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## Mission Statement

*To promote and support the sustainable and inclusive development of communities, both urban and rural, including Gaeltacht and island communities, thereby fostering better regional balance and alleviating disadvantage, and to advance the use of the Irish language.*



## Message from the Minister and Minister of State

There is a very basic challenge facing our Department. It is to ensure that the structures in place deliver Government decisions effectively and comprehensively, and that they provide a conduit to Government to hear and respond to the views and experience of the people and communities on the ground.

Our Department is, of course, at the core of these structures and in 2005 it was our privilege to see a wide range of measures being implemented successfully through the commitment and combined actions of those working in the Department, those we work with in other Departments and agencies, and the communities we work with throughout the country.

These measures include:

- The roll out of the Rural Social Scheme
- The establishment of the Drugs Emerging Needs Fund
- RAPID Co-funding Measures
- Decentralisation
- Advances made with the Cohesion of Local Structures
- New Volunteering Initiatives
- Dormant Accounts and Acht Teanga implementation
- Advances made towards Charity Law Reform

These are in addition to a wealth of schemes, programmes and measures already in place. To the staff of the Department, to those in the public bodies within our ambit and to the thousands of volunteers across our country who give so selflessly to the good of the community and neighbourhood, we express our sincerest appreciation for all your commitment and achievements in 2005.

Is ar scáth a chéile a mhaireann na daoine.

Éamon Ó Cuív, T.D.  
Minister for Community, Rural  
& Gaeltacht Affairs

Noel Ahern, T.D.  
Minister of State with special  
responsibility for Drugs  
Strategy and Community  
Affairs



## Foreword by the Secretary General

The Department was established in 2002 to produce a more coordinated engagement by the State with communities around the country as they pursue their own development along with responsibility for programmes covering community and local development, drugs, volunteering, Gaeltacht, the Irish language and rural development.

In the period since then, we have made considerable progress in delivering on that mandate and particularly so in 2005 as can be seen in this Annual Report.

The improved delivery of local and community development services across the range of local and community development structures, processes and schemes has been a central focus. Key to this is the alignment of local, community and rural development organisations so that the delivery of community and rural development programmes and services is simplified and enhanced. Major progress was made in this respect in 2005 and in the period since.

The Dormant Accounts (Amendment) Bill passed into law and we also made progress on the reform of charities law with the publication of the General Scheme for the Charities Regulations Bill. The draft Bill is now in preparation.

The mid-term review of the National Drugs Strategy was completed following which we re-focused a number of priorities, identified new actions, including the establishment of a Rehabilitation Working Group and accelerated the implementation process.

Significant progress was made in the area of rural development with the advancement of preparatory work on a new rural development strategy for the period 2007-2013 which will attract major EU support, the continued implementation of the LEADER programme, the introduction of new measures under the CLÁR programme, and the roll-out on a countrywide basis of the Rural Social Scheme.

Comhairle na Tuaithe, an advisory body set up in 2004 to address issues of access to the countryside, the development of a countryside code and the development of a countryside recreation strategy, made significant progress in respect of all three areas in 2005.

The report also details significant progress made on Gaeltacht and Islands development, the promotion and maintenance of the Irish language, not least the recognition of Irish as an official and working language of the EU, and on North/South co-operation.

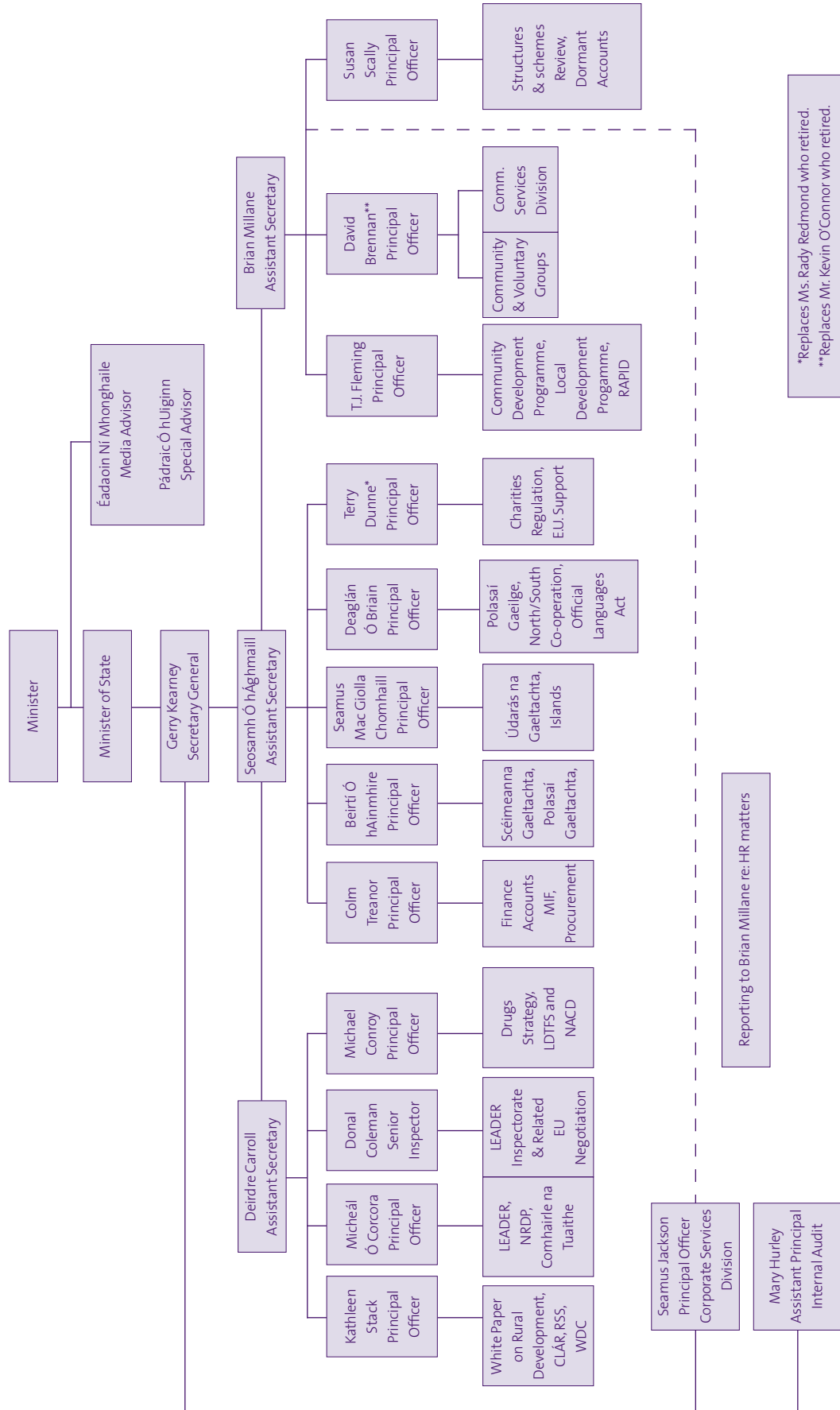
Directly or indirectly e.g. through our State bodies, Partnerships, LEADER companies, community development projects and programmes, the Department has been able to reach communities across Ireland and has been able to bring about the more coordinated engagement mandated of us.

Finally, I want to thank all of those within our organisation and the people we work with throughout the country, without whom we can achieve nothing. Their hard work, skills and commitment ensured that we were able to deliver on our very challenging mandate in 2005.

**Gerry Kearney,**  
*Secretary General*

# Organisation Chart

An Roinn Gnóthai Pobail, Tuaithe agus Gaeltachta / Department of Community, Rural & Gaeltacht Affairs (chart 1)





# The Department of Community, Rural and Gaeltacht Affairs

## Introduction

The Department of Community, Rural and Gaeltacht Affairs was established by Government in June 2002.

The Department has over 260 staff based at three main locations - Dún Aímhígin, Mespil Road, Dublin 4, Tubbercurry, Co. Sligo (since July 2006, preparatory to the planned move to Knock Airport) and Na Forbacha, Co Galway. Contact details for the Department are provided in Appendix 1. There is a glossary of terms in Appendix 2.

The Department was responsible for a total gross expenditure of almost €346m in 2005. Details of that expenditure are given in Appendix 3.

A number of State agencies and other bodies, under the aegis of, or reporting to, the Department are also charged with specific roles in the community and voluntary, rural and language sectors. Information on these agencies and bodies is also given in Appendix 1.

## Mission and high level goals

Our mission as set out in our Strategy Statement 2005-2007 is:

*To promote and support the sustainable and inclusive development of communities, both urban and rural, including Gaeltacht and island communities, thereby fostering better regional balance and alleviating disadvantage, and to advance the use of the Irish language.*

Our high level goals are:

- Goal 1: Community and Local Development** - *To encourage and facilitate communities, with a special focus on areas of disadvantage, to pursue social and economic progress in their areas.*
- Goal 2: Tackling Drug Misuse** - *To facilitate a more integrated and co-ordinated response by State agencies to tackle drug misuse with the aim of significantly reducing the harm caused to individuals and society.*
- Goal 3: Rural Development** - *To promote and maintain living and working populations in rural areas by helping to foster sustainable and culturally vibrant communities.*
- Goal 4: Gaeltacht and Islands Development** - *To support the maintenance and strengthening of Irish as the principal language of both household and community in the Gaeltacht and to promote the development of the Islands.*
- Goal 5: Promotion and Maintenance of the Irish Language** - *To increase the use of the Irish language countrywide.*
- Goal 6: North/South Co-operation** - *To maintain, develop and foster North/South co-operation.*
- Goal 7: Corporate Support Services** - *To provide corporate support structures to support the line Divisions delivering on the Department's mission, mandate and services.*

The strategies, outputs and performance indicators associated with these high level goals derive from the Strategy Statement and are set out in full in Appendix 4.

# Progress in 2005

## Introduction

In this section of the report we describe the progress made in 2005 in respect of each of our high level goals by reference to the strategies set out in the Strategy Statement 2005-2007.

## Goal 1 - Community and Local Development:

To encourage and facilitate communities, with a special focus on areas of disadvantage, to pursue social and economic progress in their areas.

### Strategy 1.1:

*Improve delivery of Local and Community Development services across the range of local and community development structures, processes and schemes.*

The objective of this strategy is the alignment of local, community and rural development organisations so that the delivery of community and rural development programmes and services is simplified and enhanced. The intention is that, from 2007, there will be an integrated Partnership/ LEADER body delivering services in an area and fewer such service delivery bodies overall in the country. It is further intended that these new bodies will fully cover the State, so that Programmes such as the Local Development Social Inclusion Programme, which are only available in certain areas, will in future be accessible right across the State. Almost €3.4m was allocated to County/ City Development Boards (CDBs) during 2005 to further advance cohesion in the delivery of local, community and rural development schemes. In addition, almost €1.5m was awarded to CDBs during the year in respect of initiatives to promote participation in volunteering at a local level.

The process of restructuring Area Development Management (ADM) was progressed during 2005. The necessary changes to the Memorandum and Articles of the company were made to enable Government to appoint the Chair and Members of the Board, and the Company name was changed to Pobal. The Government appointed seven new members in November 2005. Pobal administers a number of programmes at the behest of this and other Government Departments.

### Strategy 1.2:

*To assist disadvantaged communities to participate fully in society.*

## Community Development Programme

The Community Development Programme (CDP) provides financial assistance to community development projects in disadvantaged areas. It also provides support for self-help work to specific target groups that experience disadvantage, for example, lone parents, women, Travellers, people with disabilities, and elderly people who live in isolation.

Under this Programme, support is provided on a renewable multi-annual contract basis to locally based groups involved in tackling poverty and social exclusion in their own communities. The Programme is administered under the Community Development and Family Support Measure of the National Development Plan 2000-2006.

In 2005, over €21.3m was allocated to the CDP. By the end of the year, some 185 projects/areas were in receipt of funding or had been approved for inclusion in the Programme. This number included 15 new projects set up during the year.

In addition to longer-term contract funding, the Programme also provides a range of once-off grants to projects. During 2005, grants to the value of over €1.4m were made available for programme activities, equipment or refurbishment of premises.

A Traveller Placement scheme was initiated in 2005 whereby 26 members of the Travelling community gained work experience in CDPs. This scheme is designed to prepare, support and encourage Travellers to take up employment.

### Programme of Grants for Locally-Based Community & Voluntary Organisations

In addition to longer-term contract funding, the Department also provides once-off grants to a wide range of locally-based community and voluntary groups addressing disadvantage in their areas. In 2005, funding in excess of €5.5m was committed to support the activities of over 530 local community and voluntary groups under the Programme. Grants were made available under the following headings:

- Equipment and Refurbishment Grants; and
- Education, Training and Research Grants.

The latter category provided once-off payments to fund training, education or research initiatives aimed at supporting and enhancing the effectiveness of local community and voluntary groups in disadvantaged areas.

### Scheme of Community Support for Older People (CSOP)

The Scheme of Community Support for Older People encourages and assists local support for older people by means of a community based grant scheme to improve the security of its older members. Funding is provided by way of grant aid to voluntary groups and organisations which identify those elderly people in need of assistance under the scheme. In 2005 funding of almost €2.5m was awarded under the CSOP to improve the security of older people in their homes. Some 6,500 older people benefited from the Scheme in 2005.

#### **Strategy 1.3:**

*Develop the State's relationship with the community and voluntary sector.*

### White Paper on a Framework for Supporting Voluntary Activity

Within the general context of the White Paper, a number of measures were pursued in 2005:

- (i) *Funding scheme for National Federations, Networks and Umbrella Bodies*

The purpose of this scheme is to assist national representative federations, networks and umbrella bodies in the community and voluntary sector in providing support to their member groups. In 2005,



32 community and voluntary groups were funded under the scheme to a total of almost €1.9m.

(ii) *Funding for Training and Supports in the Community and Voluntary Sector*

The purpose of this scheme is to develop support and training availability within the Community and Voluntary Sector. In 2005, funding totalling €0.5m was paid to 19 community and voluntary groups under the scheme.

(iii) *Funding of the National Anti-Poverty Networks (NAPN)*

The Department provided funding under this Programme to 9 Anti-Poverty Networks in 2005, totalling almost €1.4m.

(iv) *Support for Volunteering*

In 2005 the Department continued its work to support and foster volunteering. Over €2.8m was allocated towards supports for volunteering in 2005. In particular, the Minister of State announced a range of initiatives in March 2005 designed to:

- deepen and strengthen existing volunteering infrastructure;
- develop and expand volunteering infrastructure at local and community level;
- promote volunteering among young people in second and third level;
- support the development of an authoritative code of best practice for volunteering;
- develop reliable data with regard to volunteering to inform further initiatives, focus strategies and maximise criteria.

Funding under this initiative was committed to, inter alia, a number of volunteer bureaux, to the network Volunteers Centres Ireland, to the Dublin Institute of Technology for their Community Learning Project and to the Young Social Innovators programme. As mentioned above, almost €1.5m of the Department's Cohesion Fund was also provided in 2005 to a range of city and county development boards for measures to promote volunteers and volunteering locally, with proposals co-ordinated by city and county development boards, while a further €0.5m of the Local Development Social Inclusion Programme (LDSIP) funding was ring-fenced for a range of local volunteering initiatives by Partnership Companies.

## Philanthropy

The Department agreed in principle in 2005 that it would fund Philanthropy Ireland to a total of €0.3m over a three-year period to 2008. This funding is to support Philanthropy Ireland's programme aimed at promoting the concept and practice of philanthropy and raising the level of awareness of its value and benefit to civil society in Ireland.

### Strategy 1.4:

*To facilitate integrated development in areas of disadvantage.*

## Local Development Social Inclusion Programme (LDSIP)

The LDSIP is a series of measures designed to counter disadvantage and to promote equality and social and economic inclusion. It is managed by Pobal on behalf of the Department and is funded under the National Development Plan 2000-2006 Border Midland and Western and Southern and Eastern Regional Operational Programmes.



Almost €46.6m was spent under this Programme in 2005. It encourages sustainable local development that targets the most marginalised individuals, communities and areas. 38 Area Partnerships, 31 Community Partnerships and 2 Employment Pacts, which work in the most disadvantaged areas of the country, implement the Programme at local level. Each of these groups prepared a strategic plan setting out objectives, actions and targets across three sub-measures of the Programme – Services for the Unemployed, Community Development and Community Based Youth Initiatives.

Under the Services for the Unemployed sub-measure, actions to counter the effects of long-term unemployment and underemployment are developed. In 2005, 31,670 people were supported under this sub-measure and 11,173 people participated in education and training programmes. The Community Development sub-measure aims to build the capacity of target groups and disadvantaged communities to play a role in the development of strategies that will create real and effective change in their areas. During 2005, 1,820 community based projects supporting target groups and 215 small-scale infrastructure/environment projects were provided with assistance. During the year 50,953 young people who were considered to be educationally disadvantaged and 7,964 adults involved with them were supported under the Community based Youth Initiatives sub-measure.

### RAPID Programme

The RAPID Programme aims to ensure that priority attention is given to tackling the spatial concentration of poverty and social exclusion within 45 disadvantaged areas, through targeting State resources available under the National Development Plan. The Programme aims to enable Departments and State agencies to achieve better co-ordination and closer integration in the delivery of services. The Department, supported by Pobal, is responsible for the co-ordination of the Programme.

Funding of over €1.3m was provided in 2005 to support the implementation of the RAPID Programme while a further €7.5m was allocated to the RAPID Leverage Fund. The RAPID Leverage Fund was established in 2004 to provide dedicated finance to support small-scale locally promoted projects. Much of the funding operates on the basis of co-funding arrangements with other Departments, State agencies or local authorities. Schemes supported through the Fund include:

- the RAPID Health Sector Co-fund – matching funding was provided by the Department of Health and Children through the HSE to improve health facilities in each of the areas;

- the Traffic Measures Scheme – for which matching funding was provided by the Local Authorities through the Department of the Environment, Heritage and Local Government ;

- the RAPID Playground Grant Scheme (co-funded with the Department of Health and Children through the HSE);

- the Local Authority Housing Estate Enhancement Scheme 2005/2006 (co-funded with the Local Authorities through the Department of the Environment, Heritage and Local Government).

In addition to the allocations made to each area under the above schemes, €2.3m in top-up funding was committed to 72 projects in RAPID areas that were successful under the Department of Arts, Sports and Tourism's 2005 Sports Capital Programme. In conjunction with the Department of Justice, Equality and Law Reform, the Department also promoted a community based CCTV scheme under which community groups in RAPID areas can receive funding towards the capital cost of installing such equipment.



The foregoing is additional to spending on major RAPID projects undertaken by individual Departments and public bodies.

#### **Strategy 1.5:**

*To enact a comprehensive reform of the law relating to charities in order to secure accountability and to protect against abuse of charitable status and fraud.*

Following a comprehensive consultation process, the General Scheme for the Charities Regulation Bill was completed and approved by Government. The draft Bill (now in preparation) will involve statute law revision and restatement in addition to new legislative reform provisions.

The Department also participated in EU work relating to promoting transparency and accountability in the non-profit sector, the prevention of misuse of the non-profit sector for terrorist financing, and proposals for the application of counter-terrorist finance related regulatory measures in the charitable sector.

In 2005, ongoing contact was maintained with the Department's counterparts in other common law jurisdictions, particularly Northern Ireland, on issues of common interest.

#### **Strategy 1.6:**

*To administer the Dormant Accounts Fund.*

During the first half of 2005, the Dormant Accounts Fund Disbursements Board completed the appraisal of applications under the initial round of funding. The Board approved a total of 521 projects for support from the Fund totalling over €60m. By the end of December 2005, €12m of these allocations had been paid out in grants directly to successful organisations with the balance to be disbursed during 2006 and beyond.

The Dormant Accounts (Amendment) Act 2005 which provides for key changes to the decision making process in relation to disbursements was enacted in May 2005 and commenced on 1 September 2005.

The key features of the 2005 Act include:

- decisions on disbursements from the Fund will be made by Government following a transparent application process;

- disbursements from the Fund will be routed through the Votes of relevant Government Departments;

- the establishment of a reconstituted Dormant Accounts Board which retains responsibility for the preparation of the Disbursement Plan and will also review and assess the impact and effectiveness of disbursements from the Fund.

The objectives underpinning disbursements from the Fund remain unchanged i.e., to assist persons who are economically, socially or educationally disadvantaged or who have a disability.

Following commencement of the 2005 Act, the Government approved the allocation of a further €60m from the Fund. The breakdown of this figure provides that €24m will be allocated towards projects tackling economic and social disadvantage; €18m towards projects tackling educational disadvantage and €18m to assist persons with a disability.

After consulting with the appropriate Ministers, the Minister received Government approval in November 2005 concerning the €24m allocation for the purpose of supporting programmes and types of projects tackling economic and social disadvantage. These measures will focus on:

- ring-fencing of €11.5m to provide additional supports for priority projects in RAPID areas;
- funding of €7.5m for measures supporting youth, older people and other priority themes (including suicide prevention; alcohol misuse; immigrant families; offenders/ex-offenders);
- support for jointly funded flagship projects (€5m).

The reconstituted Dormant Accounts Board was appointed on 4 January 2006.

## Goal 2 – Tackling Drug Misuse:

To facilitate a more integrated and co-ordinated response by State agencies to tackle drug misuse with the aim of significantly reducing the harm caused to individuals and society.

### Strategy 2.1:

*To co-ordinate an overall strategy to tackle drug misuse in Ireland.*

### National Drugs Strategy and Mid-Term Review

The implementation of the National Drugs Strategy 2001 – 2008 continued in 2005, with progress being monitored through regular meetings of the Inter-Departmental Group on Drugs (IDG). A mid-term review of the strategy, which commenced in 2004, was completed in 2005. The review found that the current aims and objectives of the Drugs Strategy are fundamentally sound. It also highlighted the need to re-focus priorities and to accelerate the rollout of some of the Strategy's actions and, in this context, eight new actions, and a number of amendments, were identified.

### National Drugs Strategy Team

The National Drugs Strategy Team (NDST) comprises representatives from Departments and agencies involved in the drugs field as well as community and voluntary sector representatives. In 2005, it continued to fulfil its work in securing effective co-ordination in the implementation of the National Drugs Strategy, overseeing the work of the Local and Regional Drugs Task Forces and contributing to the development of policy on drugs.

### Working Group on Drugs Rehabilitation

Arising from a recommendation of the mid-term review, a Rehabilitation Working Group was established by the Department. This group includes representatives from a range of Government Departments and agencies involved in delivering rehabilitation services as well as the National Drugs Strategy Team (NDST), the National Advisory Committee on Drugs (NACD) and representatives from the Community and Voluntary sectors. The Working Group is reviewing the current provision of rehabilitation services in Ireland with a view to making recommendations for improvement.

## National Advisory Committee on Drugs (NACD)

The National Advisory Committee on Drugs (NACD), which was established in July 2000, advises the Government in relation to the prevalence, prevention, treatment and consequences of drug misuse.

A consultation process was undertaken in 2005 with key interest groups and stakeholders to explore further research and information gaps. Arising from this, a new work programme was developed which builds on the current programme and focuses on two new priority areas, rehabilitation and drugs, and crime research.

Among the reports published by the NACD in 2005 were:

*Drug Use Among the Homeless Population in Ireland;*

*Drug Use in Ireland and Northern Ireland. First results (Revised) from the 2002/2003 Drug Prevalence Survey: Bulletin 1;*

*Drug Use in Ireland and Northern Ireland. 2002/2003 Drug Prevalence Survey. Health Board (Ireland) and Health and Social Services Board (Northern Ireland) Results. Bulletin 2; and*

*Drug Use in Ireland and Northern Ireland. 2002/2003 Drug Prevalence Survey. Cannabis Results. Bulletin 3.*

### Strategy 2.2:

*To target the provision of services and facilities in areas of high drug misuse.*

## Local Drugs Task Forces (LDTFs)

Between 1997 and 2005, the Government allocated over €125m to support about 440 projects contained in the two rounds of plans of the 14 LDTFs in the areas of treatment, rehabilitation, education, prevention, awareness and curbing local supply. These projects employ about 300 people.

In 2005, over €1m additional capital funding for Local Drugs Task Force community-based drug projects was allocated under the Premises Initiative. This brought the total amount of funding to almost €13.7m for 60 projects.

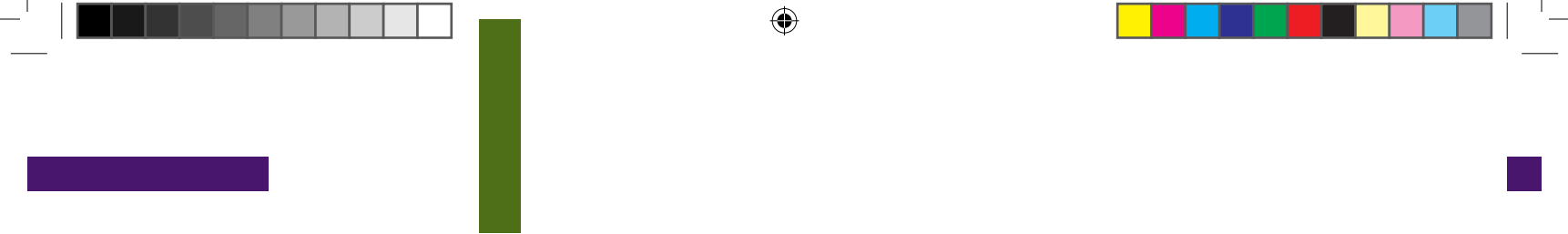
An Emerging Needs Fund was initiated in 2005 to provide additional funding to tackle, in a flexible way, emerging needs in LDTF areas which were not covered by existing plans. An initial tranche of €0.85m to fund 15 projects was allocated in 2005.

## Regional Drugs Task Forces

Under the National Drugs Strategy, 10 Regional Drugs Task Forces (RDTFs) have been established in areas not covered by LDTFs. All parts of the country are now serviced by a Drugs Task Force. In the course of 2005, the RDTFs developed and submitted their strategies to the NDST and approval was also given for the recruitment of ten co-ordinators to support the work of the RDTFs. The first allocations of funding, to progress the implementation of their action plans, was made to the RDTFs in 2005 with further funding to be provided.

## Young Peoples Facilities and Services Fund (YPFSF)

The Young Peoples Facilities and Services Fund (YPFSF) was established in 1998 to develop youth facilities (including sport and recreational facilities) and services in disadvantaged areas where a significant drug problem exists, or has the potential to develop. Its primary focus is on LDTF areas and



selected urban areas (Galway, Limerick, Carlow and Waterford). In 2005, over €4m was approved for capital projects mainly in Tallaght, Clondalkin, Ballymun, Ballyfermot, Bray, Blanchardstown and Cork while almost €4m was allocated to services projects. From the beginning of the scheme to the end of 2005, total funding in the region of €102m has been allocated to support almost 500 facility and services projects with over 320 people employed directly from monies provided under the YPFSE.

## Goal 3 – Rural Development:

To promote and maintain living and working populations in rural areas by helping to foster sustainable and culturally vibrant communities.

### Strategy 3.1:

*To co-ordinate the implementation of actions for the development of rural communities arising from both national and EU policies.*

### EU Rural Development Programme

Agreement was reached in June 2005 on a Council Regulation on Rural Development Programming for the period 2007 - 2013. This regulation provides the framework for the formulation of rural development programmes throughout the EU over the coming seven-year period.

Work began with the Department of Agriculture and Food on developing a national strategy outlining priorities for EU funding support with a view to securing formal Commission approval of the national programme scheduled to commence from January 2007.

The selection of specific priorities was focused on supporting the rural economy and improvements in the quality of rural life. These priorities are seen as complementing initiatives already being implemented by the Department in rural communities, notably the Rural Social Scheme and CLÁR programme. The LEADER approach to rural development will be an integral part of the new programme.

### White Paper on Rural Development

The National Development Plan (NDP) is the principal vehicle through which the objectives of the White Paper are achieved. In 2005, the Department chaired the NDP Rural Development Co-ordinating Committee and worked with a wide range of Government Departments and agencies to secure implementation of the Government's commitment to the protection and development of rural communities.

### National Rural Development Forum

The Rural Development Forum promotes debate and progresses rural development issues. The 6th Forum took place in January 2005 in Athlone. Some 80 delegates attended from a wide variety of organisations concerned with rural development.

## LEADER

LEADER is an EU Community Initiative for Rural Development that provides local action groups with public funding (EU and National) to implement multi-sectoral business plans for the development of their own areas. This Department is the Managing Authority for the LEADER Programmes in Ireland.

*LEADER+ Programme and National Rural Development Programme.*

LEADER funding is available in all rural areas of the country. The main outputs in 2005 were:

New Projects in place:	3,432
New enterprises assisted:	468
Existing enterprises assisted:	1,066
Number of full-time jobs created:	568

### Strategy 3.2:

*To implement various measures designed to improve the economic, social, cultural and physical conditions in rural areas.*

## Western Development Commission

The Western Development Commission (WDC) fosters and supports the economic and social development of the Western Region (Donegal, Sligo, Leitrim, Roscommon, Mayo, Galway and Clare). The Commission is also responsible for the operation of the Western Investment Fund which contributes to the development of the region by investing, through equity or loans (but not grants), in business start-up, growth oriented small and medium enterprises (SMEs) and in community-based measures to encourage enterprise development. In 2005, the WDC provided investment funds, by way of loan finance and/or venture capital, totalling €4.23m to 13 projects across a range of sectors and business types. Further details of the Commission's activities are available on its website at [www.wdc.ie](http://www.wdc.ie).

## CLÁR Programme

CLÁR is a targeted investment programme for disadvantaged rural areas.

Areas in 18 counties, with a population of 362,000, have been selected under the Programme (see map in Appendix 5). These areas suffered the greatest population decline from 1926 to 2002 with an average population loss of 50%. The exception is the Cooley peninsula which was included on the basis of the serious difficulties caused there by foot and mouth disease.

The measures operated in 2004 continued, in the main, in 2005 and further measures were introduced. The measures (see table) support investment in physical, economic and social infrastructure. These investments are funded directly by the Department or are co-funded with other Departments or State agencies.

## CLÁR Measures

Non-National Roads – Forestry Access	Bi-lingual Signage Scheme
Class II and Class III Local Roads/ Flashing Amber Safety Lights/Bridges	Primary Schools Outdoor Play Facilities Enhancement Scheme
Local Improvement Scheme Roads	Top-up Sports Capital Grants
*100% funded Flashing Amber Safety Lights at Schools	Top-up Gaeltacht Sports and Community Grants
Small Public Water and Sewerage Schemes	Minor Capital Health Projects
Group Water Schemes	Electricity Conversions
Group Sewerage Schemes	Community Initiatives
Small Sewerage Schemes in Tax Incentive Areas on the Upper Shannon	*Coastal Development
Village and Countryside Enhancement Scheme	Regional Airport Development
Local Authority Housing Estate Enhancement Scheme	

\*New in 2005

## Rural Social Scheme (RSS)

The RSS was launched in May 2004, initially in eight regions and then extended incrementally countrywide. By the end of 2005, 1,921 participants and 98 supervisors were engaged on the Scheme.

The aims of the RSS are to provide income support for low-income farmers and fishermen and to provide services of benefit to rural communities. A total of 2,500 places are available throughout the country and are expected to be taken up during 2006.

The RSS provides additional resources to maintain and improve local amenities and facilities in rural communities. Communities also benefit from the skills and talents of local farmers and fishermen. Participants are given an opportunity to improve existing, or develop new skills, and perform valuable work in the community.

## Comhairle na Tuaithe

Comhairle na Tuaithe was established in February 2004 to address the three priority issues of access to the countryside, the development of a countryside code and the development of a countryside recreation strategy. It comprises representatives of the farming organisations, recreational users of the countryside and State bodies with an interest in the countryside.

Significant progress was made during 2005, including:

- the identification and review of a set of access parameters in the countryside and publication of an information booklet;
- agreement of the key features necessary for countryside code development;
- initiation of a consultative process on the development of a National Countryside Recreation Strategy.



In the latter regard, Comhairle na Tuaithe invited submissions from interested individuals and groups and 190 submissions were received by the closing date of 7 December 2005.

## Goal 4 – Gaeltacht and Islands Development:

To support the maintenance and strengthening of Irish as the principal language of both household and community in the Gaeltacht and to promote the development of the Islands.

### Strategy 4.1:

*To improve the social and economic life of the Gaeltacht for the purpose of consolidating Irish as its principal community language.*

### Strategy 4.2:

*To foster the Irish language and the culture of the Gaeltacht – particularly in terms of passing the language from one generation to the next – and to strengthen the development of the Gaeltacht as a distinctive linguistic region.*

Irish is a vital part of the State's heritage and the Gaeltacht is the primary source of the living language. A core task of the Department is to promote the maintenance of the Irish language in the Gaeltacht as its most important community resource and its principal means of communication. It has long been recognised that its transmission from one generation to the next is critical for the survival of the Irish language as the predominant household and community language in the Gaeltacht. For this reason the Department operates a number of schemes and initiatives aimed at the maintenance and strengthening of the language in the Gaeltacht.

In order to attract modern service-based industries to the Gaeltacht and to sustain Gaeltacht populations, critical structural deficiencies also need to be addressed. The Department's ongoing work with regard to the development of strategic Gaeltacht roads and piers, as well as the development of improved housing and leisure facilities, aims to ensure that the Gaeltacht will be a more attractive place in which to live and work.

### Gaeltacht Policy

The Strategy Statement set out initiatives to be taken on foot of recommendations of the Coimisiún na Gaeltachta. Significant progress was made in respect of these initiatives in 2005.

A comprehensive linguistic study of the Irish language in the Gaeltacht is being undertaken by the National University of Ireland, Galway in association with the National Institute for Regional and Spatial Analysis, the National University of Ireland, Maynooth. The results of this study, which is due for completion in late 2006, will be used as the basis for the strengthening of the usage of Irish in the Gaeltacht and reviewing the official Gaeltacht boundaries.

A language awareness campaign was launched in late 2005, entitled "An ghlúin dheireanach?" ("The last generation?"). The core objective of the campaign, which targeted young people in the Gaeltacht, was to highlight the advantages of being competent in Irish and to motivate them to speak

the language more often. The campaign followed on from the multimedia awareness campaign commissioned by the Department in 2004 which was aimed primarily at Gaeltacht parents with children in the 0-5 age group.

The implementation of the language planning initiative was advanced in association with Údarás na Gaeltachta. Under this initiative, which has a fund of €1.5m over a three year period, financial help is provided to assist organisations that work through Irish in the Gaeltacht to play a central role in the development of their own area, especially in regard to the Irish language.

### Scéim Labhairt na Gaeilge

Under this Scheme the Department pays a grant of €260 per school year to Gaeltacht families with children attending primary or secondary school that use Irish as their everyday family language. If a family fails to reach the standard required by the Scheme, the Department may give a reduced grant of 50% if satisfied that the family can attain the appropriate standard within a 3-year period.

Details for the 2004/05 school year are set out in Table 1. The Scheme incurred expenditure of over €0.7m in 2005.

**Table 1: Scéim Labhairt na Gaeilge**

County	Total no. of applicant families	Full Grant	Reduced Grant	Applications Refused
Donegal	1,078	697	279	102
Mayo	268	88	101	79
Galway	1,410	1,151	199	60
Kerry	378	197	158	23
Cork	171	35	112	24
Waterford	68	20	43	5
Meath	44	21	18	5
<b>Total</b>	<b>3,417</b>	<b>2,209</b>	<b>910</b>	<b>298</b>

*Note: a small number of applications had yet to be examined at year-end.*

### Scéim na bhFoghlaimoirí Gaeilge

Under Scéim na bhFoghlaimoirí Gaeilge (Scheme for Irish Language Learners), grants totalling almost €4.3m were paid in 2005 to Gaeltacht families (see Table 2 for details) who are accredited by the Department to keep Irish language students in their homes while they attend Irish courses in recognised Irish Summer Colleges. This includes a small number of hostels and residential colleges (including three outside the Gaeltacht). These courses give the learners, most of whom come from outside the Gaeltacht, the opportunity to attain a fluency of the Irish language through their contacts with native speakers. A grant of €9 per day was paid for each qualified student who stayed in an accredited house, hostel or residential college in 2005.

Table 2: Scéim na bhFoghlaimoírí Gaeilge

County	Number of learners	Number of families who kept learners	Number of Colleges
Donegal	6,074	183	11
Mayo	2,318	38	4
Galway	9,922	291	15
Kerry	2,251	40	5
Cork	1,055	17	4
Waterford	1,033	10	1
Meath	185	6	1
Colleges outside the Gaeltacht	1,115	-	3
<b>Totals</b>	<b>23,953</b>	<b>585</b>	<b>44</b>

There is also a scheme for adult learners of Irish under which there was a total expenditure of over €26,000 in 2005 in respect of 1,250 students.

### Improvement Schemes in the Gaeltacht

Under the Department's Gaeltacht Improvement Schemes, capital grants are available to provide or develop marine works, to improve roads, and provide or improve other community facilities such as community centres and other recreation amenities. The purpose of these grants is to improve the social, cultural and economic life of the Gaeltacht areas and to secure and promote Irish as a community language.

This work continued in 2005 and the following amounts were spent under the Schemes:

€7m to improve strategic roads;

Over €0.07m in supplementary grants for Group Water Schemes;

Almost €1.5m under Scéim na mBóithre Áise (Access Roads Scheme) to develop minor roads and various other projects such as footpaths, village renewal, etc.;

Almost €1.6m for Public and Recreational Facilities (including Irish Colleges);

Over €0.5m to improve small piers jointly with County Councils;

Over €1m to improve strategic piers jointly with County Councils.

### Gaeltacht Housing Grants Scheme

Under this scheme the Department pays grants to qualified applicants for the building of new houses in the Gaeltacht or to renovate their existing houses. Generally speaking, the grants are limited to applicants who normally reside in the Gaeltacht and use Irish as their everyday family language.

Expenditure under the Scheme in 2005 was over €4m and this was allocated as set out in Table 3.

**Table 3: Gaeltacht Housing Grants Scheme**

County	New Houses Completed	Improvements Completed	Expenditure €
Donegal	35	151	€912,216
Mayo	16	74	€406,712
Galway	97	215	€2,199,677
Kerry	17	72	€351,226
Cork	10	18	€168,571
Waterford	2	6	€40,106
Meath	7	3	€20,470
<b>Total</b>	<b>184</b>	<b>539</b>	<b>€4,098,978</b>

### Cultural Schemes (Miscellaneous Services)

Grants to organisations supporting Irish in the Gaeltacht include:

- Comhchoiste Ghaeltachtaí Chiarraí Theas (€85,000);
- Gael Uladh, Gaoth Dobhair (€177,000);
- Oideas Gael, Gleann Cholm Cille (€75,000);
- Oidhreacht Chorca Dhuibhne, Corca Dhuibhne (€305,000);
- An Gaelacadamh, An Spidéal (€121,000).

In addition, some €0.3m was paid under *Scéim Champaí Samhraidh trí Ghaeilge d'Aos Óg na Gaeltachta* (Summer Camps through Irish for Gaeltacht Young People) to 121 camps that were attended by approximately 5,000 children between the ages of 6 and 18 years. The Scheme supports the use of Irish as the spoken language of young people in the Gaeltacht.

The Department pays grants under *Scéim na gCúntóirí Teanga* (Language Assistants Scheme) to provide language assistants for children in Gaeltacht schools who do not have Irish as their first language or in cases where they may require further assistance. Some €0.6m was spent under the scheme in 2005.

### Third Level Activities

The following university outreach centres received assistance totalling almost €1m in 2005 made up of administration grants of almost €600,000 as detailed below and various capital grants:

- Áras Uí Ghramhnaigh, Ráth Cairn (€50,000);
- Áras Shorcha Ní Ghuairim, Carna (€160,000);
- Áras Uí Chadhain, An Cheathrú Rua (€160,000);
- An Chrannóg, Gaoth Dobhair (€195,500).

The aim of the centres is to preserve and foster the Irish language by providing learning and development opportunities and by promoting high quality employment opportunities in the Gaeltacht.

Grant aid totalling over €0.3m was paid in 2005 in accordance with the three year funding programme for Acadamh na hOllscolaíochta Gaeilge at NUI Galway, a structure of which the Gaeltacht outreach centres are an integral part.

### Údarás na Gaeltachta

Údarás na Gaeltachta is a non-commercial State body which comes under the aegis of the Department. Funding is provided to Údarás na Gaeltachta to develop the Gaeltacht economy for the purposes of encouraging the preservation and expansion of Irish as the principal community language. In 2005, the overall provision for Údarás na Gaeltachta was almost €36.7m i.e., €14.2m in respect of current expenditure and €22.5m in respect of capital expenditure. Arising from specific directions from the Department, €4.8m of current expenditure was directed toward language, culture and community development and a minimum of 20% of capital expenditure was directed toward language-based activities.

During 2005, 993 new jobs were created by Údarás na Gaeltachta and for the second year in a row, a net increase was achieved on the number in full employment, i.e., an overall gain of 151 jobs. A small increase was also achieved in regard to part-time and seasonal employment. At year end, 7,658 persons were employed on a full-time basis and 4,525 were employed on a part-time/seasonal basis in Údarás-assisted companies. This resulted in a 1.7% increase on the overall employment position to 12,183 jobs. Further details are available from the Annual Report and Accounts of Údarás na Gaeltachta 2005 or on the website [www.udaras.ie](http://www.udaras.ie).

A review of the powers and functions of Údarás na Gaeltachta was initiated in 2005. The Minister invited submissions from the public as part of this review process. 67 submissions in total were received which may be viewed on the Department's website along with an independent analysis of those submissions. Arising from this review, it is expected that proposals will be brought to Government to make appropriate revisions to the current legislative framework under which Údarás na Gaeltachta operates.

### Údarás na Gaeltachta Election

The Board of Údarás na Gaeltachta is a unique State body in that the vast majority (17 of 20) of the members are democratically elected by the communities in the 7 Gaeltacht regions. These elections must be held at intervals which are not less than 4 years or more than 5 years and 6 months. The Department is responsible for organising the elections, from legislative matters to logistical arrangements. An election was held on 2 April 2005.

### Arramara Teoranta

Arramara Teoranta is a commercial State body which comes under the aegis of the Department. Arramara Teoranta was established in 1947 to produce seaweed meal for use in the alginate industry. Details of the company's activities are available from the Annual Report and Accounts of Arramara Teoranta 2005 or on the website [www.aramara.ie](http://www.aramara.ie).

### Strategy 4.3:

*Afford recognition to the distinctive heritage and culture of the Islands through the promotion of social, physical and economic developments.*

## Infrastructure

A total of almost €6.6m was spent in 2005 on the development of islands infrastructure such as roads, access piers and coastal protection. Works carried out during the year included:

- completion of a new helipad on Árainn Mhór, Co Donegal (€0.03m);
- construction of a carpark on Clare Island, Co Mayo (€0.1m);
- provision of safe landing facilities at Islandmore, Co Mayo (€0.07m);
- continuation of the €12m pier development works on Clare Island and Inisturk, Co. Mayo (€2.6m);
- preliminary works for the development of improved ferry access piers on the Aran Islands (€0.5m);
- construction of a new reservoir on Inis Oírr, Co Galway (€0.3m);
- marine development works at Ros an Mhíl, serving the Aran Islands (€1.5m);
- commencement of dredging works at Inishbofin Harbour, Co Galway, (€0.3m); and
- implementation of small works programmes to the total value of over €1m on the Cork, Galway, Mayo and Donegal islands.

## Support for access services

During 2005 the Department provided subsidies totalling €3m for seventeen ferry and air services in order to provide all year round access to fifteen island communities. A number of these contracts were renewed during the year resulting, in general, in increased frequency of service to the islands. Performance monitoring clauses are now standard in all contracts awarded by the Department in order to ensure a high standard of customer care. The decision to significantly reduce cargo tariffs for the Aran Islands and also to cap fares charged to all Island residents on all passenger ferry services at a maximum of €8 for adults and €5 for children was widely welcomed.

## Other long term needs and a development strategy

Work commenced in 2005 on the drafting of measures aimed at promoting the sustainable development of the islands for inclusion in the National Development Plan 2007 – 2013. This work is scheduled for completion in 2006.

A Review of Island Capital Expenditure 1998 – 2004 was also initiated in 2005. This review will assist in formulating future policy initiatives impacting on the islands.

The feasibility of providing roll on/roll off ferry services to the Aran Islands was advanced and a related independent study is underway.

### Dedicated Enterprise Fund provided for non-Gaeltacht Islands

A dedicated Enterprise Fund for the non-Gaeltacht islands was announced in late 2005. This fund, which is administered by the County Enterprise Boards on behalf of the Department, provides assistance for a range of measures, including projects in manufacturing, natural resources, island services and tourism.

### Co-ordination of provision of State services to the islands

The Department works with a number of State bodies to improve services to island communities. These include the Health Services Executive, the Department of Transport, the Department of Education and Science, the Department of Enterprise, Trade and Employment, the Department of Justice, Equality and Law Reform, Sustainable Energy Ireland, An Post and Údarás na Gaeltachta.

## Goal 5 – Promotion and Maintenance of the Irish Language:

To increase the use of the Irish language countrywide.

### Strategy 5.1:

*To secure better provision of public services through Irish by implementing the Official Languages Act.*

### Official Languages Act 2003

The process of implementing the Act, on a phased basis, continued in 2005. The following were the main outputs:

21 language schemes were agreed with public bodies and published under section 11 of the Act.

The Placenames (Ceantair Ghaeltachta) Order 2004 and the Placenames (Centres of Population and Districts) Order 2005 came into effect on 28 March 2005. On 21 December 2005, the Minister signed the Placenames (Co. Tipperary) Order 2005 which came into effect on the same day.

Both the preliminary work and the consultative process continued with regard to the making of Regulations under section 9(1) of the Act. These Regulations relate to the use of Irish only, or of Irish and English on oral announcements – be they live or recorded, on stationery, on signage or on advertisements.

Significant progress was made on updating the First Schedule of the Act by the inclusion of new bodies under the provisions of the Act and by deleting references to bodies which are no longer in existence.

The introduction of an accreditation system for private sector translators was agreed with Foras na Gaeilge and announced in December 2005. This will be a significant resource for public bodies in their implementation of the Act.

An internet-based database of Irish language signage terminology was launched and is available on the Foras na Gaeilge website ([www.forasnagaeilge.ie](http://www.forasnagaeilge.ie)).

Work continued with Foras na Gaeilge, the Institute for Public Administration, Gaeleagras and other interested parties in relation to the development of specialist Irish language training courses. The launch by the Institute of Public Administration in October 2005 of two courses represented a significant first step in this regard.

### Oifig Choimisinéir na dTeangacha Oifigiúla

2005 was the first full year in operation of the Office, which is based in An Spidéal in the Galway Gaeltacht. Essentially the role of the office is to supervise and monitor the Act and to ensure that it is implemented. The Coimisinéir is independent in the performance of his functions.

#### **Strategy 5.2:**

*Improve the status of Irish in Ireland and Europe.*

The work of Fóram na Gaeilge continued during 2005, with the objective of advising the Government on the preparation of an overall policy statement and strategic vision for the future of Irish.

During the course of 2005, the European Council agreed to the Irish Government's request that Irish be recognised as an official and working language of the EU. The new status comes into effect on 1 January 2007.

## Goal 6 – North/South Co-operation:

To maintain, develop and foster North/South co-operation.

#### **Strategy 6.1:**

*To support Waterways Ireland in the maintenance and development of the inland waterways, principally for recreational purposes, as vested in it under the British-Irish Agreement Acts.*

The Department, working with the Department of Culture, Arts and Leisure (Northern Ireland) and the North/South Ministerial Council Secretariat, continued to support and fund Waterways Ireland in the maintenance and development of the inland waterways. Funding of some €30m was provided by the Department to Waterways Ireland in 2005.

Waterways Ireland commissioned a report on the feasibility of re-opening the Ulster Canal, and progress was made on the provision of permanent office accommodation at Scarriff and planning for the body's new headquarters at Enniskillen.

The Department also processed to enactment The British-Irish Agreement (Amendment) Bill, 2005 which removed any doubt that a North/South Implementation Body is not bound by the Landlord and Tenant (Ground Rents) (No. 2) Act 1978.

Further information on Waterways Ireland is available on their website [www.waterwaysireland.org](http://www.waterwaysireland.org).



**Strategy 6.2:**

*To support An Foras Teanga (Foras na Gaeilge and Tha Boord o Ulstèr-Scotch) in the promotion of the Irish language and the Ulster-Scots language and culture respectively, as provided for in the British-Irish Agreement Acts.*

The Department co-sponsors this language body with the Department of Culture, Arts and Leisure in Northern Ireland. Support for the work of An Foras Teanga continued in 2005 with the promotion of the Irish language through Foras na Gaeilge, and promoting the Ulster-Scots language and culture through Tha Boord o Ulstèr-Scotch, as provided for in the British-Irish Agreement Acts.

The following funding was provided by this Department for An Foras Teanga in 2005:

Foras na Gaeilge	Tha Boord o Ulstèr-Scotch	Total
€13.06m	€0.7m	€13.76m

Information on the work of Foras na Gaeilge is available on their website, [www.forasnagaeilge.ie](http://www.forasnagaeilge.ie), while information on Tha Boord o Ulstèr-Scotch is available on their website [www.ulsterscotscagency.com](http://www.ulsterscotscagency.com).

**Strategy 6.3:**

*To maximise cross-border co-operation in other areas of the Department's work.*

**Programme for Peace and Reconciliation (Peace II)**

The Department is responsible for EU funding under this programme through the Special EU Programmes Body. The overall strategic aim of this joint North/South Programme is to reinforce progress towards a more peaceful and stable society and to promote reconciliation. The implementation of the various programme measures on behalf of the Department is carried out by Combat Poverty Agency/Pobal (Border Action). The Peace II Programme is delivered over five main priorities:

- Economic renewal;
- Social integration, inclusion and reconciliation;
- Locally based regeneration and development strategies
- Outward and forward looking region; and
- Cross-border co-operation.

The Department has responsibility also for two Agriculture and Rural Development Co-operation Measures under the Peace II Programme.

**INTERREG**

Interreg is a Community Initiative to assist border populations to overcome the special development problems arising from their relative isolation within national economies, so that national barriers should not be an obstacle to balanced development and integration of the European territory. The specific aim of the funding is to address the economic and social disadvantages which can result from the existence of a border, by promoting the creation of cross border networks of co-operation,

involving local communities and to promote economic and social development. The implementation of the various programme measures on behalf of the Department is carried out by Combat Poverty Agency/Pobal (Border Action)/Co-operation Ireland.

## Goal 7 - Corporate Support Services:

To provide corporate support structures to support the line Divisions delivering on the Department's mission, mandate and services.

### Strategy 7.1:

*Effectively manage the decentralisation of the Department to its new offices in Na Forbacha and to its headquarters at Knock Airport.*

The Department's Decentralisation Plan was submitted to the Government's Decentralisation Implementation Group (DIG) in April 2005 and endorsed by the Group. In late 2005, in line with the Plan and following discussions with the Government's Decentralisation Implementation Group, the Department decided to transfer up to 70 posts, representing a number of business units, to temporary accommodation in the general Knock Airport area, subject to suitable accommodation being available. The target was to have these business units relocated by end-2006.

In line with that decision, and to ensure successful business continuity and risk management, the process of identifying, inducting and training decentralising staff, and the preparation of procedures manuals was advanced.

### Strategy 7.2:

*To advance and facilitate Public Service Modernisation in the Department and in the bodies under its aegis.*

The Department and its bodies, in common with other Departments, continued to implement Action Plans prepared under Sustaining Progress, incorporating the key public service modernisation elements, including, strategic management, partnership, governance, financial management, customer service, freedom of information, regulatory reform.

Throughout the period covered by Sustaining Progress which ended in 2005, the Department submitted the required progress reports on the implementation of the Action Plan. These reports were then subject to verification by the Civil Service Performance Verification Group. The Department's progress reports are published with other Department's reports on the Department of Finance website [www.finance.gov.ie](http://www.finance.gov.ie).

### Strategy 7.3:

*To build on the Management Information Framework (MIF) to meet the evolving financial and information needs of management.*

**Strategy 7.4:**

*To provide a comprehensive accounting service and promote best practice in financial management.*

**Strategy 7.8:**

*To promote quality procurement management within the Department and in the bodies under its aegis.*

The Management Information Framework (MIF) is now embedded in the Department, with positive impacts on financial reporting, enhanced information for managers and an increase in payments made electronically. In the latter regard, considerable progress was made throughout 2005 in increasing the use of electronic payments. By the end of the year, 99% of salaries and over 90% of payments to suppliers were being paid in that format. Plans were also put in place to increase the volume of electronic payments to grantees.

Other key developments include implementation of the recommendations of the Working Group on Accountability of Secretaries General and Accounting Officers (Mullarkey Report), the commencement of work on the Department's response to the Budget Process Reform initiative announced by the Minister for Finance in Budget 2005 and the further development of the Department's financial management capacity. In this regard the following initiatives are noteworthy:

- roll-out in 2005 to senior and middle managers of a customised programme of financial management training;

- the approval by the Management Advisory Committee and issue to all staff, in June 2005, of revised Departmental Procurement Procedures reflecting the requirements of the 2004 Public Procurement Guidelines - Competitive Process published by the Department of Finance's National Public Procurement Policy Unit and senior management requirements; and,

- the introduction, in October 2005, of internal Capital Appraisal Procedures developed by the Department's Capital Expenditure Committee in response to the Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector issued by the Department of Finance.

**Strategy 7.5:**

*To ensure that quality IT facilities are provided across the Department to support its business objectives, including decentralisation.*

The provision of a quality IT support service to all the Department's staff and the implementation of the Department's IT Strategy Plan continued throughout 2005.

A critical achievement was the successful implementation of electronic interfaces for grant approvals and payments between the Gaeltacht and Financial IT systems. This resulted in enhanced work flows and in improved financial controls and audit trails between the two systems.

The IT Unit also assisted the Islands Division in the successful implementation of a pilot ticketing system for Island ferries during 2005.

Work also commenced on the development of a Departmental Intranet, which will facilitate better quality communications within the Department.

**Strategy 7.6:**  
*Effective Management of the Human Resources function.*

## Human Resources

The publication of the Department's HR Strategy was a key output. This covers all aspects of human resources management and development from recruitment and induction, to performance management, ensuring a positive working environment, promotion and retirement.

The process of devolving authority and responsibility to line managers for the day-to-day management of human resources issues advanced with the delegation of the operation of flexitime and annual leave.

Preparations were also advanced for the planned integration from 2007 of the civil service-wide Performance Management and Development System (PMDS) with HR practices and policies.

The categories of staff in the Department coming within the scope of the Ethics Acts were extended.

## Training

During 2005 a comprehensive training programme was delivered to all staff. The programme focused on the competencies and skills that staff and line managers had identified as being critical to the delivery of the Department's goals. The main training activities undertaken were:

- meeting the training needs of individuals arising from the PMDS process;
- the continuing roll-out of the financial management training programme;
- incorporating modules on Corporate Governance and Accountability and on the Government Accounting Framework, for all staff in the Department;
- ICT training including the piloting of a computer certification programme;
- Irish language awareness training.

**Strategy 7.7:**  
*To provide a systems based internal audit function as a service to the Department.*

The Internal Audit Unit provides a financial advisory service and audit service to the Department and makes recommendations with a view to improving the effectiveness and efficiency of the internal financial controls, systems and procedures and methods within the Department. The Unit operates under a Charter and carries out its work using a risk-based approach.

In its work, the Unit assists management in its pursuit of value of money, the enhancement of the control environment and governance procedures and the protection of the Department's resources.

In 2005 a number of systems audits, EU audits and value for money audits were undertaken by the Unit and details of audit findings and subsequent audit recommendations were made available to senior management and copies were also provided to the Office of the Comptroller and Auditor General.

Matters considered by the Department's Independent Audit Committee during the year included:

- The Department's Audit Plan and Programme;
- All Systems, VFM and EU Audits carried out in the Department in 2005 including details of significant systems improvements and enhanced programme arrangements;
- The Department's System of Internal Financial Control and the provision of financial management training to all staff;
- Risk Management;
- EU Auditing Requirements;
- The continued implementation of the Mullarkey Report Recommendations;
- Wider Corporate Governance Issues.

The role of Internal Audit Unit is of particular importance during times of organisational change. In the context of the Department's decentralisation programme, the Unit helped to ensure that Divisions relocating have adequate systems of control, operation and administration in place prior to decentralising and would be in a position to function effectively and efficiently in their new environment.

### Evaluation of Expenditure and Performance

The maintenance of an effective culture of self-evaluation has been an ongoing priority for the Department. To this end, and in addition to the routine financial and performance monitoring arrangements operating at divisional level throughout the Department and the ongoing work of the Internal Audit Unit, the Department continued to develop its participation in the Expenditure Review Initiative through the medium of the Joint Steering Group (JSG) composed of representatives of the Department and the Department of Finance.

During 2005 the JSG met on seven occasions. In addition to overseeing further progress on the Local Drugs Task Forces and Scéimeanna Feabhsúcháin sa Ghaeltacht reviews, both of which had completed the quality assessment stage by year-end, the Group also agreed terms of reference for two further reviews - Capital Expenditure on the Off-Shore Islands 2002-2004 and Ciste na Gaeilge - to be completed in 2006.

## Freedom of Information

During the year, the Department received 32 requests under the Freedom of Information Acts 1997 and 2003. Of these 32 requests, 11 were granted, 8 were part-granted, and 6 were refused. A total of 6 applications were withdrawn or handled outside the FOI Act, while 3 cases were transferred to another body. 3 cases remained live at the end of the year. The categories of requesters during 2005 were as follows:

Journalists	15
Business	2
Staff	0
Oireachtas members	0
Clients	4
Others	11
Total	32

The bodies under the aegis of the Department, which were subject to FOI at end 2005 are as follows:

- Pobal
- Commissioners of Charitable Donations and Bequests for Ireland
- Bord na Leabhar Gaeilge
- Údarás na Gaeltachta
- An Coimisiún Logainmneacha
- National Drugs Strategy Team
- Western Development Commission

## Appendix 1:

Contact details and other information about the Department and its agencies and bodies

### Contacting the Department

Information on the work of the Department may be obtained from our website at [www.pobail.ie](http://www.pobail.ie), or by e-mailing or telephoning the Department's offices as listed below.

1. The Department of Community, Rural and Gaeltacht Affairs

Dún Aímhígin  
43-49 Mespil Road  
Dublin 4

Lo-Call: 1890 474 847  
Main Switchboard: 01 - 647 3000  
Fax: 01 - 647 3051

Information/Press Office: 01 - 6473130 e-mail: [eolas@pobail.ie](mailto:eolas@pobail.ie)  
Department FOI Officer: 01 - 6473216 e-mail: [foi@pobail.ie](mailto:foi@pobail.ie)

Office of the Minister; Office of the Minister of State; Irish Language Policy; LEADER (Part of); Rural Development Policy; Comhairle na Tuaithe, Drugs Strategy Unit; North/South Co-operation; Charities Regulation; Community Services Programme; Schemes Review Division; Corporate Services (Part of).

2. The Department of Community, Rural and Gaeltacht Affairs

Teeling St.  
Tubbercurry  
Co. Sligo

Main Switchboard: 071-9186700  
Fax: 071-9186750

CLÁR, Rural Social Scheme; LEADER (Part of); Community and Local Development Programme; LDSIP and RAPID Programmes; Community and Voluntary Supports Division; Corporate Services (Part of); Accounts.

3. The Department of Community, Rural and Gaeltacht Affairs

Na Forbacha  
Co. Galway

Lo-Call: 1890 201 401  
Main Switchboard: 091 - 592555/503700  
Fax: 091 - 592595  
E-mail: [gaeltachtnaforbacha@pobail.ie](mailto:gaeltachtnaforbacha@pobail.ie)

Gaeltacht Schemes and policy and Islands

Gaeltacht Regional Offices  
An tEastát Tonscail, Na Doirí Beaga: 074 - 9531598  
Tithe an Rialtais, Trá Lí: 066 - 712 1303

## Agencies and other bodies

**An Coimisinéir Teanga** is responsible for monitoring the implementation of the Official Languages Act and investigating complaints from members of the public.

An Coimisinéir Teanga  
Baile an tSagairt  
An Spidéal  
Co Galway  
Phone: 091-504006  
Fax: 091-504036

Coimisinéir: Seán Ó Cuirreáin  
Email: eolas@coimisineir.ie  
Website: www.coimisineir.ie

**An Coimisiún Logainmneacha (The Placenames Commission)** advises on the research of the placenames of Ireland and on providing authoritative Irish forms of those names for official and public use.

An Coimisiún Logainmneacha  
Dún Aimirgin,  
43-49 Bóthar Mespil  
Baile Átha Cliath 4  
Phone: 01-6473000  
Fax: 01-6473270

Chief Placenames Officer: Dónall Mac Giolla Easpaig  
E-mail: placenames@pobail.ie

**Bord na Leabhar Gaeilge** administers schemes to assist publishers and authors to publish material of interest in the Irish language.

Bord na Leabhar Gaeilge  
Ráth Cairn  
Áth Buí  
Co. na Mí  
Phone: 046-9430419  
Fax: 046-9430420

Director: Gearóid de Grás  
E-mail: blg@leabhar.ie  
Website: www.leabhar.ie

### **The Board of the Commissioners of Charitable Donations and Bequests for Ireland**

is mandated under the Charities Acts 1961 and 1973 to provide services to trustees of charities and to carry out the intentions of persons making donations and bequests to charities.

Office of the Commissioners of Charitable Donations and Bequests for Ireland  
12 Clare Street  
Dublin 2  
Phone: 01-6766095  
Fax: 01-6766001

Secretary to the Board: Orla Barry Murphy  
E-mail: charities@eircom.net

**The Dormant Accounts Board** was established on 4 January 2006. The Board is responsible for preparing the Disbursement Plan which provides the framework under which Government decisions are made in relation to disbursements from the Fund. The Board also reviews and assesses the impact and effectiveness of disbursements from the Fund.

Dormant Accounts Board  
P.O. Box 10457  
Dublin 4  
Phone: 01-6473000  
LoCall: 1890 457058  
Fax: 01-6769577

E-mail: info@dormantaccounts.ie  
Website: www.dormantaccounts.ie



**An Foras Teanga** is one of the Cross-Border Implementation Bodies established under the British-Irish Agreement Act 1999 and is comprised of **Foras na Gaeilge** and the Ulster-Scots Agency-**Tha Boord o Ulstèr-Scotch**. Foras na Gaeilge has the objective of promoting the Irish language on an all-island basis. Its responsibilities include support of community-based projects, education initiatives, as well as provision of dictionaries, terminology and other resources for the language. Tha Boord o Ulstèr-Scotch has responsibility for the promotion of greater awareness and the use of Ullans and of Ulster-Scots cultural issues, both within Northern Ireland and throughout the island.

Foras na Gaeilge  
7 Merrion Square  
Dublin 2  
Phone: 01-639 8400/1850 325 325  
Fax: 01-667 0828

Tha Boord o Ulstèr-Scotch  
Franklin House  
10-12 Brunswick Street  
Belfast BT2 7GE  
Phone: 028-9023 1898  
Fax: 028-90231898

**Chief Executive:** Ferdie Mac an Fhailigh  
**E-mail:** eolas@forasnagaeilge.ie  
**Website:** www.forasnagaeilge.ie

**Chief Executive:** George Patton  
**E-mail:** info@ulsterscotsagency.org.uk  
**Website:** www.ulsterscotsagency.com

**National Advisory Committee on Drugs (NACD)** was established in July 2000 to advise the Government in relation to the prevalence, prevention, treatment and consequences of problem drug use in Ireland based on analysis of research, findings and information available to it.

National Advisory Committee on Drugs  
3rd Floor  
Shelbourne House  
Shelbourne Road  
Ballsbridge  
Dublin 4  
Phone: 01-6670760/0765  
Fax: 01-667 0828

Director: Ms. Mairead Lyons  
E-mail: info@nacd.ie  
Website: www.nacd.ie

The **National Drugs Strategy Team (NDST)** is a cross-departmental Team from Departments and agencies involved in the drugs field. It also includes representatives from the community and voluntary sectors. Its purpose is to oversee the work of the Local and Regional Drugs Task Forces, make recommendations on issues arising, and report on progress in this area.

National Drugs Strategy Team  
4/5 Harcourt Road  
Dublin 2  
Phone: 01-4754119/4120  
Fax: 01-4754045

Director: Patricia O'Connor  
E-mail: username@ndst.gov.ie  
(i.e. joe\_bloggs@ndst.gov.ie.)

**Pobal** is a not-for-profit company with charitable status that manages the implementation of Exchequer and EU Funded programmes on behalf of Government Departments.

**Pobal**

Chief Executive: Dr Tony Crooks

Website: [www.pobal.ie](http://www.pobal.ie)

**Head Office:**

Holbrook House

Holles Street

Dublin 2

Phone: 01-240 0700

Fax: 01-661 0411

E-mail: [enquiries@pobal.ie](mailto:enquiries@pobal.ie)

**Cork Office:**

SIAC Building

Ballycurreen Cross

Airport Road

Cork

Tel: 021-4703700

Fax: 021-4703710

**Sligo Office:**

Waterfront House

Bridge Street

Sligo

Tel: 071-9138240

Fax: 071-9138008

**Limerick Office:**

Glanmore Suite

3rd Floor

Park House

Arthurs Quay

Limerick

Tel: 061-313084

Fax: 061-314729

**Monaghan Office:**

Border Action (Joint Venture with the Combat Poverty Agency)

European Union House

Monaghan

Co Monaghan

Tel: 047 71340

Fax: 047 71341

Email: [info@borderaction.ie](mailto:info@borderaction.ie)

Website: [www.borderaction.ie](http://www.borderaction.ie)

**Galway Office:**

Millars Lane  
The Fairgreen  
Clifden  
Co Galway  
Tel: 01-4484845  
Fax: 095-30740

**Údarás na Gaeltachta**, established in 1980, is a regional development agency that combines an economic development role - that of creating sustainable jobs and attracting investment to the Gaeltacht regions - with community, cultural and language development activities, working in partnership with local communities and organisations.

Údarás na Gaeltachta  
Na Forbacha  
Gaillimh  
Phone: 091-503100;  
Fax: 091-50101

Chief Executive: Pádraig Ó hAoláin  
E-mail: [eolas@udaras.ie](mailto:eolas@udaras.ie)  
Website: [www.udaras.ie](http://www.udaras.ie)

**Waterways Ireland** is a Cross-Border Implementation Body established under the British-Irish Agreement Act 1999. Waterways Ireland's primary function is the management, maintenance and development, principally for recreation purposes, of the majority of the inland navigable waterway system throughout the island.

Waterways Ireland  
20 Darling Street  
Enniskillen  
Co. Fermanagh  
BT74 7EW  
Phone: 048-6632 3004  
Fax: 048-6634 623757

Chief Executive: John Martin  
E-mail: [info@waterwaysireland.org](mailto:info@waterwaysireland.org);  
Website: [www.waterwaysireland.org](http://www.waterwaysireland.org)

The **Western Development Commission (WDC)** is a statutory body promoting economic and social development in the Western Region (defined as the counties of Donegal, Sligo, Leitrim, Roscommon, Mayo, Galway and Clare). Its three principal activities focus on ensuring that economic and social policy effectively meets the development needs of the Western Region, fostering and promoting regional development initiatives, and managing the Western Investment Fund. This Fund provides risk capital by way of equity and loans on a commercial basis to projects and businesses.

Western Development Commission  
Dillon House  
Ballaghaderreen  
Co. Roscommon  
Phone: 094-9861441  
Fax: 094-9861443

Chief Executive Officer: Gillian Buckley  
E-mail: [info@wdc.ie](mailto:info@wdc.ie)  
Website: [www.wdc.ie](http://www.wdc.ie)

## Appendix 2:

### Glossary of Terms

<b>ADM</b>	Area Development Management Limited (now known as Pobal)
<b>CCTV</b>	Closed Circuit Television
<b>CDB</b>	County/City Development Board
<b>CDP</b>	Community Development Programme
<b>CLÁR</b>	Ceantair Laga Ard-Riachtanais
<b>CSOP</b>	Scheme of Community Support for Older People
<b>DIG</b>	Decentralisation Implementation Group
<b>EU</b>	European Union
<b>FOI</b>	Freedom of Information
<b>HR</b>	Human Resource
<b>ICT</b>	Information and Communications technology
<b>IDG</b>	Inter-Departmental Group on Drugs
<b>INTERREG</b>	Community initiative for interregional cooperation which assists border regions and promotes joint projects between beneficiaries in different Member States
<b>IT</b>	Information Technology
<b>JSG</b>	Joint Steering Group
<b>LDSIP</b>	Local Development Social Inclusion Programme
<b>LDTF</b>	Local Drugs Task Force
<b>LEADER</b>	Liaison Entre Actions de Développement de l'Économie Rurale (Links between the rural economy and development actions)
<b>MIF</b>	Management Information Framework
<b>NACD</b>	National Advisory Committee on Drugs
<b>NAPN</b>	National Anti-Poverty Networks
<b>NDP</b>	National Development Plan
<b>NDST</b>	National Drugs Strategy Team
<b>NUI</b>	National University of Ireland
<b>PEACE II</b>	EU Funding Programme to reinforce progress towards a peaceful stable environment and to promote reconciliation
<b>Pobal</b>	New name for ADM Ltd.
<b>PMDS</b>	Performance Management and Development System
<b>RDTF</b>	Regional Drugs Task Force
<b>RAPID</b>	Revitalising Areas by Planning, Investment and Development
<b>RSS</b>	Rural Social Scheme
<b>SME</b>	Small and Medium Enterprise
<b>VFM</b>	Value for money
<b>WDC</b>	Western Development Commission
<b>YPFSF</b>	Young Peoples Facilities and Services Fund

## Appendix 3: Expenditure in 2005

Subhead	Expenditure in 2005	Outturn
	Service	€000
	<b>Administration</b>	
A.1.	Salaries, Wages and Allowances	11,625
A.2.	Travel and Subsistence	625
A.3.	Incidental Expenses	1,235
A.4.	Postal and Telecommunications Services	351
A.5.	Office Machinery and Other Office Supplies	1,024
A.6.	Office Premises Expenses	304
A.7.	Consultancy Services	344
A.8.	Information Society	58
	<b>The Irish Language and The Gaeltacht</b>	
B.	Payments to An Foras Teanga	13,720
C.	Payments to Ciste na Gaeilge (National Lottery)	3,268
D.	An Coimisinéir Teanga	649
E.	Gaeltacht Housing – Grants under The Housing (Gaeltacht) Acts 1929-2001	4,099
F.	Cultural and Social Schemes	8,275
G.	Improvement Schemes in the Gaeltacht	11,707
H.	Islands	9,588
I.1.	Údarás na Gaeltachta – Current Expenditure	14,155
I.2.	Údarás na Gaeltachta – Grants for Projects and Capital Expenditure on Premises	22,500
I.3.	Údarás na Gaeltachta - Election	347
J.	European Bureau for Lesser Used Languages	84
	<b>Community Affairs</b>	
K.	Grants for Community and Voluntary Service (Mainly National Lottery Funded)	30,754
L.1.	Local Development/Social Inclusion Measures	46,575
L.2.	Improved Co-ordination of Local and Community Development Schemes	4,837
M.	Programme for Peace and Reconciliation	16,316
N.	Drugs Initiative/Young Peoples Facilities and Services Fund	33,886
O.1.	Ceantair Laga Ard-Riachtanais (CLÁR)	13,444
O.2.	RAPID	5,509
	<b>Rural Affairs</b>	
P.1.	Western Development Commission	1,792
P.2.	Western Investment Fund	4,324
Q.1.	Rural Development Schemes	14,629
Q.2.	LEADER, Interreg and Peace Programme	15,472
Q.3.	Rural Social Scheme	24,400
R.	Grant to Waterways Ireland	30,054
	<b>Gross Total</b>	<b>345,950</b>

# Appendix 4:

## High level goals, strategies, outputs and performance/process indicators

### Goal 1 - Community and Local Development

To encourage and facilitate communities, with a special focus on areas of disadvantage, to pursue social and economic progress in their areas.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance/process Indicators
<p><b>1.1</b> <b>Improve delivery of Local and Community Development Services across the range of local and community development structures, process and schemes</b></p> <p>*Schemes Review Division *Community and Local Development Division *Other Divisions as required</p>	<ul style="list-style-type: none"> <li>Review structures, processes and schemes operated by the Department so as to achieve new synergies and address overlaps.</li> <li>Consultation with relevant interests, including other Departments, public and local bodies involved.</li> <li>Review of financial and audit requirements of schemes and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Improved cohesion at local and community levels (ongoing)</li> <li>Improved service delivery on the ground from more integrated services</li> <li>Effective decision making and financial control systems in place</li> </ul>
<p><b>1.2</b> <b>To assist disadvantaged communities to participate fully in society</b></p> <p>*Community and Voluntary Supports Division *Community and Local Development Division</p>	<ul style="list-style-type: none"> <li>Support a wide range of community self-help initiatives aimed at tackling social exclusion and facilitating participation in the labour market, training or further education.</li> </ul>	<ul style="list-style-type: none"> <li>Administration of appropriate grant schemes (ongoing on annual basis).</li> <li>The development of programmes in line with Government priorities (ongoing).</li> </ul>
<p><b>1.3</b> <b>Develop the State's relationship with the community and voluntary sector</b></p> <p>*Community and Voluntary Supports Division</p>	<ul style="list-style-type: none"> <li>Appropriate support and interface mechanisms in place for the Community and Voluntary sector.</li> <li>Implementation of measures to encourage volunteering.</li> <li>Measures to encourage philanthropy.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of support schemes for the sector (ongoing).</li> <li>Increased participation in volunteering.</li> <li>Increased involvement by the corporate sector in supporting communities.</li> </ul>

<b>To encourage and facilitate communities, with a special focus on areas of disadvantage, to pursue social and economic progress in their areas.</b>		
<b>Strategy</b> <i>*Responsibility for delivery</i>	<b>Outputs</b>	<b>Performance/process Indicators</b>
<p><b>1.4</b> <b>To facilitate integrated development in areas of disadvantage</b></p> <p>*Community and Local Development Division *Pobal (formerly known as ADM Ltd) *RAPID Liaison Team *Other relevant Departments</p>	<ul style="list-style-type: none"> <li>• Implementation of the Community Development and Local development Measures under the Regional Operational Programmes of the National Development Plan.</li> <li>• Encourage the active participation of people in their communities and the development of community leadership skills.</li> <li>• Effective monitoring of the implementation of the RAPID Programme – Strands I and II.</li> </ul>	<ul style="list-style-type: none"> <li>• Six monthly progress reports to the Regional Operational Programmes Monitoring Committees (ongoing).</li> <li>• Progress reports to the National Monitoring Committee, reviewing performance against targets (ongoing).</li> </ul>
<p><b>1.5</b> <b>To enact a comprehensive reform of the law relating to charities in order to secure accountability and to protect against abuse of charitable status and fraud</b></p> <p>*Charities Regulation Unit</p>	<ul style="list-style-type: none"> <li>• Charities Regulation Bill 2006</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery on the commitment in the Agreed Programme for Government, having regard to Government policy in Regulating Better and the approach agreed under Sustaining Progress, as well as developments at EU level (2006).</li> </ul>
<p><b>1.6</b> <b>To administer the Dormant Accounts Fund</b></p> <p>*Dormant Accounts Unit</p>	<ul style="list-style-type: none"> <li>• Enactment of the Dormant Accounts Bill 2004.</li> <li>• The establishment of a new organisational framework and processes to enable disbursement from the Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• The Bill passed by the Oireachtas and signed into law by the President (2005).</li> <li>• New structures/processes in place and operational (2005).</li> <li>• Payments made in timely and appropriate manner</li> </ul>

## Goal 2 – Tackling Drugs Misuse

To facilitate a more integrated and co-ordinated response by State agencies to tackle drug misuse with the aim of significantly reducing the harm caused to individuals and society.

Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>2.1</b> <b>To co-ordinate an overall strategy to tackle drug misuse in Ireland</b></p> <p><i>*Drugs Strategy Unit, with input from relevant Departments and Agencies involved in delivering the Strategy</i></p>	<ul style="list-style-type: none"> <li>• Effective co-ordination of the implementation of the National Drugs Strategy 2001-2008, including new priorities identified in the mid-term review.</li> </ul>	<ul style="list-style-type: none"> <li>• Six monthly progress reports to the Cabinet Committee on Social Inclusion (CCSI) on the implementation of the Strategy, including review of performance against targets set and new actions agreed in the mid-term review (ongoing).</li> <li>• Publication of Annual Reports on the Strategy (ongoing).</li> <li>• Extent to which Strategy secures outcomes including new priorities identified in mid-term review</li> </ul>
<p><b>2.2</b> <b>To target the provision of services and facilities in areas of high drug misuse</b></p> <p><i>*Drugs Strategy Unit *National Drugs Strategy Team *Relevant Departments and Agencies *National Assessment Committee for the YPFSF *Vocational Educational Committees *Local Authorities</i></p>	<ul style="list-style-type: none"> <li>• Implement the second round plans of the Local Drugs Task Forces.</li> <li>• Recommendations made to Cabinet Committee on Social Inclusion and implementation commenced of:               <ul style="list-style-type: none"> <li>- RDTF plans;</li> <li>- Second round of the LDTF Premises Initiative;</li> <li>- LDTF Emerging Needs Fund;</li> <li>- Pilot cocaine pilot projects;</li> <li>- Further allocations under the YPFSF in LDTF areas and other urban areas, and</li> <li>- Recommendations identified in the LDTF Expenditure Review rolled out and put in place.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Individual projects evaluated and decisions made on mainstreaming (end-2005 to early-2006).</li> <li>• Projects implemented during 2005-06 and evaluated, where appropriate, as soon as possible, but no later than end 2006.</li> <li>• New performance indicators put in place to measure impact and effectiveness of the work of the LDTFs.</li> </ul>



## Goal 3 – Rural Development

To promote and maintain living and working populations in rural areas by helping to foster sustainable and culturally vibrant communities there.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>3.1</b> To co-ordinate the implementation of actions for the development of rural communities arising from both national and EU policies</p> <p>*Rural Development Division I *Rural Development Division II</p>	<ul style="list-style-type: none"> <li>• Effective co-ordination of commitments in the White Paper on Rural Development across relevant Departments and public bodies especially through the NDP Rural Development Co-ordinating Committee.</li> <li>• Restatement of White Paper priorities, factual updating of material and key challenges.</li> <li>• National LEADER + and LEADER Programme;</li> <li>• Successful outcome of EU negotiations in relation to Rural Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular progress reports to the Cabinet Committee on Social Inclusion and on housing, infrastructure and public/private partnerships (ongoing).</li> <li>• Reports of the NDP Rural Development Co-ordinating Committee on progress in embedding the rural development horizontal principle in NDP programmes.</li> <li>• Effective formalised co-ordination systems in place with the appropriate Departments and agencies (ongoing).</li> </ul>
<p><b>3.2</b> To implement various measures designed to improve the economic, social, cultural and physical conditions in rural areas</p> <p>*Rural Development Divisions I and II *Local Authorities *LEADER groups and other local community organisations</p>	<ul style="list-style-type: none"> <li>• Additional enterprises, services and jobs in the targeted areas.</li> <li>• New/upgraded infrastructure, roads, piers, water services, educational facilities, telecommunications, recreational facilities, etc, in targeted areas.</li> <li>• Enhancement of appearance of towns and villages in targeted areas.</li> <li>• Increasing competitiveness of small food sector.</li> <li>• Development of a Countryside Recreation Strategy.</li> <li>• Efficient implementation of the Rural Social Scheme.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new enterprises, services and jobs created through local action groups and other local implementing mechanisms.</li> <li>• Specified targets met on the provision of jobs for women and young people through Local Development Strategy implementing mechanism.</li> <li>• Reduction in incidence of consistent poverty in the targeted areas (ongoing).</li> <li>• Number of infrastructural projects completed on time and within budget (ongoing).</li> <li>• Number of town and village renewal projects completed on time and within budget (ongoing).</li> <li>• Increasing number of jobs in small food sector.</li> <li>• Maximum potential for rural tourism realised, with particular emphasis on recreational walking.</li> <li>• All 2,500 places on the Rural Social Scheme filled.</li> </ul>

## Goal 4 – Gaeltacht and Islands Development

To support the maintenance and strengthening of Irish as the principal language of both household and community in the Gaeltacht and to promote the development of the Islands.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>4.1</b> To improve the social and economic life of the Gaeltacht for the purpose of consolidating Irish as its principal community language</p> <p>*Rannán Polasaí agus Scéimeanna na Gaeltachta *Rannán Údarás na Gaeltachta</p>	<ul style="list-style-type: none"> <li>• Excellent infrastructural network serving the Gaeltacht</li> <li>• Stock of good quality housing</li> <li>• Modern social and sporting facilities widely available in the Gaeltacht</li> <li>• Implementation of practical costed measures, based on the recommendations of the Commission on the Irish Language in the Gaeltacht.</li> <li>• Supporting Údarás na Gaeltachta in carrying out its activities</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of works programmes for Roads, Piers, Village Renewal, Amenities, etc (annually)</li> <li>• Progress achieved in maintaining Irish in the Gaeltacht (Scéim Labhairt na Gaeilge, Census, research, reports, socio-linguistic study, reviews (ongoing))</li> <li>• Number of new measures implemented (ongoing to end-2006)</li> <li>• Comprehensive review of role and functions of Údarás and appropriate proposals for amending legislation (ongoing in 2005)</li> <li>• Provision of employment in the Gaeltacht, particularly in language-centred projects (ongoing)</li> </ul>
<p><b>4.2</b> To foster the Irish language and the culture of the Gaeltacht – particularly in terms of passing the language from one generation to the next – and to strengthen the development of the Gaeltacht as a distinctive linguistic region</p> <p>*Rannán Polasaí agus Scéimeanna na Gaeltachta *Údarás na Gaeltachta *Other Gaeltacht Community Organisations</p>	<ul style="list-style-type: none"> <li>• Renewed support for Gaeltacht households</li> <li>• State system giving preference to Irish as the first language of the Gaeltacht</li> <li>• Language planning operating in the Gaeltacht</li> <li>• Network of organisations supporting the preservation of Irish in the Gaeltacht</li> <li>• Supporting the effective operation of Irish Colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of Irish as the normal language of the community in the Gaeltacht (Census)</li> <li>• Higher status for the language in the Gaeltacht (ongoing)</li> <li>• Progress with language plans in the Gaeltacht (pilot phase ongoing 2005-06)</li> <li>• Expansion of cultural activities in the Gaeltacht (ongoing)</li> </ul>

To support the maintenance and strengthening of Irish as the principal language of both household and community in the Gaeltacht and to promote the development of the Islands.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
	<ul style="list-style-type: none"> <li>• Clearer understanding by Gaeltacht community of importance of Irish</li> <li>• Educational system giving primacy to Irish within the Gaeltacht</li> <li>• Support for, and co-operation with, Údarás na Gaeltachta in promoting its activities</li> </ul>	<ul style="list-style-type: none"> <li>• Irish stronger as a household and community language in the Gaeltacht (Scéim Labhairt na Gaeilge, Census, research, reports, socio-linguistic study, reviews)(ongoing)</li> <li>• Strengthening of Irish through the pre-school and youth systems in the Gaeltacht (ongoing)</li> </ul>
<p><b>4.3</b> <b>Afford recognition to the distinctive heritage and culture of the Islands through the promotion of social, physical and economic developments</b></p> <p><i>*Rannán na nOileán</i></p>	<ul style="list-style-type: none"> <li>• Improved general and access infrastructure through support for pier developments, airports, etc</li> <li>• Support for access services</li> <li>• Other long-term needs identified and a development plan prepared</li> <li>• Dedicated Enterprise Fund provided for islands outside Gaeltacht</li> <li>• Co-ordination of provision of State services to islands</li> </ul>	<ul style="list-style-type: none"> <li>• Capital works programme completed satisfactorily</li> <li>• Number of enterprises established and jobs created (as measured annually at year-end)</li> <li>• Number of projects satisfactorily completed within budget (ongoing)</li> <li>• Number of transport services provided and effectively monitored (ongoing)</li> <li>• Stable population level maintained (Census)</li> <li>• Weaknesses in service provision identified and improvements effected (ongoing)</li> </ul>

## Goal 5 – Promotion and Maintenance of the Irish Language

To increase the use of the Irish language countrywide.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>5.1</b> <b>To secure better provision of public services through Irish by implementing the Official Languages Act</b></p> <p>*Rannán Pholasaí Gaeilge *Departments and other public bodies *Foras na Gaeilge *An Coimisinéir Teanga</p>	<ul style="list-style-type: none"> <li>• Agree statutory schemes with each public body scheduled in the Act</li> <li>• Agree provision by Foras na Gaeilge of supports for public bodies in meeting their obligations under the Act</li> <li>• The Act to be fully commenced and a system established to assess its impact</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed schemes published and implemented for selected bodies (mid-2005) and other bodies (end 2006)</li> <li>• Appropriate supports for Office of An Coimisinéir Teanga (ongoing)</li> <li>• Resources and supports provided, such as electronic supports, accreditation system for translators and a support network (in association with Foras na Gaeilge) (end 2005)</li> <li>• All sections of the Act commenced (mid-2006)</li> <li>• Appropriate arrangements in place for translation of Acts of the Oireachtas (end 2005)</li> <li>• Assessment process agreed in relation to Statutory Instruments - proposals before Government (2005) and resultant planning/ action (ongoing)</li> <li>• Development of performance indicators for language planning at national level and a system in place to assess the effect and impact of the legislation (end 2006)</li> </ul>

<b>To increase the use of the Irish language countrywide.</b>		
<b>Strategy</b> <i>*Responsibility for delivery</i>	<b>Outputs</b>	<b>Performance Indicators</b>
<p><b>5.2</b> <b>Improve the status of Irish in Ireland and Europe</b></p> <p>*Rannán Pholasaí Gaeilge *Roinn Oideachais agus Eolaíochta *Ranna eile oiriúnacha *Department of Foreign Affairs *An Coimisiún Logainmneacha *An Brainse Logainmneacha *Rannán Pholasaí Gaeilge</p>	<ul style="list-style-type: none"> <li>• Develop policy statement and strategic vision for the future of Irish</li> <li>• Support the operation of Fóram na Gaeilge</li> <li>• Achieve official and working language status for Irish in the European Union</li> <li>• Provide accurate Irish forms of the placenames of Ireland on a more extensive basis for official and public use</li> </ul>	<ul style="list-style-type: none"> <li>• The policy and vision approved by Government and published (mid-2005)</li> <li>• Progressive increase in availability of third-level education through Irish (particularly outside the Gaeltacht and by institutions other than those that have already a tradition in this regard) in association with the Department of Education and Science, Údarás na Gaeltachta, Foras na Gaeilge and the Higher Education Authority, as a strategic priority for the future of the Irish language</li> <li>• Official and working language status agreed with the European Union and European Institutions, as appropriate, in co-operation with the Department of Foreign Affairs (end 2005)</li> <li>• Increased provision of authoritative versions of placenames provided in accordance with the research of An Brainse Logainmneacha (ongoing)</li> <li>• Provision of a comprehensive collection of the street names of Ireland in association with the local authorities and Ordnance Survey Ireland (2005-06)</li> </ul>

## Goal 6 – North/South Co-operation

To maintain, develop and foster North/South co-operation.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>6.1</b> To support Waterways Ireland in the maintenance and development of the inland waterways, principally for recreational purposes, as vested in it under the British-Irish Agreement Acts</p> <p><b>6.2</b> To support An Foras Teanga (Foras na Gaeilge and Tha Boord o Ulstèr-Scotch) in the promotion of the Irish language and the Ulster-Scots language and culture respectively, as provided for in the British-Irish Agreement Acts</p> <p><b>6.3</b> To maximise cross- border co-operation in other areas of the Department's work</p> <p>*North/South Co-operation Division *An Foras Teanga *Waterways Ireland *Department of Foreign Affairs *North/South Ministerial Council Secretariat *Department of Finance *Department of Culture, Arts and Leisure in Northern Ireland *Department of Agriculture and Rural Development in Northern Ireland *Special EU Programmes Body (SEUPB) *Combat Poverty Agency *Pobal (formerly known as ADM Ltd)</p>	<ul style="list-style-type: none"> <li>Administrative support, funding and monitoring of An Foras Teanga (Foras na Gaeilge and Tha Boord o Ulstèr-Scotch) and Waterways Ireland</li> <li>Maintenance and development of contact and co-operation with the North/South Implementation Bodies and with the Department of Culture, Arts and Leisure (Northern Ireland)</li> </ul>	<ul style="list-style-type: none"> <li>Further progress in ensuring compliance with good corporate governance standards in the Implementation Bodies (ongoing)</li> <li>Appropriate corporate and staff structures in the Implementation Bodies (continuous)</li> <li>Progress achieved towards targets in the Corporate and Business Plans of the Implementation Bodies (ongoing on a monthly basis)</li> <li>Progress issues relating to the relocation of staff of Foras na Gaeilge to Gaoth Dobhair through the North/South Ministerial Council (during 2005)</li> <li>The delivery of various cross-border funding programmes.</li> </ul>

## Goal 7 - Corporate Support Services

To provide corporate support structures to support the line Divisions delivering on the Department's mission, mandate and services.		
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators
<p><b>7.1</b> Effectively manage the decentralisation of the Department to its new offices in Na Forbacha and to its headquarters at Knock Airport</p> <p>*Corporate Development Division *All Divisions</p>	<ul style="list-style-type: none"> <li>• Preparation of further decentralisation implementation plan</li> <li>• Staff in place for move to Na Forbacha and Knock Airport</li> <li>• Training programme for decentralisation</li> <li>• Process mapping procedures manuals and job descriptions available to all Divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Decentralisation plan prepared for submission to the Decentralisation Implementation Group by end-March 2005.</li> <li>• Trained staff in place ready to move to the new locations</li> <li>• Department HQ fully operational at Knock Airport and appropriate sections transferred to Na Forbacha</li> </ul>
<p><b>7.2</b> To advance and facilitate Public Service Modernisation in the Department and in the bodies under its aegis</p> <p>*Corporate Development Division *All Divisions</p>	<ul style="list-style-type: none"> <li>• Implementation of all aspects of Public Service Modernisation, including:</li> <li>• strategic management,</li> <li>• partnership,</li> <li>• governance,</li> <li>• financial management,</li> <li>• customer service,</li> <li>• freedom of information,</li> <li>• regulatory reform</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plans and progress on targets in Action plans as reported to the Civil Service Performance Verification Group.</li> </ul>
<p><b>7.3</b> To build on the Management Information Framework (MIF) to meet the evolving financial and information needs of management</p> <p>*Finance Division</p>	<ul style="list-style-type: none"> <li>• Increase added value from the new financial management system to enhance the management of the Department.</li> </ul>	<ul style="list-style-type: none"> <li>• New financial management system (fully operational).</li> <li>• Customised reports available from system and all interfaces with other internal systems completed (1st half 2005).</li> <li>• Costing Framework introduced on pilot basis (March 2006).</li> <li>• Post-Implementation Review of MIF system carried out (March 2006) and acted upon (September 2006)</li> </ul>



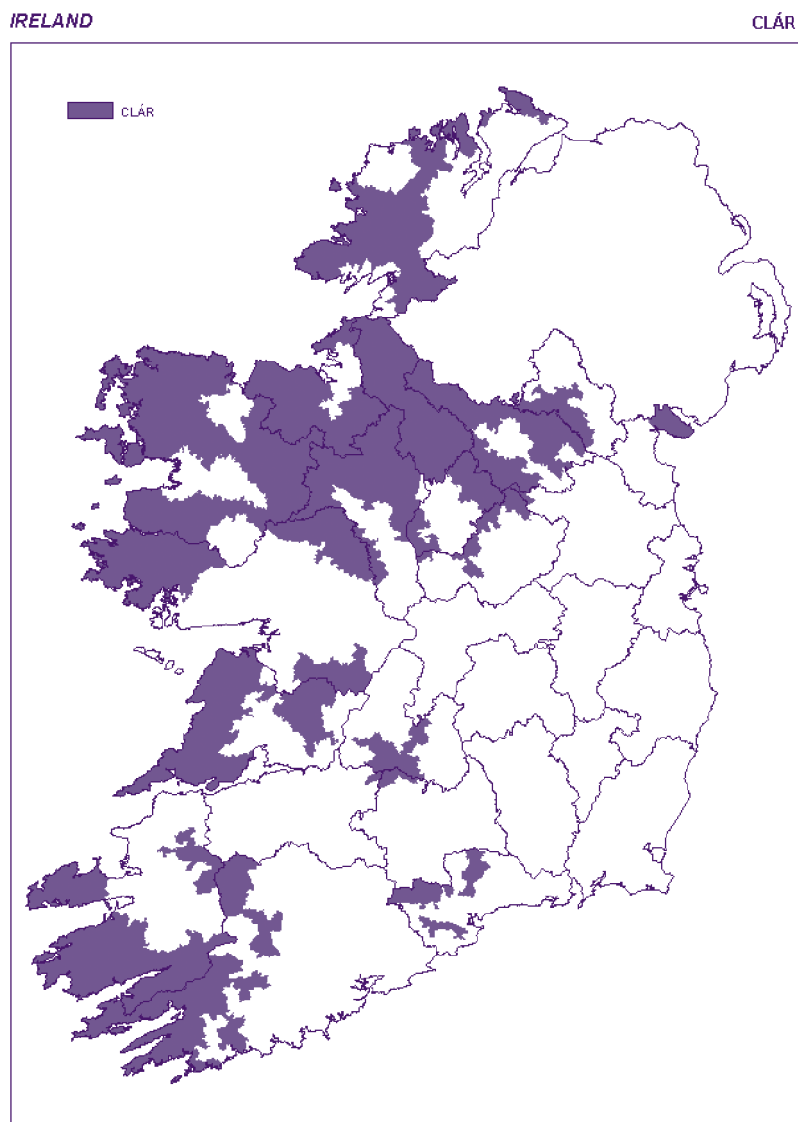
<b>To provide corporate support structures to support the line Divisions delivering on the Department's mission, mandate and services.</b>		
<b>Strategy</b> <i>*Responsibility for delivery</i>	<b>Outputs</b>	<b>Performance Indicators</b>
<p><b>7.4</b> <b>To provide a comprehensive accounting service and promote best practice in financial management</b></p> <p>*Finance Division</p>	<ul style="list-style-type: none"> <li>• Ensure supports in place for the development of best financial management practice in the Department</li> <li>• Provide an efficient and effective accounting service.</li> <li>• Provide accurate, timely and useful financial data.</li> <li>• Build on the progress made on e-payment, in line with Government policy</li> </ul>	<ul style="list-style-type: none"> <li>• Full implementation of the recommendations of the Report of the Working Group of Secretaries General and Accounting Officers (the Mullarkey Report) (mid 2006)</li> <li>• Timeliness of payments (ongoing).</li> <li>• Fulfilment of legal responsibilities in the financial area (ongoing).</li> <li>• 95% of payments made by electronic funds transfer by 2007.</li> </ul>
<p><b>7.5</b> <b>To ensure that quality IT facilities are provided across the Department to support its business objectives, including decentralisation</b></p> <p>*IT Division</p>	<ul style="list-style-type: none"> <li>• Provision, maintenance and development of IT infrastructure and systems for the Department</li> </ul>	<ul style="list-style-type: none"> <li>• 4 year IT Strategy Plan, including e-Government, implemented (by mid-2008).</li> <li>• Priority projects implemented (by end-2005).</li> </ul>



To provide corporate support structures to support the line Divisions delivering on the Department's mission, mandate and services.														
Strategy <i>*Responsibility for delivery</i>	Outputs	Performance Indicators												
<p><b>7.6</b></p> <p><b>Effective management of the Human Resources function</b></p> <p><i>*Human Resources Division</i></p>	<ul style="list-style-type: none"> <li>• Production of Human Resources Strategy</li> <li>• Performance Management and Development System (PMDS) and a comprehensive training programme in place.</li> <li>• Compliance with Government policies on gender equality and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy published (March 2005) and implemented</li> <li>• Training strategies reflect the needs identified by PMDS Role Profiles.</li> <li>• Equality and Diversity strategies in place (by end-2005).</li> <li>• Achievement of the following targets to achieve increased female representation in senior grades, in accordance with Government policy:</li> </ul> <table border="1"> <thead> <tr> <th>Grade</th> <th>Jan 2005</th> <th>End 2007</th> </tr> </thead> <tbody> <tr> <td>HEO/AO</td> <td>37%</td> <td>50%</td> </tr> <tr> <td>AP</td> <td>41%</td> <td>50%</td> </tr> <tr> <td>PO</td> <td>17%</td> <td>25%</td> </tr> </tbody> </table>	Grade	Jan 2005	End 2007	HEO/AO	37%	50%	AP	41%	50%	PO	17%	25%
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HEO/AO	37%	50%												
AP	41%	50%												
PO	17%	25%												
<p><b>7.7</b></p> <p><b>To provide a systems-based internal audit function as a service to the Department</b></p> <p><i>*Internal Audit Unit</i> <i>*All Divisions, facilitated by Internal Audit Unit</i></p>	<ul style="list-style-type: none"> <li>• Timely production of professional standard reports on all systems operated by the Department.</li> <li>• The development of a risk-based approach to planning, performing and evaluating the Department's functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in the effectiveness, efficiency and economy of the Department's service delivery through implementation of audit report recommendations (ongoing).</li> <li>• Incorporation of risk as an integral element of business plans (ongoing).</li> </ul>												
<p><b>7.8</b></p> <p><b>To promote quality procurement management within the Department and in the bodies under its aegis</b></p> <p><i>*Finance Division</i></p>	<ul style="list-style-type: none"> <li>• Develop policies, process and practices in support of a streamlined strategic approach to procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Produce and implement revised Departmental Procurement Procedures to augment the Department of Finance general guidance (April 2005)</li> </ul>												



## Appendix 5: CLÁR Areas



**NIRSA**  
NATIONAL INSTITUTE FOR REGIONAL AND SPATIAL ANALYSIS

**NUI MAYNOOTH**  
SCHOOL OF PLANNING AND SPATIAL ANALYSIS

**NDP**  
NATIONAL DEVELOPMENT PLAN

Prepared by NIRSA  
Data provided by OSI, CSO,  
Dept. of Community, Rural and Gaeltacht Affairs

**OS** Ordnance Survey  
Ireland  
Map data © 2002

