige agus spás oibre den chaighdeán is airde ar fáil d'fhiúntraithe i ngach cearn den Ghaeltacht inar féidir leo teacht ar leathanbhanda seasmhach d'ardchaighdeán. Tá infheistíocht shuntasach déanta ag an Údarás féin sa ghréasán seo, agus tá sé ag tarraingt ar chistí ón Roinn Forbartha Tuaithe & Pobail chomh maith. Táimid tiomanta do na hionaid sa ghréasán seo a fhorbairt mar mhoil fiontraíochta den scoth le linn thréimhse na Straitéise seo.



Significant progress has been made in each of these areas over the last three years. By the end of 2020, An tÚdarás created a network of 26 gteics. This will mean that office space and workspace of the highest standard will be available to entrepreneurs in all parts of the Gaeltacht where they can access stable, high quality broadband. An tÚdarás has invested significantly in this network, and is also drawing on funding from the Department of Rural and Community Development. We are committed to developing the centres in this network as first-class enterprise hubs over the period of this Strategy.



Tá forbairt Pháirc na Mara i gCill Chiarán, Conamara ar cheann de na hinfheistíochtaí is mó atá beartaithe go dtí seo i mbonneagar na Gaeltachta.

Tá mórchuid obair ullmhúcháin déanta ar an togra seo le trí bliana anuas agus rinneadh iarratas ar chead pleinála in 2020. Faoi réir an cead sin a bheith faighte agus an infheistíocht chuí a bheith ar fáil, tá súil ag an Údarás go mbeidh an togra seo ar an bhfód le linn thréimhse na Straitéise seo.

Leanfaidh an tÚdarás de na tionscnaimh straitéiseacha eile a bhí aitheanta againn lena n-áirítear Branda na Gaeltachta, Diaspóra na Gaeltachta agus Scéimeanna Forbartha Turasóireachta a fhorbairt sna cúig bliana amach romhainn. Tabharfaidh muid faoi thionscnaimh nua a bhaineann le hathrú aeráide agus an eacnamaíocht għlas mar aon le tionscnaimh bhreise san eacnamaíocht dhigiteach, san eacnamaíocht ghorm agus san eacnamaíocht shóisialta.

Tá an straitéis reatha á hullmhú tráth a bhfuil gá aghaidh a thabhairt ar dhá bhagairt eisceachtúla a mbeidh tionchar mór acu, ní hamháin ar an nGaeltacht ach ar an tír ar fad. Tá dúshlán gan choinne cruthaithe ag paindéim COVID-19 do chúrsaí ghnó agus do shaol an phobail. Tá tréimhse lán le héiginnteacht amach romhainn agus níl aon dabht ach go mbeidh tionchar mór aige seo agus ag an mBreatimeacht ar an mbealach a dtabharfar faoi fheidhmiú na Straitéise.

The development of the Marine Park in Cill Chiarán, Conamara is one of the largest planned investments to date in the Gaeltacht infrastructure.

Much preparatory work has been undertaken for this project over the last three years and planning permission was applied for in 2020. Subject to the receipt of such approval and the availability of the appropriate investment, An tÚdarás expects the project to be developed and operational during the period of this strategy.

An tÚdarás will continue to develop other strategic initiatives which were identified in the previous strategy, namely the Gaeltacht Brand, the Gaeltacht Diaspora and Tourism Development Schemes, over the next five years. We will take on new initiatives relating to climate change, the green economy, the digital economy, the blue economy and the social economy.

The current strategy is being prepared at a time when it is necessary to address two exceptional threats that will have a major impact, not only on the Gaeltacht but also on the country as a whole. The COVID-19 pandemic has created an unexpected challenge for business and community life. There is a period of uncertainty ahead and there is no question that this and Brexit will have major consequences for the implementation of the Strategy.





Ag breathnú chun cinn

Leagtar amach sa Straitéis seo cur chuige uaillmhianach bunaithe ar an téama **Cumasú, Neartú agus Inbhuanaitheacht**. Tá an téama seo lárnach sa gcur chuige a ghlaicfaidh an tÚdarás chun tacú le pobail bhríomhara céannacht dá gcuid féin a chruthú. Beidh an tÚdarás:

- Ag cumasú pobail le tabhairt faoin bhfiontraíocht agus faoin bhforbairt
- Ag cur leis an méid atá bainte amach go dtí seo
- Ag cinntíú go bhfuil gach a ndéantar ag tacú le hinbhuanaitheacht phobail na Gaeltachta agus leis an nGaeltacht féin

Tá cúig réimse de spriocanna straitéiseacha aitheanta faoina mbeifear ag forbairt tionscnamh le linn shaolré na straitéise seo. Baineann na ceannteidil sin le:

- An Ghaeltacht a bheith mar áit ina bhfuil pobail rathúla inbhuanaithe, agus arb í an Ghaeilge príomhtheanga an phobail ann
- An Ghaeltacht a bheith mar áit le slí mhaireachtála tarraigteach do dhaoine le cónaí a dhéanamh ann
- An Ghaeltacht a bheith mar áit ina bhfuil spiorad na fiontraíochta á chur chun cinn go láidir agus fonn ar fhiontraithe gnó a bhunú, a lonnú agus a fhás ann

Looking ahead

This strategy will set out an ambitious theme-based approach, *Enable, Strengthen, Sustain*. These themes are central to the approach taken by An tÚdarás in supporting vibrant communities to create their own identity. An tÚdarás will:

- Empower communities to engage in entrepreneurship and development
- Build on what has been achieved so far
- Ensure that all actions support the sustainability of Gaeltacht communities and the Gaeltacht itself

Five strategic objectives have been identified under which initiatives and objectives will be developed over the lifetime of this strategy. These are that:

- The Gaeltacht be a place of sustainable prosperous communities and where Irish is the main language of the community
- The Gaeltacht be a place with an attractive way of life for people to live in
- The Gaeltacht be a place where an entrepreneurial spirit is strongly promoted and where entrepreneurs would wish to set up, locate and grow a business there



- An Ghaeltacht a bheith mar áit shainiúil, bheo atá aitheanta agus tarraingteach ó thaobh cultúir, ealaíne agus turasóireachta de
- An Ghaeltacht a bheith mar áit a bhfuil tárgí, seirbhísí agus eispéiris ar ard-chaighdeán ar fáil agus go bhfuil teacht ag pobal uile na Gaeltachta orthu

Chun gur féidir linn na spriocanna straitéiseacha seo a thabhairt chun fíre agus i bhfianaise na timpeallachta éiginnte in mbeifear ag feidhmiú, is gá don eagraíocht a bheith solúbtha agus sofhreagrúil ina cur chuige sna blianta amach romhainn. Forbrófar agus foilseofar gníomh-phleananna bliantúla a fhreagróidh do na spriocanna seo agus a shonróidh bearta sonracha a bheidh le baint amach.

Beidh téama na Straitéise seo, Cumasú, Neartú agus Inbuanaitheacht i gcroílár chultúr na heagraíochta agus muid dírithe ar an nGaeltacht a fhorbairt mar cheantair uathúla den scoth.

- The Gaeltacht be a distinctive, vibrant place that is recognised and attractive in terms of culture, arts and tourism
- The Gaeltacht be known for its high-quality products, services and experiences which are accessible to the whole Gaeltacht community

In order for us to realize these strategic goals and given the uncertain climate in which we will operate, the organisation needs to be flexible and agile in its approach in the years ahead. Annual action plans will be developed and published in response to these goals and will detail specific measures to be achieved.

The theme of this Strategy, *Enable, Strengthen and Sustain* will be at the heart of the organisation's culture as we focus on developing the Gaeltacht as a unique thriving place.



An Eagraíocht agus a Foireann

Aithnítear an gá atá ann sa lá atá inniu ann d'eagraíochtaí a bheith ag foghlaim agus ag athnuachan le gur féidir leo seirbhís den scoth a chur ar fáil. Tá sé thar a bheith tábhachtach d'eagraíocht ar bith go bhfuil na scileanna cuí ag an bhfoireann chun obair na heagraíochta a dhéanamh agus gur féidir tabhairt fúithi le muinín agus misneach. Tá foireann an Údarás tiomanta do sheirbhís den scoth a chur ar fáil do phobal na Gaeltachta agus a chinntiú go bhfuil pobail láidre inbhuanaithe teanga sa Ghaeltacht sa todhchaí.

Cuireann foireann an Údarás réimse leathan comhairle agus meantóireachta ar fáil do chomhlacthaí, chomh maith le hoiliúint a chur ar fáil dóibh siúd a bhfuil baint acu leis an bpróiseas pleánala teanga – Comharchumainn/Coistí Pobail, Coistí Pleanála Teanga agus Oifigh/Oifigh Chúnta Pleanála Teanga. Tá an obair seo fiorthábhachtach agus beifear ag cur léi sna blianta amach romhaínn.

Tá plan fórsa saothair ullmhaithe ag an Údarás a chuimsíonn na riachtanais foirne atá ag teastáil chun an obair atá beartaithe againn a chur i gcírcí. Tá súil againn go mbeifear in acmhainn tú a chur le foireann bhreise a earcú chomh maith le clár forbartha foirne a chur le chéile d'fhoireann na heagraíochta le linn thréimhse na straitéis seo.

Polasaí Obair ón mBaile

Chruthaigh foireann an Údarás le linn phaindéim COVID-19 go bhfuil siad solúbtha agus is ón mbaile atá go leor den fhoireann ag obair ó Mhárta 2020. Tá straitéis Cianobair a Chumasú foilsithe ag an Rialtas anois, agus reachtaíocht ina leith beartaithe le linn thréimhse na straitéis seo. Forbróidh an tÚdarás polasaí cianoibre dá fhoireann féin. Chomh maith leis sin tá forbairt agus margáiocht déanta ar líonra gteic chun gur féidir le daoine oibriú ó láthair gar do bhaile sna ceantair Ghaeltachta.

The Organisation and its Staff

The need today for organisations to learn and renew is recognised so that they can provide an outstanding service. It is crucial for any organisation that the staff have the requisite skills to do the work of the organisation with confidence and courage. The staff of An tÚdarás is committed to providing an excellent service to the Gaeltacht community and to ensuring that there are strong and sustainable language communities in the Gaeltacht in the future.

The staff of An tÚdarás provide a wide range of advice and mentoring services to enterprise, in addition to providing training to those involved in the language planning process, such as Cooperatives/Community Committees, Language Planning Committees and Officers/Assistant Language Planning Officers. This work is vital and will be built upon in the years to come.

An tÚdarás has prepared a workforce plan which sets out the staffing requirements to enable us to carry out our planned activities. We hope to be able to begin recruiting additional staff as well as putting together a new staff development programme during the period of this strategy.

Working from home policy

An tÚdarás staff have shown great flexibility over the years, as evidenced by the many employees who began working from home in March 2020, at short notice, due to the COVID-19 Pandemic. The Government has published the strategy *Making Remote Work*, and the relevant legislation is imminent. An tÚdarás will develop a remote working policy for its own staff. It has also developed and marketed a gteic network to allow people in Gaeltacht areas to work from a location close to home.

Fís, Misean, Luachanna

Fís don Ghaeltacht

Pobail rathúla inbhuanaithe arb í an Ghaeilge a bpríomhtheanga

Fís don Údarás

Eagraíocht Stáit den scoth a imríonn tionchar dearfach agus intomhaiste ar fhorbairt chultúir, eacnamaíochta, shóisialta, agus teanga phobal na Gaeltachta

Misean

Pobal inbhuanaithe Gaeltachta a chothú, arb í an Ghaeilge a phríomhtheanga, agus ina bhfuil caighdeán saoil den chéad scoth ar fáil, idir fhostaíocht, shochaí agus chultúr

Luachanna

- Uaillmhian agus ceannaireacht a léiriú i gcur chun cinn na Gaeltachta
- Cur chuige forbartha inbhuanaithe a ghlacadh atá fréamhaithe sa teanga
- Feidhmiú le hionracas, tréadhearcacht agus freagracht i ngníomhaíochtaí na heagraíochta
- Comhghuaillíochtaí agus páirtnéireachtaí a chruthú a bhíonn chun leasa na Gaeltachta agus na Gaeilge
- Bealaí nuálacha a aimsiú le seirbhís den scoth a sholáthar dárgcuistaiméirí seachtracha agus inmheánacha

Vision, Mission, Values

16

Vision for the Gaeltacht

Thriving, sustainable communities where Irish is the main language

Vision for An tÚdarás

Achieving excellence as a State organisation, having a positive and measurable impact on the cultural, economic, social and linguistic development of the Gaeltacht

Mission

To foster a sustainable Gaeltacht community where Irish is the main language, and where employment, society and culture make a world-class quality of life available

Values

- Demonstrate ambition and leadership in the promotion of the Gaeltacht
- Adopt a sustainable development approach rooted in the language
- Operate with integrity, transparency and accountability in the activities of the organisation
- Create alliances and partnerships that benefit the Gaeltacht and the Irish language
- Find innovative ways to provide excellent service to our external and internal customers

Téamaí na Straitéise

Cumasú

Neartú

Inbhuanaitheacht

Strategy Themes

Enable

Strengthen

Sustain





Is iad na téamaí atá roghnaithe againn don straitéis seo ná: Cumasú, Neartú agus Inbhuanaitheacht agus tá siad seo fite fuaite sna gníomhaíochtaí a mbeifear ag díriú orthu sa tréimhse 2021-2025.

Bunús na dTéamaí

Is trí rath a bheith ar chúrsaí eacnamaíochta, ar mheanma an phobail agus ar mhórtas teanga is fearr is féidir linn ceantair uathúla eiseamláireacha Ghaeltachta a chothú ina bhfuil an Ghaeilge á cur chun cinn mar theanga labhartha an phobail. Is í an fhís atá ag an Údarás go mbeidh pobail na Gaeltachta inbhuanaithe i ngach gné den saol agus go mbeidh ról lárnach againn i gcumasú agus i neartú na bpobal chun an méid sin a bhaint amach. Tacófar le hinmharthanacht na gceantar Gaeltachta trí infheistíocht a dhéanamh in acmhainní daonna, in acmhainní nádúrtha agus in acmhainní caipítil na Gaeltachta ar bhealach a bheidh chun leasa an phobail agus na timpeallachta ina maireann muid. Leanfaidh foireann na heagraíochta ag tacú le comhlachtaí agus pobail trí mheantóireacht a chur ar fáil dóibh maidir le cúrsaí gnó agus treoir a chur ar fáil maidir le cúrsaí pleanála teanga. Tá tábhacht ar leith le glúin óg a spreagadh agus a chumasú le bheith ina gceannairí amach anseo. Is féidir sin a bhaint amach trí thimpeallacht, áiseanna agus scileanna a fhorbairt, i gcomhpháirt le páirtithe leasmhara eile.

The themes we have chosen for this strategy are: *Enable, Strengthen, Sustain*, and these are interwoven in the activities that will be focused on during the period 2021-2025.

Rationale for the Themes

It is through the success of the economy, the spirit of the community and pride in our language that we can best foster unique and exemplary Gaeltacht areas where Irish is the main language of the community. The vision of An tÚdarás is that Gaeltacht communities will be sustainable in all aspects of life and that we will play a key role in enabling and strengthening communities to achieve this. The viability of Gaeltacht areas will be supported by investing in human resources, natural resources and capital resources of the Gaeltacht in a way that benefits the community and the environment in which we live. The organisation's staff will continue to support companies and communities by providing them with business mentoring and language planning guidance. Encouraging and empowering a younger generation to be leaders for the future is of particular importance in our endeavours. This can be achieved by developing conducive environments, facilities and skills, in partnership with other stakeholders.



Cumasú

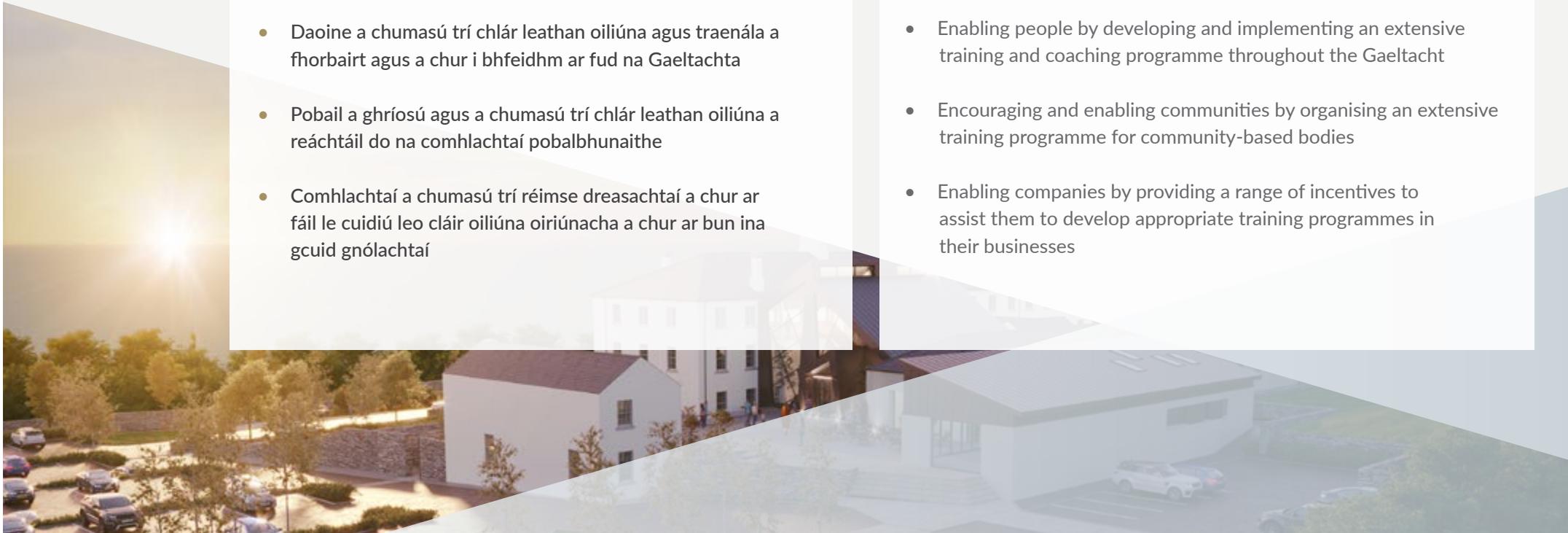
“Ag cur na ndeiseanna agus na n-acmhainní ar fáil do dhaoine, don phobal agus do ghnóthaí chun forbairt agus dul chun cinn a dhéanamh”

- Meon cruthaitheach agus nuálach a spreagadh agus a thógáil sna pobail Ghaeltachta
- Daoine a chumasú trí chlár leathan oiliúna agus traenála a fhorbairt agus a chur i bhfeidhm ar fud na Gaeltachta
- Pobail a ghríosú agus a chumasú trí chlár leathan oiliúna a reáchtáil do na comhlachtaí pobalbhunaithe
- Comhlachtaí a chumasú trí réimse dreasachtaí a chur ar fáil le cuidiú leo cláir oiliúna oriúnnacha a chur ar bun ina gcuid gnólachtaí

Enable

“Providing the opportunities and resources for individuals, for communities and for businesses to develop and progress”

- Encouraging and building a creative and innovative mindset among Gaeltacht communities
- Enabling people by developing and implementing an extensive training and coaching programme throughout the Gaeltacht
- Encouraging and enabling communities by organising an extensive training programme for community-based bodies
- Enabling companies by providing a range of incentives to assist them to develop appropriate training programmes in their businesses





Neartú

“Ag láidriú agus ag treisiú an bhoneagair dhaonna, teanga, cultúir, eacnamaíochta agus pobail sa Ghaeltacht”

- Bonn láidir a chur faoin struchtúr pobail sa Ghaeltacht agus é a neartú trí thacaíochtaí a chur ar fáil a chuirfidh ar chumas na n-eagras pobalbhunaithe tograí rathúla a chur ar bun ina bpobail féin
- Tacú le comhlachtaí bunú, buanú agus fás sa Ghaeltacht trí réimse leathan dreasachtaí a chur ar fáil dóibh agus trí thimpeallacht fiontraíochta a chruthú agus a chothú ar mhaithle le deiseanna fostaíochta a chur ar fáil sa Ghaeltacht
- Obair i bpáirt le pobal na Gaeltachta agus le páirtithe leasmhara eile lena chinntíú go bhfuiltear ag freastal ar riachtanais an phobail trí na struchtúir shóisialta chuí a bheith ar fáil chomh maith le háiseanna tarraingteacha fóillíochta/siamsaíochta/caithimh aimsire.
- Comhpháirtíocht a chothú le páirtithe leasmhara san earnáil phoiblí, san earnáil dheonach agus san earnáil phríobháideach chun bonneagar eacnamúil, fisiciúil, sóisialta agus cultúir na Gaeltachta a neartú



Strengthen

“Strengthening and supporting the human, linguistic, cultural, economic and community infrastructure in the Gaeltacht”

- Laying a strong foundation for the community structure in the Gaeltacht and strengthening it by providing supports that will enable community-based organisations to set up successful projects in their own communities
- Supporting the establishment, growth and sustainability of companies in the Gaeltacht by providing them with a wide range of incentives and by creating and fostering an entrepreneurial environment to provide employment opportunities in the Gaeltacht
- Working in partnership with the Gaeltacht community and other stakeholders to ensure that the needs of the community are met through the availability of appropriate social structures as well as attractive leisure/entertainment/recreation facilities.
- Fostering partnerships with public, voluntary and private sector stakeholders to strengthen the economic, physical, social and cultural infrastructure of the Gaeltacht





Inbhuanaitheacht

“Ag tacú le forbairt na gceantar Gaeltachta ar bhealach atá seasmhach agus airdeallach ar an timpeallacht chultúir, eacnamaíochta agus ar an gcomhshaol ina maireann muid”

- Ár bpáirt a imirt chun pobail inbhuanaithe Ghaeltachta a chruthú ina bhfuil an Ghaeilge á cur chun cinn mar theanga labhartha pobail
- Beidh an tÚdarás gníomhach ag tacú le tograí a chuireann le hinbhuanaitheacht na gceantar Gaeltachta agus a ithníonn iad mar cheantair shainiúla ó thaobh teanga, cultúir, fionraíochta agus cruthaíochta
- Beidh na gnéithe seo bunaithe ar acmhainní timpeallachta, nádúrtha, daonna agus cultúir na Gaeltachta
- Cur le féiniúlacht na Gaeltachta trí bhranda láidir aitheanta a chur chun cinn mar chuid lárnach d’inbhuanaitheacht na Gaeltachta



Sustain

“Supporting the development of Gaeltacht areas in a way that is sustainable and responsive to the cultural, economic and environmental surroundings in which we live”

- Playing our part in creating sustainable Gaeltacht communities in which Irish will be promoted as the spoken community language
- Actively supporting projects that enhance the sustainability of Gaeltacht areas and that identify them as distinct areas in terms of language, culture, entrepreneurship and creativity.
- These elements to be based on the environmental, natural, human and cultural resources of the Gaeltacht
- Contributing to the identity of the Gaeltacht by promoting a strong and recognisable brand as an integral part of the sustainability of the Gaeltacht

05

Spriocanna Straitéiseacha

Strategic Objectives

22





1

Príomhspriorc Pleanála Teanga

Pleananna teanga a bheith á bhfeidhmiú sna 26 límistéar pleanála teanga agus 3 bhaile seirbhíséise Gaeltachta faoi dheireadh 2025.

2

Príomhspriorc Fostaíochta

An leibhéal festaíochta sa Ghaeltachta a bhuanú agus a fhás – 9,000 duine a bheith festaithe i gcliantchomhlachtaí Gaeltachta faoi dheireadh 2025.

3

Áit ina bhfuil spiorad na fiontraíochta á chur chun cinn go láidir ann agus go bhfuil fonn ar fiontrairte gnó a bhunú, a lonnú agus a fhás ann a dhéanamh den Ghaeltacht

4

An Ghaeltacht mar áit shainiúil, bheo atá aitheanta agus tarraingteach ó thaobh an chultúir, na healaíona agus na turasóireachta

5

An Ghaeltacht mar áit a bhfuil táirgí, seirbhísí agus eispéiris d'ardchaighdeán á gcur ar fáil agus teacht ag pobal uile na Gaeltachta orthu**Main Language Planning Objective**

Language plans being implemented in 26 language planning areas and 3 Gaeltacht service towns by the end of 2025.

Main Employment Objective

Sustaining and growing the level of employment in the Gaeltacht – 9,000 people employed in client companies in the Gaeltacht by the end of 2025.

The Gaeltacht as a place with strong and sustainable language communities

To make the Gaeltacht an attractive place for people to live

The Gaeltacht is recognised as a place where the spirit of entrepreneurship is strongly promoted and entrepreneurs would wish to set up, locate and grow a business

To make the Gaeltacht a distinctive, vibrant place that is recognised as appealing in terms of culture, the arts and tourism

To develop the Gaeltacht as a place where high quality products, services and experiences are provided and are accessible to the whole Gaeltacht community



An Ghaeltacht mar áit ina bhfuil pobail láidre inbhuanaithe teanga

Déanfar é seo trí:

- Cur le boneagar eacnamaíochta na Gaeltachta trí thacaíochtaí a chur ar fáil do ghnótháí dúchasacha agus do chomhlachtaí ón iasacht le fostáocht a chruthú agus a bhuanú sa Ghaeltacht
- Béim a chur ar dhaoine óga a chumasú chun bheith ina bhfiontraithe agus ina gceannairí pobail. Déanfar é seo i gcomhpháirt le scoileanna, Muintearas/Óige na Gaeltachta, grúpaí óige agus páirtithe leasmhara eile
- Tacaíocht lárnach a sholáthar don phróiseas pleánala teanga i dtoghaidh taighde, margáiochta agus comhordaithe chun go gcuirfear le héifeachtúlacht agus dea-thionchar an phróisis ar úsáid na Gaeilge sna pobail Ghaeltachta. Féachfar le cur chuige comhtháite a thabhairt chun cinn a dhíríonn ar ghníomhaíochtaí a thacaíonn leis an sprioc sin a bhaint amach
- Bunchloch eacnamaíochta sóisialta a forbairt sa Ghaeltacht, ag cothú eagrais forbartha pobail agus eile, chun cur le seirbhísí agus gníomhartha pobail trí fhiontraíocht shóisialta, ag glacadh réimsí cosúil le fuinneamh inathnuaithe, an earnáil dhigiteach agus áiseanna turasóireachta san áireamh

STRATEGIC OBJECTIVES

The Gaeltacht as a place with strong and sustainable language communities

This will be done by:

- Contributing to the economic infrastructure of the Gaeltacht through the provision of supports to indigenous businesses and foreign companies to create and sustain employment in the Gaeltacht
- Focussing on the empowerment of young people to become entrepreneurs and community leaders. This will be done in partnership with schools, Muintearas/Óige na Gaeltachta, youth groups and other stakeholders
- Providing central support to the language planning process in terms of research, marketing and co-ordination, in order to increase the efficiency and positive impact of the process on the use of Irish in Gaeltacht communities. We will seek to develop an integrated approach that focuses on actions that support the achievement of this objective
- Developing a socioeconomic cornerstone in the Gaeltacht, fostering community development and other organisations, to enhance community services and action through social entrepreneurship, including in areas such as renewable energy, the digital sector and tourism facilities



An Ghaeltacht mar áit atá tarraingteach do dhaoine le bheith ag maireachtáil ann

Déanfar é seo trí:

- Gréasán áiseanna fóillíochta, bunaithe ar acmhainní nádúrtha, a fhorbairt trasna na Gaeltachta, i gcomhpháirt leis na heagrais forbartha pobail agus le páirtithe leasmhara eile
- Gréasán gteic a fhorbairt agus cur lena n-úsáid mar acmhainn le tacú le cianobair agus cothú fiontraíochta
- Feachtas margáiochta a chur ar bun chun na buntáistí a bhaineann le bheith ag maireachtáil sa Ghaeltacht a chur ar a súile do dhaoine ar fud na hÉireann agus ar fud an domhain
- Coincheap na Gaeltachta Glais, a chuireann béim ar innmarthanacht agus inbhuanaitheacht na bpobal Gaeltachta, a fhorbairt.

To make the Gaeltacht an attractive place for people to live

This will be done by:

- Developing a network of leisure facilities, based on natural resources, across the Gaeltacht, in partnership with community development organisations and other stakeholders
- Developing and increasing the use of the gteic network as a resource to support remote working and enterprise promotion
- Launching a marketing campaign to raise awareness of the benefits of living in the Gaeltacht to people throughout Ireland and around the world
- Developing the concept of the Green Gaeltacht, which emphasizes the viability and sustainability of Gaeltacht communities



3

Áit ina bhfuil spiorad na fiontraíochta á chur chun cinn go láidir ann agus go bhfuil fonn ar fhiontraithe gnó a bhunú, a lonnú agus a fhás ann a dhéanamh den Ghaeltacht

Déanfar é seo trí:

- Cultúr na fiontraíochta a fhréamhú sa Ghaeltacht trí straitéis comhtháite fiontraíochta a chur i bhfeidhm
- Scéim mheantóireachta agus réimse leathan scéimeanna tacaíochta a chur ar fáil dóibh siúd ar mian leo a gnó féin a bhunú
- Straitéis fiontraíochta sóisialta a phorbairt ar mhaithe le heagrais phobalbhunaithe a chumasú chun tabhairt faoin bhfiontraíocht shóisialta/phobalbhunaithe
- Deiseanna comhoibrithe le páirtithe leasmhara eile, ag leibhéal áitiúil, réigiúnach, náisiúnta agus Eorpach, a aithint agus a bheith rannpháirteach i dtograí i réimsí éagsúla ar mhaithe le pobal na Gaeltachta
- Élimh agus easpaí i dtaobh riachtanais scileanna fostaíochta agus fiontraíochta a aithint, agus é sin a shásamh trí chláir oiliúna spriocdhírithe a chur chun cinn in earnálacha éagsúla i gcomhar le hinstítiúidí ardoideachais

STRATEGIC OBJECTIVES

The Gaeltacht is recognised as a place where the spirit of entrepreneurship is strongly promoted and entrepreneurs would wish to set up, locate and grow a business

This will be done by:

- Embedding an entrepreneurial culture in the Gaeltacht through the implementation of an integrated enterprise strategy
- Providing a mentoring scheme and a wide range of support schemes for those wishing to set up their own business
- Developing a social entrepreneurship strategy to enable community-based organisations to engage in social/community-based entrepreneurship
- Identifying opportunities for collaboration with other stakeholders, at local, regional, national and European levels, and participating in projects in various sectors for the benefit of the Gaeltacht community
- Identifying the skills requirements for employment and enterprise needs through the promotion of targeted training programs in various sectors in conjunction with higher education institutions



An Ghaeltacht mar áit shainiúil, bheo atá aitheanta agus tarraigteach ó thaobh an chultúir, na healaíona agus na turasóireachta

Déanfar é seo trí:

- Áiseanna ealaíne agus turasóireachta a fhorbairt i gcomhpháirt le heagraíochtaí pobalbhunaithe agus le heagraíochtaí Stáit
- Feidhm a bhaint as an Scéim Forbartha Bainistíochta chun daoine gairmiúla a fhorbairt don earnáil ealaíona agus don earnáil turasóireachta
- Cosáin siúlóide agus rothaíochta, láithreacha snámha fhiáin agus eile a fhorbairt i gcomhar le heagrais forbartha pobail, le scéimeanna fostáiochta agus le páirtithe leasmhara eile
- Oibriú le soláthraithe chun pacáistí a chur le chéile dírithe orthu siúd ar mian leo saoire gníomhaíochtaí a chaitheamh, m.sh. rothaíocht, siúl, gníomhaíochtaí spóirt, srl.
- Oibriú le soláthraithe le pacáistí a fhorbairt dírithe ar dhaoine/teaghlaigh atá ag iarraidh cur lena gcumas teanga agus iad ar saoire sa Ghaeltacht

STRATEGIC OBJECTIVES

To make the Gaeltacht a distinctive, vibrant place that is recognised as appealing in terms of culture, the arts and tourism

This will be done by:

- Developing arts and tourism facilities in partnership with community-based and State organisations
- Using the Management Development Scheme to develop professionals for the arts and tourism sectors
- Developing walking and cycling trails, outdoor and other swimming areas in conjunction with community development organisations, employment schemes and other stakeholders
- Working with providers to develop packages aimed at those who want to enjoy an activity holiday, e.g. cycling, walking, sporting activities, etc.
- Working with providers to develop packages aimed at people/families who want to increase their language ability while on holiday in the Gaeltacht





An Ghaeltacht mar áit a bhfuil táirgí, seirbhísí agus eispéiris d'ardchaighdeán á gcur ar fáil agus teacht ag pobal uile na Gaeltachta orthu

Déanfar é seo trí:

- Comhlacthaí atá ann cheana féin agus comhlacthaí nua a ionnóidh sa Ghaeltacht a spreagadh le leanúint de tháirgí ardchaighdeáin a chur ar fáil, cur lena dtáirgiúlacht agus breislúach a chur lena gcuid táirgí
- Branda na Gaeltachta a fhorbairt agus a neartú mar chomhartha aitheantais Gaeltachta lena n-aithnítear ardchaighdeán, inbhuanaitheacht agus firéantacht
- Feachtas a chur ar bun chun táirgí agus seirbhísí Gaeltachta a chur chun cinn

To develop the Gaeltacht as a place where high quality products, services and experiences are provided and are accessible to the whole Gaeltacht community

This will be done by:

- Encouraging existing and new companies based in the Gaeltacht to continue to produce high quality products, increase their productivity and add value to their products
- Developing and strengthening the Gaeltacht Brand as a sign of Gaeltacht identity recognising high quality, sustainability and authenticity
- Developing campaigns to promote Gaeltacht products and services

Earnálacha Fáis & Spriocréimsí Gníomhaíochta

Ag breathnú chun cinn, tuigtear go bhfuil earnálacha agus réimsí ar leith ann ina bhféadfadh an Ghaeltacht buntáiste iomaíoch a bhaint amach.

Growth Sectors & Target Areas of Activity

Looking ahead, there are specific sectors and areas in which the Gaeltacht could gain a competitive advantage.



**50%**

Is é ár n-uaillmhian go mbeidh córas fuinnimh in-athnuaithe ag 50% dár bhfoirgnimh faoi 2030.

Our aim is for 50% of our buildings to have a renewable energy system by 2030.

Athrú Aeráide agus an Eacnamaíocht Ghlas

Tá béim ollmhór anois ar chúrsaí timpeallachta, ar athrú aeráide agus ar inbhuanaitheacht comhshaoil. Go náisiúnta, tá leibhéal feidhmíochta fuinnimh an-dian againn d'fhoirgnimh nua agus beidh muid ag cloí leis sin agus muid i mbun foirgnimh nua a thógáil. Ní réitíonn sé seo, áfach, an fhadhb a gcaithfimid aghaidh a thabhairt uirthi sa stoc foirgnimh atá againn cheana. Tá punann fhairsing maoine faoi úinéireacht an Údarás ach tá gá na foirgnimh a uasghrádú agus a chur in oiriúint do riachtanais an lae inniu, agus iad a dhéanamh níos éifeachtaí ó thaobh chúrsaí fuinnimh de chomh maith. Is é ár n-uaillmhian go mbeidh córas fuinnimh in-athnuaithe ag 50% dár bhfoirgnimh faoi 2030.

Sa bheis air sin, tá an deis ann tograí pobail agus tráchtála a fhorbairt sa réimse fuinnimh in-athnuaithe a thacóidh le deiseanna fostáiochta a chur ar fáil san eacnamaíocht ghlas.

Climate Change and the Green Economy

There is now a huge emphasis on the environment, climate change and environmental sustainability. Nationally, we have rigorous energy performance regulations for new buildings and An tÚdarás will continue to comply with these as we continue construction. However, this does not solve the problem with our existing building stock. An tÚdarás owns an extensive portfolio of properties that need to be upgraded and adapted to today's needs, including making them more energy efficient. Our aim is for 50% of our buildings to have a renewable energy system by 2030.

In addition, there are opportunities to develop community and commercial projects in the area of renewable energy, which will support the provision of employment opportunities in the green economy.





Tá túis maith curtha le cuid den obair seo cheana féin le togra suntasach Fótavoltach ar Pháirc Gnó na Ceathrún Rua i gcomhar le Comharchumann Mhic Dara, agus tá deiseanna ann cur le gníomhaíochtaí éagsúla ar nós na *Better Energy Communities (BECs)* agus na tograí Eorpacha sa réimse seo. Má bhíonn toradh dearfach ar an staidéar féidearthachta maidir le Páirc Fhótavoltach a forbairt ar Pháirc Gnó Ghaoth Dobhair, mar shampla, d'fhéadfadh sé cuidiú go mór le híslíu carbón agus le haitheantas a bhaint amach do Pháirc Gnó Ghaoth Dobhair mar Pháirc Ghlas. Bheadh sé ina shampla den dea-chleachtais agus ina léiriú ar cheannaireacht na heagraíochta i gcúr chun cinn an fhuinnimh in-athnuaithe inár bpunann maoine freisin. Beifear ag tabhaint faoi réamhphlean maidir le talamh an Údarás a úsáid mar ionad seirbhísí don tionscal fuinnimh in-athnuaithe ar chósta larthar na hÉireann go luath freisin.

I measc na nithe sa réimse sin a mbeifear ag díriú orthu, tá fuinneamh in-athnuaithe, an eacnamaíocht chiorclach agus an bhitheacnamaíocht. Tá béim mhór leagtha orthu seo i bpolasaithe Rialtais agus ag leibhéal Eorpach chomh maith. Aithnítear go bhfuil ról suntasach le himirt ag an Údarás sna gnéithe seo agus beidh an tÚdarás ag cur lenár gcuid láidreachtaí, ag aithint deiseanna agus ag tabhaint faoi thograí cuí le go mbeidh pobail láidre inbhuanaithe teanga sa Ghaeltacht do na glúnta atá ag teacht.

Some of this work has already got off to a good start with a major Photovoltaic project in An Cheathrú Rua Business Park in association with the local community cooperative *Comharchumann Mhic Dara*. There are also opportunities to build on various activities such as the Better Energy Communities (BECs) and European projects in this field. If the feasibility study for the development of a Photovoltaic Park in the Gaoth Dobhair Business Park, for example, has a positive outcome, it could make a significant contribution to carbon reduction and the recognition of the Gaoth Dobhair Business Park as a Green Park. It would also constitute an example of good practice and demonstrate the organisation's leadership in promoting renewable energy in our property portfolio. A preliminary plan for the use of An tÚdarás land as a service centre for the renewable energy industry on the West coast of Ireland will also be developed shortly.

Particular areas of focus include renewable energy, as already highlighted, the circular economy and the bioeconomy. The importance of these has been strongly emphasized in Government policies and also at European level. It is recognised that An tÚdarás has a significant role to play in these sectors and we will build on our strengths, identify opportunities and undertake appropriate projects to ensure strong and sustainable language communities in the Gaeltacht for future generations.





Eacnamaíocht Ghorm

Tá deiseanna aitheanta againn san earnáil seo le roinnt blianta agus beidh forbairt Pháirc na Mara i gCill Chiaráin, Co. na Gaillimhe ar an bpriomhgníomhaíocht inti seo sa tréimhse romhainn. Tóigfar Páirc na Mara agus déanfar margaíocht uirthi chun borradh a chur faoin earnáil seo le linn thréimhse na Straitéis. Cuirfear leis an gceangal láidir atá cruthaithe agus cothaithe le pobal an cheantair ar mhaithle deiseanna a chruthú d'fhiontraithe agus d'fhostaithe áitiúla. Lena chois sin, beifear ag obair le comhlachtaí chun deiseanna nua forbartha a ithint agus chun cuidiú leo tárgí nua breisluchá a fhobairt. Beidh obair leanúnach ar siúl freisin ar mhaithle le dul i bhfeidhm ar an Roinn Talmhaíochta, Bia agus Mara maidir leis an gcóras ceadúnaithe don doborshaothrú a thapú. Leanfar leis an obair le páirtithe leasmhara eile lena chinntíú go bhfuil na scileanna agus an oiliúint chuí ar fáil chun freastal ar riachtanais na hearnála agus fostaíocht a chur ar fáil do phobal na Gaeltachta sna blianta amach romhainn.

Blue Economy

We have been identifying opportunities in this sector for several years and the development of the Marine Park in Cill Chiaráin, Co. Galway will be a key focus of activity in this sector in the period ahead. The Marine Park will be built and marketed to grow this sector over the lifetime of this Strategy. The strong connection that has been forged and nurtured with the local community will be built upon to create opportunities for local entrepreneurs and employees. In addition, we will work with companies to identify new development opportunities and help them develop new value-added products. There will also be ongoing work to engage with the Department of Agriculture, Food and the Marine in expediting the licensing system for aquaculture. We will continue to work with other stakeholders to ensure that the sector has the appropriate skills and training to meet the needs of the sector and to provide employment for the Gaeltacht community in the coming years.





Eacnamaíocht Dhigiteach

Tá an eacnamaíocht dhigiteach níos tábhactaí ná riamh agus tá méadú as cuimse tagtha ar úsáid na teicneolaíochta le roinnt blianta. Tá níos mó daoine ag baint úsáide as an teicneolaíocht sa ghnáthshaol agus sa saol gnó agus forbairtí ag tarlú an t-am ar fad. Tá deiseanna móra ann don Ghaeltacht chomh fada agus a bhaineann sé leis an eacnamaíocht dhigiteach. Is féidir leis na gteiceanna feidhmiú mar chatalaíoch chun an fhiontraíocht sa réimse seo a spreagadh, chun cur leis an earnáil sa Ghaeltacht agus chun fiontraithe nua a spreagadh/a mhealladh. Tá deiseanna ann freisin chun teicneolaíochtaí nua i réimsí an fhuinnimh in-athnuaithe, na n-ealaón, na n-acmhainní mara, na hearnála sláinte agus in earnálacha eile a thástáil.

Le cuidiú leis seo tarlú, beidh gá sa tréimhse romhainn díriú ar an ngréasán gteic a líonadh agus a bhainistiú. Chun luach breise a chur leis na gteiceanna, beifear ag díriú ar ghníomhaíochtaí éagsúla ar nós seimineáir, ceardlanna, ranganna, agus deiseanna eile líonraithe a chur ar bonn iontu. Caithfear a chinntíú go bhfuil éiteas láidir Gaeltachta ag baint leo agus go bhfuil siad aitheanta mar mhoil dhigiteacha Ghaeltachta ag cabhrú le spreagadh na fiontraíochta sa Ghaeltacht. Chun a chinntíú go bhfuil an chruthaitheacht agus nuálaíocht lárnach sna gníomhaíochtaí éagsúla sna gteiceanna, beifear ag breathnú ar bhealaí le nasc níos fearr a chruthú idir na hearnálacha cruthaitheacha agus digiteacha. Tuigtear anois níos fearr ná riamh gur gnáthchuid den saol as seo amach a bheidh sa chianobair agus tá an tÚdarás anois réidh trí ghréasán na gteiceanna lena chur chun leasa na Gaeltachta.

Digital Economy

The digital economy is more important than ever and the use of technology has increased exponentially over the last few years. More and more people are using technology in everyday and in business life and developments are happening all the time. There are great opportunities for the Gaeltacht as far as the digital economy is concerned. The gteics can act as a catalyst to encourage entrepreneurship in this area, to develop the sector in the Gaeltacht and to attract new entrepreneurs. There are also opportunities to test new technologies in the fields of renewable energy, the arts, marine resources, the health sector and other sectors.

To help make this happen, the focus in the coming period will be aimed at filling and managing the gteic network. To add value to the gteics, the focus will be on various activities such as seminars, workshops, classes, and other networking opportunities. We must see to it that they have a strong Gaeltacht ethos and that they are recognised as Gaeltacht digital hubs, helping to foster entrepreneurship in the Gaeltacht. To ensure that creativity and innovation are central to the various activities in the gteics, ways will be explored to create a stronger connection between the creative and digital sectors. It is increasingly recognised that remote working will become a normal part of life in the future and An tÚdarás is now in a good position, through the network of gteics, to take advantage of this significant change in practice for the Gaeltacht.

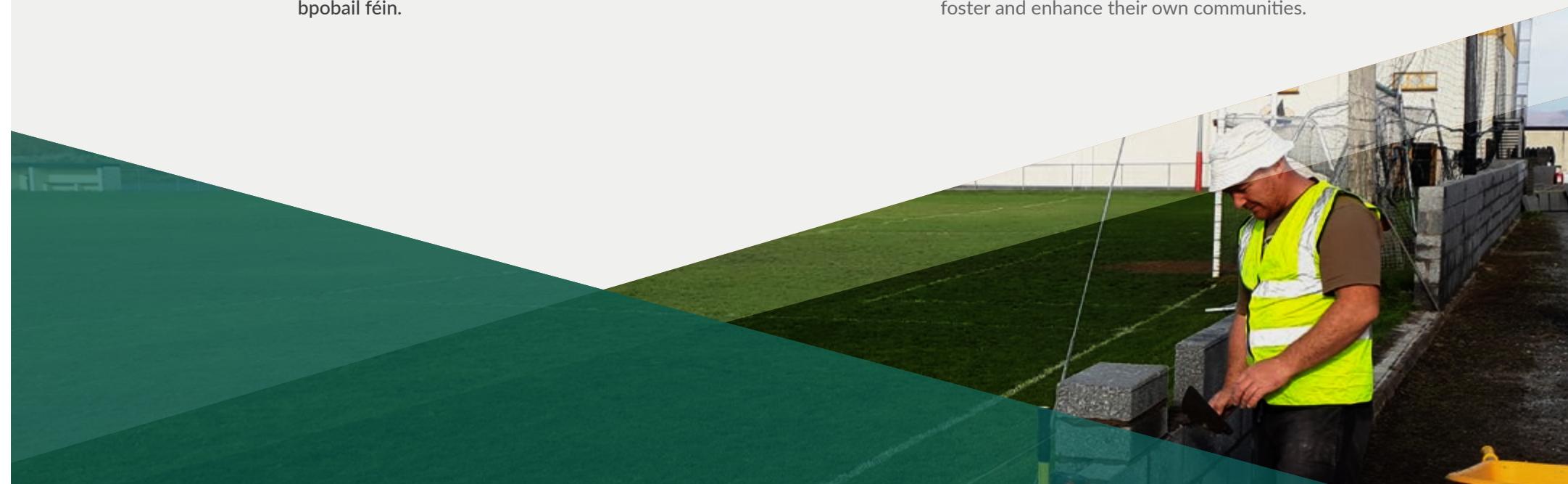


Forbairt Pobail agus an Eacnamaíocht Shóisialta

Cuirfear leis an obair atá ar siúl ag an Aonad Forbartha Pobail, a thacaíonn leis na heagrasí phobalbhunaithe, a gceantair a chur chun cinn. Cuirfear béim ar na heagrasí forbartha pobail a chumasú i dtaobh fiontar sóisialta a fhorbairt agus féachfar le straitéis Ghaeltachta i leith na fiontraíochta sóisialta a fhoilsiú. Tá an tÚdarás chun cinn san earnáil seo ó thus trí na Comharchumainn/eagraíochtaí forbartha pobail go príomha agus beifear ag díriú ar an ngné seo a láidriú le linn thréimhse na Straitéise seo. Beifear ag obair le páirtithe leasmhara eile atá ag feidhmiú san earnáil seo freisin chun a chinntiú go bhfuil na tacaíochtaí cuí ar fáil do na pobail Ghaeltachta chun freastal ar a bpobail féin.

Community Development and the Social Economy

We will build on the work of the Community Development Unit, which supports community-based organisations in developing their local areas. Emphasis will be placed on empowering community development organisations in engaging in social enterprise and a Gaeltacht strategy for social entrepreneurship will be published. An tÚdarás has been at the forefront of this sector from the outset, primarily through cooperatives/ community development organisations and we will redouble our efforts during the lifetime of this Strategy. We will also work with other stakeholders operating in this sector to ensure that the appropriate supports are available to Gaeltacht communities to foster and enhance their own communities.





26

Beidh 26 plean teanga sna Limistéir Pleanála Teanga Ghaeltachta, chomh maith le pleannanna teanga i 3 bhaile seirbhíse Gaeltachta sa Ghaeltacht ag feidhmiú le linn thréimhse na straitéise seo.

26 language plans in the Gaeltacht Language Planning Areas, as well as language plans in 3 Gaeltacht service towns in the Gaeltacht will be operational during the period of this strategy.

Pleanáil Teanga

Beidh 26 plean teanga sna Limistéir Pleanála Teanga Ghaeltachta, chomh maith le pleannanna teanga i 3 bhaile seirbhíse Gaeltachta sa Ghaeltacht ag feidhmiú le linn thréimhse na straitéise seo. Cuirfear leis an obair atá ar bun chun oiliúint a chur ar fáil do na hOifigigh Pleanála Teanga agus na Ceanneagraíochtaí/Coistí Pleanála Teanga. Lena chois sin, leanfar leis an gcomhoibriú leis na hOifigigh Phleanála Teanga chun imeachtaí/gníomhaíochtaí uile-Gaeltachta a chur ar siúl chun pobail Ghaeltachta fud fad na tíre a nascadh lena chéile, agus féachfar freisin le naisc níos láidre a fhorbairt idir an próiseas pleanála teanga agus páirtithe leasmhara ábhartha. Beifear i mbun taighde freisin ar an mbealach is éifeachtúla le dul i bhfeidhm ar earnálacha agus déimeagrafaigh éagsúla na Gaeltachta maidir leis an teanga agus cur lena húsáid.

GROWTH SECTORS & TARGET AREAS OF ACTIVITY

Language Planning

26 language plans in the Gaeltacht Language Planning Areas, as well as language plans in 3 Gaeltacht service towns in the Gaeltacht will be operational during the period of this strategy. We will build on the ongoing work in providing training for the Language Planning Officers and the Lead Organisations/Language Planning Committees. In addition, co-operation will continue with the Language Planning Officers to hold all-Gaeltacht events/activities to connect Gaeltacht communities throughout the country, and we will also seek to develop stronger links between the language planning process and relevant stakeholders. Research will additionally be conducted into the most effective way to influence sectors and the various demographics of the Gaeltacht in relation to the language and increasing its use.





An Earnáil Leighis & Bithleighis

Tá dul chun cinn suntasach déanta ag Údarás na Gaeltachta i bhforbairt na hearnála seo sa Ghaeltacht agus i measc na gcomhlachtaí atá ag cruthú fostáiocht láidir san earnáil, tá Randox Teoranta, Aran Biomedical Teoranta agus Viatris Teoranta (Mylan). Díreofar go príomha ar dheiseanna nua a aimsiú don earnáil seo sa Ghaeltacht chomh maith leis an bhfostaíocht atá ann cheana féin a bhuanú.

An Earnáil Chruthaitheach

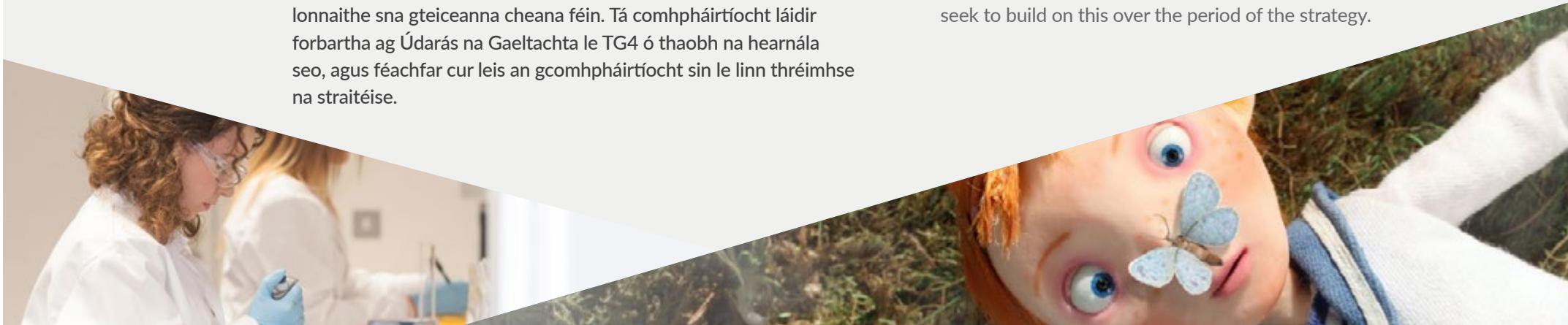
San áireamh anseo, tá an earnáil closamhairc, an cheardaíocht, an scannánaíocht, forbairt aipeanna, forbairt cluichí, srl. Aithnítear gur earnáil leathan í seo a chlúdaíonn réimsí éagsúla de na healaíona, an earnáil dhigiteach agus eile. Go ginearálta, baineann an earnáil seo le nithe a bhfuil cóipcheart ag baint leo nó le gnólachtaí atá ag iarraidh airgead a shaothrú seachas eagrais atá ag obair "gan bhrabús". Breathnófar ar bhealaí chun an earnáil seo a fhorbairt agus deiseanna fostáiochta inbhuanaithe a chruthú sa Ghaeltacht. Meastar go bhfuil deis mhaith sna gteiceanna don earnáil seo agus tá roinnt fiontraithe/comhlachtaí beaga san earnáil seo lonnaithe sna gteiceanna cheana féin. Tá comhpháirtíocht láidir forbartha ag Údarás na Gaeltachta le TG4 ó thaobh na hearnála seo, agus féachfar cur leis an gcomhpháirtíocht sin le linn thréimhse na stráitise.

Medical & Biomedical Sector

Údarás na Gaeltachta has made considerable progress in the development of this sector in the Gaeltacht and among the companies creating strong employment in the sector are: Randox Limited, Aran Biomedical Teoranta and Viatris Teoranta (Mylan). The focus will be on finding new opportunities for this sector in the Gaeltacht as well as sustaining existing employment.

Creative Sector

Included here are audio-visual, crafts, filmmaking, app development, games development, etc. It is recognised that this is a broad sector covering many areas of the arts, the digital sector and more. In general terms, this category applies to copyrighted or profit-based businesses rather than "not-for-profit" organisations. Ways will be explored to develop this sector and create sustainable employment opportunities in the Gaeltacht. gteics provide an excellent opportunity for this sector and several entrepreneurs/ small companies are already located in the gteics. Údarás na Gaeltachta has developed a strong partnership with TG4 and will seek to build on this over the period of the strategy.





Bia agus Deoch

Tá tárgí bia agus dí ar ardchaighdeán á dtáirgeadh ag cuideachtaí Gaeltachta agus beifear ag cuidiú leo margáiocht láidir a dhéanamh orthu, ag baint úsáid as Branda na Gaeltachta, lena gcuid díolachán a fhás. Beidh forbairt á déanamh ar chonair bhia/chonair dí sa tréimhse romhainn freisin. Beifear ag breathnú ar thárgí breislacha bia agus ar dheochanna a bhfuil féidearthachtaí ag baint leo ó thaobh díolacháin/easpórtála.

Cultúr/Ealaín

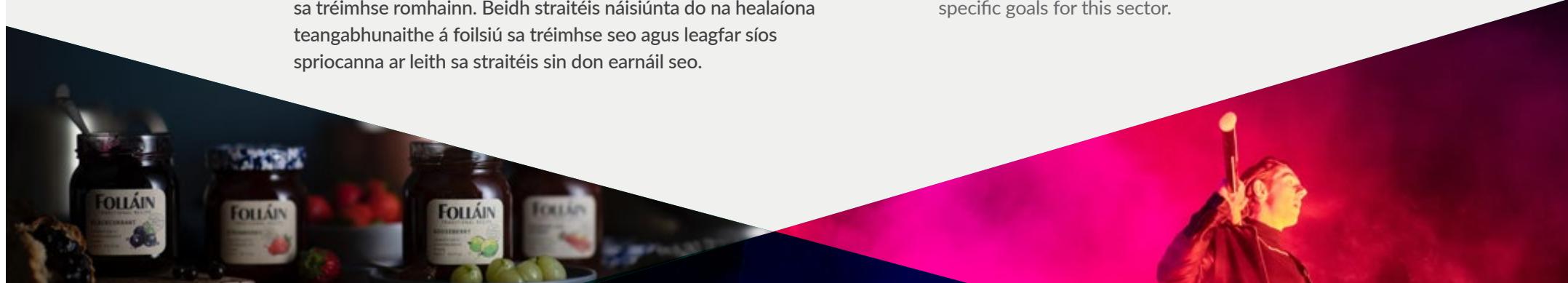
Cuirfear leis an obair mhór atá déanta ag Ealaín (na Gaeltachta) Teo. i bhforbairt na n-ealaíon dúchasach trí ranganna a chur ar fáil do dhaoine óga. Tá athrú tagtha ar sholáthar na n-ealaíon le linn na géarchéime COVID-19 agus lucht na n-ealaíon ag cur go leor ábhair ar fáil ar líne. Aithnítear an gá a bheidh ann a chinntíú go bhfuil ealaíontóirí Gaeltachta in ann slí mhaireachtála a bhaint amach le linn thréimhse na straitéis chomh maith leis an ngá atá ann spásanna oibre oriúnacha a chur ar fáil d'ealaíontóirí, agus glacfar sin san áireamh nuair a bheifear ag déanamh iniúchadh ar phunann maoine an Údarás sa tréimhse romhainn. Beidh straitéis náisiúnta do na healaíona teangabhunaithe á foilsíú sa tréimhse seo agus leagfar síos spriocanna ar leith sa straitéis sin don earnáil seo.

Food and Drink

Gaeltacht companies are supplying high quality food and drink products and the Gaeltacht Brand will be used to help them to market their products with a view to growing sales. A food/beverage trail will also be developed in the period ahead. Opportunities for value-added food and beverage products with sales/export potential will be explored.

Culture/Art

Much good work that has been done by Ealaín (na Gaeltachta) Teo. in the development of the indigenous arts through the provision of classes for young people and this will be built upon. Arts provision has changed during the COVID-19 crisis with artists now making a lot of content available online. The need to ensure that Gaeltacht artists can earn an acceptable living is recognised, as well as the need to provide suitable workspaces for artists, and this will be considered when auditing the property portfolio of An tÚdarás in the period ahead. A national strategy for the language-based arts will be published during the lifetime of this strategy which will set specific goals for this sector.





Turasóireacht

Tá béim ar leith á leagan ag an Údarás ar fhorbairt earnáil na turasóireachta, agus tá deiseanna go leor ann táirgí agus pacáistí turasóireachta a fhorbairt agus margaíocht a dhéanamh orthu sa mbaile agus go hidirnáisiúnta. Tá béim curtha ag an Údarás ar láidriú infreastruchtúr na turasóireachta agus ar chumasú daoine don earnáil seo, agus cuirfear leis an obair seo le linn thréimhse na straitéise, chomh maith le forbairt a dhéanamh ar thograí straitéiseacha turasóireachta.

Branda na Gaeltachta

Tá Branda na Gaeltachta aitheanta i gclár an Rialtais, rud a chruthaíonn deiseanna chun an branda a fhorbairt tuilleadh agus chun margaíocht a dhéanamh ar an nGaeltacht mar áit oibre, pobail, teanga, ealaíne, turasóireachta, chomh maith le táirgí agus seirbhísí Gaeltachta a chur chun cinn. Rinneadh dul chun cinn mór le linn shaolré na straitéise atá caite i dtaobh an Bhranda a fhorbairt agus i dtaobh a úsáide, agus féachfar anois le luach breise a chur leis an mBranda.

Tourism

An tÚdarás places particular emphasis on the development of the tourism sector, and there are many opportunities to develop tourism products and tourism packages and to market them at home and abroad. An tÚdarás has focused on strengthening the tourism infrastructure and the enablement of entrepreneurs in this sector, and this work will continue over the period of the strategy, together with the development of strategic tourism proposals.

Gaeltacht Brand

The Gaeltacht Brand is recognised in the programme for Government, thus creating opportunities to further develop the brand and to market the Gaeltacht as a place of work, community, language, arts, tourism, as well as to promote Gaeltacht products and services. Significant progress has been made over the lifetime of the last strategy in relation to the development and use of the Brand, and efforts will now be made to add value to the Brand.





Diaspora

Tá diaspora láidir Gaeltachta ar fud na cruinne agus tá luach suntasach ag baint leis ó thaobh líonraithe, daoine a mhealladh abhaile, infheistíochta agus eile. Tá dul chun cinn mór déanta ag Údarás na Gaeltachta maidir leis an obair a bhaineann leis an Diaspóra, agus an tÚdarás luaite, mar shampla, sa Pholasáí Déthaobhach idir Éire agus Albain, chomh maith leis na nasc láidre atá déanta idir ceantair Ghaeltachta agus na Stáit Aontaithe. Beifear ag cur leis na ceangail seo agus déanfar iarracht ceangail nua a fhorbairt. Díreofar go háirithe ar dheiseanna a chur ar fáil chun go mbeidh daoine ábalta filleadh abhaile agus ar na buntáistí a bhaineann le bheith ag maireachtáil agus ag obair sa Ghaeltacht.

Diaspora

There is a strong Gaeltacht diaspora around the world, which has significant value in terms of networking, attracting people home, investments and more. Údarás na Gaeltachta has made noteworthy progress in Diaspora-related work, with An tÚdarás mentioned, for example, in the Bilateral Policy between Ireland and Scotland, as well as building on the strong links between Gaeltacht areas and the United States. These links will be strengthened and new links will be developed. Particular emphasis will be placed on opportunities for people to return home and on the benefits of living and working in the Gaeltacht.



Tograí Straitéiseacha

Tá seacht dtogra straitéiseacha aitheanta ag Údarás na Gaeltachta i réimsí éagsúla a mbeifear ag díriú orthu le linn thréimhse na straitéise seo.

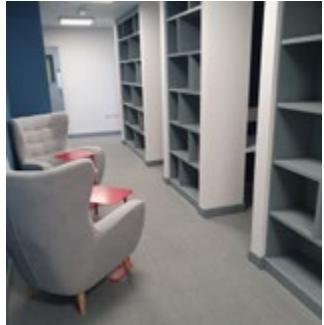
Strategic Projects

Údarás na Gaeltachta has identified seven strategic projects in various areas that will be focused on during the period of this strategy.





gteic



Tá forbairt ghréasán gteic na Gaeltachta ina thionscnamh straitéiseach i Straitéis Údarás na Gaeltachta 2018-2020 agus i nGníomhphlean na Roinne Turasóireachta, Cultúir, Ealaíon, Gaeltachta, Spóirt agus Meán don tréimhse 2018-2022. Rinneadh na gteiceanna a forbairt chun dlús a chur le cur chun cinn na nuálaíochta agus na fiontraíochta agus chun deiseanna a chruthú don chianobair sa Ghaeltacht. Cinníonn na gteiceanna go mbeidh spás oifige agus ceangal leathanbhanda ardluais ar fáil d'fhiúntraithe sa Ghaeltacht agus go mbeidh an Ghaeltacht aitheanta mar láthair ghnó nua-aimseartha.



Le linn thréimhse na straitéise seo, beifear ag diríú ar bhonneagar níos láidre a chur faoin ngréasán gteic chun go mbeidh an úsáid is éifeachtaí agus is tairbhí a baint astu. Beifear ag tabhairt aghaidh freisin ar luach breise a chur leo trí ghníomhaíochtaí éagsúla a chur ar bun iontu ar nós seimineár, ceardlann, ranganna, deiseanna líonraithe, srl. Bainfear leas as an ngréasán ina ionmláine chun cur le cultúr fiontraíochta agus forbartha na Gaeltachta. Cinníofar go bhfuil éiteas láidir Gaeltachta ag baint leo agus go bhfuil siad aitheanta mar mhoil dhigiteacha Ghaeltachta ag cabhrú le spreagadh na fiontraíochta sa Ghaeltacht. Aithnítear na deiseanna atá ann ó thaobh na heacnamaíochta digití de do na gteiceanna – ó thaobh spreagadh na fiontraíochta sa réimse seo, cur leis an earnáil sa Ghaeltacht agus fiontraithe nua a spreagadh/a mhealladh. Tá deiseanna freisin maidir le teicneolaíochtaí nuálaíocha i réimsí an fhuinnimh inathnuaithe, na n-ealaíon, na n-acmhainní mara, na hearnála sláinte agus in earnálacha eile a tháistíl.



gteic

The development of the Gaeltacht gteic network is a strategic initiative in the Údarás na Gaeltachta Strategy 2018-2020 and in the Action Plan of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media for the period 2018-2022. The gteics were developed to accelerate the promotion of innovation and entrepreneurship and to create opportunities for remote working in the Gaeltacht. The gteics ensure that office space and high-speed broadband connections are available to entrepreneurs in the Gaeltacht and that the Gaeltacht is recognised as a modern business location.

Over the period of this strategy, the focus will be on creating a stronger infrastructure for the gteic network in order to make the most efficient and effective use of it. Adding value will also be addressed through various activities such as seminars, workshops, classes, networking opportunities, etc. The network will be used to contribute to the entrepreneurial and developmental culture of the Gaeltacht. We will ensure that the gteics have a strong Gaeltacht ethos and that they are recognised as Gaeltacht digital hubs helping to encourage entrepreneurship in the Gaeltacht. The opportunities for the gteics in the digital economy are well recognised – in terms of encouraging entrepreneurship in this area, building the sector in the Gaeltacht and encouraging/attracting new entrepreneurs. There are also opportunities to test innovative technologies in the fields of renewable energy, the arts, marine resources, the health sector, and other sectors.



Gaeltacht Ghlas

Aithnítear go forleathan an tábhacht a bhaineann le haghaidh a thabhairt ar athrú aeráide agus an gá atá leis an lorg carbón a ísliú chun an dlús atá faoin téamh domhanda a laghdú. Tá Údarás na Gaeltachta tiomanta dá chuid féin a dhéanamh chun lorg carbón ar ngníomhaíochtaí féin agus gníomhaíochtaí ár gcliant agus phobal na Gaeltachta trí chéile a laghdú. Chuige sin, tá sé i gceist tabhairt faoi chlár cuimsitheach inár bpunann maoine féin agus i gcomhar le cliantchomhlachtaí agus comhlachtaí pobalbhunaithe le húsáid an fhuinnimh in-athnuaithe agus na teicneolaíochtaí nua a bhaineann leis sin a chur chun cinn. Cé go bhfuil tús curtha leis seo ar scála beag le cúig bliana anuas táthar á fhorbairt anois ar bhonn suntasach trí chlár a bhfuil togra fótavoltach ar Pháirc Gnó Ghaoth Dobhair ar an gcéad chéim ann. Togra straitéiseach a bheidh sa chlár seo a chinnteoidh go mbeidh fuinneamh in-athnuaithe ar fhormhór pháirceanna gnó an Údarás faoi dheireadh na straitéise seo. Cuirfear réamhphlean i dtoll a chéile maidir le hionad seirbhísí don tionscal fuinnimh in-athnuaithe ar chósta larthar na hÉireann a fhorbairt i Ros an Mhíl, Co. na Gaillimhe chun tacú leis an tionscal seo.

Green Gaeltacht

The importance of tackling climate change and the need to lower the carbon footprint to reduce global warming is widely recognised. Údarás na Gaeltachta is committed to playing its part in reducing the carbon footprint of our own activities and those of our clients and the wider Gaeltacht community. To this end, it is intended to undertake a comprehensive programme in our own property portfolio and in conjunction with client and community-based companies to promote the use of renewable energy and associated new technologies. Although this had begun on a small scale over the last five years, it is now being developed in a significant way through a programme which has as its first step a photovoltaic project in the Gaoth Dobhair Business Park. This strategic proposal will ensure that the majority of An tÚdarás business parks will have renewable energy by the end of this strategy. A preliminary plan for the development of a service centre for the renewable energy industry on the West coast of Ireland in Ros an Mhíl, Co Galway will be developed to support this industry.





Páirc na Mara

Cuirfear túis leis an áis thábhachtach, inbhuanaithe seo a thógáil agus margáiocht a dhéanamh uirthi le linn thréimhse na straitéis seo. Coinneofar ceangal láidir le pobal an cheantair agus cruthófar deiseanna d'fhiontraithe agus d'fhostaithe an cheantair. Tá deiseanna aitheanta againn san eacnamaíocht ghorm le roinnt blianta agus beidh forbairt Pháirc na Mara ar an bpriomhghnáiomháiocht san earnáil seo sa tréimhse romhainn. Beifear ag obair freisin le réimse leathan cliantchomhlachtaí chun deiseanna nua forbartha a aithint agus chun cuidiú leo tárgí nua breislúacha a fhorbairt. Beifear ag leanúint leis na hiarrachtaí dul i bhfeidhm ar an Roinn Talmhaíochta, Bia agus Mara maidir leis an gcóras ceadúnaithe don doborshaothrú a thapú. Beifear ag buanú agus ag forbairt na comhpháirtíochta trasearnála leo siúd atá ag obair i gcomhar le hÚdarás na Gaeltachta ar an togra seo.

Páirc na Mara

The construction and marketing of this important, sustainable facility will begin during the period of this strategy. Strong links will be maintained with the local community and opportunities will be created for local entrepreneurs and employees. We have identified opportunities in the blue economy over the last few years and the development of the Marine Park will be a key activity in this sector in the period ahead. We will also work with a wide range of client companies to identify new development opportunities and assist them in developing new value-added products. Efforts to engage the Department of Agriculture, Food and the Marine in expediting the licensing system for aquaculture will continue. The cross-sectoral partnership with those working in conjunction with Údarás na Gaeltachta on this project will be maintained and developed.





Turasóireacht

Dún na Gall

- Ionad Míniúcháin Dhrioglan Chroithlí
- Teach Solais Cheann Fhánada
- Ionad Shliabh Liag

Maigh Eo

- Áras Scéalta an Atlantaigh, An Fód Dubh

Gaillimh

- Ionad Oidhreachta Árann,
- Ionad Oidhreachta na nOileán, Leitir Mealláin
- Ionad na nImreacach, Carna
- Áras Éanna, Inis Oírr

Ciarrai

- SeanTeach na mBocht, Daingean Uí Chúis
- Ionad Chomharchumann Forbartha Chorca Dhuibhne

Forbrófar tograí turasóireachta chomh maith le tárgí turasóireachta agus pacáistí turasóireachta ar fud na Gaeltachta agus déanfar margáiocht sa mbaile agus go hidirnáisiúnta. Leanfar de dhaoine a chumasú don earnáil seo tríd an Scéim Forbartha Bainistíochta Turasóireachta. Tabharfar faoin infreastruchtúr a láidriú le go mbeidh fonn ar níos mó daoine saoire a chaitheamh sa Ghaeltacht. Díreofar freisin ar phacáistí a fhorbairt atá dírithe ar fhoghlaimeoirí Gaeilge, ar dhaoine atá ag tógáil a gclann le Gaeilge agus ar dhaoine fásta ar mian leo feabhas a chur ar a gcuid Gaeilge. I gcomhar leis an Roinn Turasóireachta, Cultúir, Ealaón, Gaeltachta, Spóirt agus Meán, le húdaráis áitiúla éagsúla, le heagrais phobalbhunaithe, Tourism Ireland agus le Fáilte Éireann forbrófar, agus déanfar margáiocht ar réimse de thograí turasóireachta straitéiseacha.

Beidh an cur chuige maidir le forbairt turasóireachta bunaithe ar chomhpháirtíocht idir eagrais ábhartha éagsúla agus chun an leas is fearr a bhaint as acmhainní ar nós Slí an Atlantaigh Fhiáin.

Tourism

Tourism projects as well as tourism products and tourism packages will be developed throughout the Gaeltacht and advertised to the domestic and international markets. We will continue to invest in the Tourism Management Development Scheme to ensure that skilled people are available for this sector. Efforts will be made to strengthen the infrastructure so that more people are willing to spend holidays in the Gaeltacht. The focus will also be on developing packages aimed at Irish language learners, at those raising their children through Irish and at adults who wish to improve their Irish. In conjunction with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media various local authorities, community-based organisations, Tourism Ireland and Fáilte Ireland, a range of strategic tourism projects will be developed and marketed.

The approach to tourism development will be based on partnerships between the various relevant organisations and on the maximisation of the potential of resources such as the Wild Atlantic Way.





Branda na Gaeltachta

Forbrófar Branda na Gaeltachta a thuilleadh agus déanfar margaocht ar an nGaeltacht mar áit oibre, pobail, teanga, ealaíne, turasóireachta agus úsáidfear an branda chun táirgí Gaeltachta a chur chun cinn. Spreagfar comhlachtaí le húsáid ghníomhach a bhaint as Branda na Gaeltachta i seachadadh a gcuid seirbhísí nó a gcuid táirgí. Reáchtálfar feachtais margaochta chun aird a tharraingt ar na buntáistí a bhaineann le táirgí agus seirbhísí Gaeltachta.

Gaeltacht Brand

The Gaeltacht Brand will be further developed, and the Gaeltacht will be marketed as a place of work, community, language, arts, tourism. The brand will be used to promote Gaeltacht products. Companies will be encouraged to actively use the Gaeltacht Brand in the delivery of their goods and services. The benefits of purchasing Gaeltacht products and services will be promoted through the development of a marketing campaign.





Diaspora

Cuirfear leis na ceangail láidre atá ann leis an diaspora le hinfheistíocht a mhealladh chun na Gaeltachta chomh maith le síriú ar dhaoine a mhealladh ar ais abhaile. Díreofar freisin ar spriocghrápaí a bhfuil suim ar leith acu líonrú a dhéanamh agus ardáin chumarsáide a chruthú idir na pobail Ghaeltachta agus an diaspora bunaithe ar shuimeanna ar leith ar nós na n-ealaíón, na Gaeilge, an ghnó, an spóirt agus eile.

Diaspora

The strong links with the diaspora will be built on to attract investment to the Gaeltacht as well as focusing on attracting people back home. Groups with specific interests will also be targeted to form network and create communication platforms between Gaeltacht communities and the diaspora around specific interests such as the arts, the Irish language, business, sports and more.





Cultúr na Gaeilge agus na Gaeltachta a Chothú i Measc an Aosa Óig

Cuirfear réimse gníomhartha i bhfeidhm, bunaithe ar thaighde a bheidh dírithe ar thuiscent níos fearr a fháil ar chultúr óige na Gaeltachta. Beidh sé mar aidhm go gcothófar muinín, bród agus úinéireacht i measc daoine óga ó thaobh na teanga de agus iad ag plé le gníomhaíochtaí a bhfuil spéis ar leith acu iontu agus a bhaineann go sonrach lena bhféiniúlacht shainiúil mar dhaoine óga Gaeltachta. Beifear ag dul ina bhun seo i gcomhar le páirtithe leasmhara eile.

Fostering Irish Language and Gaeltacht Culture among the Youth

Based on research aimed at gaining a better understanding of Gaeltacht youth culture, a range of actions will be put in place. The aim is to foster confidence, pride and ownership among young people in terms of the language as they engage in activities that are of particular interest to them and which relate specifically to their distinctive identity as young Gaeltacht people. It is expected that this will help to promote Gaeltacht identity and ownership and pride in the Irish language. This will be undertaken in conjunction with other stakeholders.



Cur i bhFeidhm na Straitéise

Implementation of the Strategy





Feidhmiú

Réiteofar gníomhphleananna bliantúla bunaithe ar na téamaí atá aitheanta sa Straitéis. Cuid thábhachtach den phróiseas a bheidh ann spriocanna fairne agus spriocanna aonaracha a ullmhú ionas go mbeidh na baill fairne ar fad ar an eolas faoin ról atá acu agus faoin ionchur a mbeifear ag súil leis uathu chun na spriocanna atá leagtha síos a chur i bhfeidhm. Cuirfidh na pleannanna bliantúla seo ar ár gcumas cúinsí athraitheacha a ghlacadh san áireamh i saolré an phlean agus gníomhú dá réir.

Tá cur i bhfeidhm an phlean seo ag brath ar mhaoiniú a bheith ar fáil chun é a fheidhmiú chomh maith le cinnteacht maidir leis na hacmhainní fairne cuí a bheith ar fáil.

Beidh measúnú agus athbhreithniú á dhéanamh ag an bhfoireann bhainistíochta faoi stiúir an Phríomhfeidhmeannaigh. Déanfaidh an fhoireann bhainistíochta monatóireacht ar dhul chun cinn an phlean agus ar bhaint amach spriocanna mar chuid dá ról straitéiseach agus cuirfear tuairisc ar an dul chun cinn ar fáil do Bhord an Údarás ar bhonn rialta.

Implementation

Annual action plans will be prepared based on the themes identified in the Strategy. The preparation of team and individual goals will be an important part of the process so that all staff are aware of their role and the input that will be expected from them in implementing the goals set out. These annual plans will enable us to take changing circumstances into account in the life cycle of the plan and act accordingly.

The implementation of this plan is dependent on the provision of funding for its implementation as well as confirmation of the availability of appropriate staff resources.

The management team will carry out appraisals and reviews under the direction of the Chief Executive. The management team will pay particular attention to monitoring the progress of the plan and the achievement of goals as part of its strategic role and a progress report will be provided to the Board of An tÚdarás on a regular basis.



Spriocanna agus Buntáscairí Feidhmíochta

Déanfar clár oibre ar leith a leagan amach do gach gníomh atá leagtha amach sa phlean. Déanfar an clár oibre seo a leagan amach i gcomhar le bainisteoirí aonair agus feidhmeannaigh in Údarás na Gaeltachta agus beidh sé aontaithe leis an bPríomhfheidhmeannach. Cuirfear an feidhmeannach a bheidh freagrach as cur i bhfeidhm an chláir oibre in iúl sa chlár feidhmiúcháin bainistíochta agus glacfar na tosaíochtaí seo a leanas san áireamh ann chomh maith:

- Cuspóirí agus tortaí ionchais gach gnímh
- Spriocanna do gach gníomh, spriocanna nó acmhainní maoinithe san áireamh
- Amlínte sonracha
- Úsáidfear Buntáscairí Feidhmíochta le measúnú agus dul chun cinn a mheas (i.e. atá pleanálte i gcomparáid lena bhfuil bainte amach)

Targets and Key Performance Indicators

A separate work programme will be set out for each action defined in the plan. This programme will be drafted by individual managers and executives in Údarás na Gaeltachta and agreed with the Chief Executive. The executive management programme will identify the executive responsible for the implementation of the agenda and will take into account the following priorities:

- Objectives and expected outcomes of each action
- Targets for all actions, including funding targets or resources
- Specific timelines
- Key Performance Indicators (KPIs) will be used to assess and evaluate progress (i.e. planned against achievements)



Monatóireacht agus Measúnú

Tá sé mar aidhm ag Údarás na Gaeltachta a bheith aitheanta mar eagraíocht atá éifeachtúil, éifeachtach agus rathúil. Dá bhri sin, tá sé tábhachtach go ndéanfar monatóireacht agus measúnú leanúnach ar an straitéis, gur mapa bóthair i ndáiríre é, lena chinntíú go bhfanann an eagraíocht ag dul sa treo ceart i rith thréimhse an phlean 2021-2025. Buntáiste eile a bhaineann le monatóireacht agus measúnú leanúnach a dhéanamh is ea go dtiocfaidh eolas luachmhar agus ábhar nua chun cinn ar bhonn leanúnach maidir le feidhmiú an Údaráis.

Tá an Straitéis seo faofa ag Bord an Údaráis agus tabharfar tuairisc rialta don Bhord i dtaca lena chur i bhfeidhm.

Is é an Príomhfheidhmeannach, i gcomhar le feidhmeannaigh an Údaráis, a bheidh freagrach as an Straitéis a chur i bhfeidhm agus is iad na feidhmeannaigh a bheidh freagrach as gach cuspóir, sprioc agus toradh a bhaint amach.

Monitoring and Evaluation

Údarás na Gaeltachta aims to be recognised as an efficient, effective and successful organisation. Therefore, it is important that the strategy, which is in fact a roadmap, is constantly monitored and evaluated to ensure that the organisation follows the right direction over the plan period 2021-2025. An added benefit of ongoing monitoring and evaluation is that valuable information and new material on the operation of An tÚdarás emerges on an ongoing basis.

This Strategy has been ratified by the Board of An tÚdarás and the Board will be regularly updated on its implementation.

The Chief Executive, in conjunction with An tÚdarás executives, will be responsible for the implementation of the Strategy and the executives will be responsible for achieving each objective, goal and outcome.



Cuirfidh Coiste Garspriocanna, mar atá i bhfeidhm cheana, tuairisc ar fáil don Ardbhainistíocht gach ráithe maidir le cur i bhfeidhm an phlean agus cuirfear tuairisc ráthúil agus bhliantúil ar fáil do Bhord an Údarás.

Mar chuid den mhonatóireacht agus den mheasúnú a bheidh le déanamh ar an straitéis, féachfar ar fheidhmiú an phlean i bhfianaise na spriocanna a bhí leagtha síos agus cibé an mbeadh torthaí níos fearr agus níos éifeachtaí bainte amach ar bhealach eile.

Mar chuid den mheasúnú déanfar athbhreithniú ar leordhóthanacht na n-acmhainní atá ar fáil don Údarás – áirítear anseo acmhainní daonna, maoiniú, trealamh, áiseanna, oiliúint, srl. – chun na gníomhaíochtaí atá leagtha amach sa phlean a bhaint amach.

A Strategic Planning Committee, which is already in place, will report to the Senior Management team on a quarterly basis on the implementation of the plan and a quarterly and annual report will be provided to the Board of An tÚdarás.

The monitoring and evaluation of the strategy will look at how the plan has performed considering the goals set and whether better and more effective outcomes could have been achieved in another way.

The assessment will include a review of whether An tÚdarás is adequately resourced – to include human resources, funding, equipment, facilities, training etc. to achieve the actions set out in the plan.







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