

Muintearas
MOL AN POBAL, MOL AN ÓIGE

Strategic Plan 2026—2029

June 2026



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1 Foreword

The Board of Directors and Senior Management of Muintearas are pleased to present the organisation's strategic plan covering the three-year period from 2026 to 2029. This strategic framework, developed through an extensive consultation process initiated in early 2025, reflects the valuable input and perspectives of our key stakeholders.

Muintearas, operating as a subsidiary of Údarás na Gaeltachta, functions as a multifaceted organisation specialising in youth development and community development, with particular emphasis on, education and training, and within the context of the State's language planning process. Our core service areas encompass Early Childhood Development, Education and Training, Social Enterprise Development, and Youth Services. The organisation's headquarters are situated in Tír an Fhia, Leitir Móir, County Galway.

The contemporary business and regulatory landscape present evolving challenges for providers of early education services, youth programmes, and community development initiatives. Muintearas remains steadfast in its commitment to adapting and enhancing its service delivery and operational standards to effectively address these challenges. Our collective objective is to achieve excellence in service provision and strategic implementation through maintaining a highly motivated workforce, fostering dynamic community engagement with young people, and ensuring optimal utilisation of available resources.

Muintearas values the productive partnerships it has established with our diverse external collaborators and anticipates continued collaborative engagement with all stakeholders in implementing this strategic plan. Its efforts are directed toward serving the best interests of our communities while advancing the broader objectives of the Gaeltacht sector.

We extend our sincere gratitude to all participants who contributed to the strategic development process. We are particularly grateful to the Department of Rural and Community Development and the Gaeltacht for the targeted funding to provide a solid foundation for youth work and youth services through Irish in the Gaeltacht. We look forward to seeing the benefits of this strategy in the next number of years ahead.

Michelle Ní Chróinín
Chairperson

Elaine Scahill
Chief Executive Officer

2 Executive Overview

The development of this strategic plan has been conducted by the Board of Directors and Management Team through a comprehensive series of facilitated strategic workshops, complemented by substantive staff consultation and collaborative input throughout the process.

This comprehensive yet realistic three-year strategic plan reflects our unwavering commitment to ensuring that service users and stakeholders derive maximum benefit from their engagement with the expanded portfolio of services that Muintearas will deliver. Our enhanced service offering is designed to support youth development, community advancement, and educational training delivered through the Irish language across the broader Gaeltacht community.

The strategic planning approach has been informed by extensive analytical assessment and environmental scanning. This comprehensive evaluation included examination of current and anticipated future factors that influence Muintearas' operational environment and strategic focus as a leading provider of youth services, community development initiatives, social enterprise support, and education and training programmes within the Gaeltacht region.



The strategic development process employed established analytical frameworks, including:

- SWOT Analysis: systematic evaluation of organisational Strengths, Weaknesses, Opportunities, and Threats specific to the Muintearas operational context
- Sectoral PESTLE Analysis: comprehensive assessment of Political, Economic, Social, Technological, Legal, and Environmental factors impacting the sector
- Risk Assessment: identification and evaluation of potential operational and strategic risks.

These analytical tools collectively informed the development of our three-year strategic plan, ensuring a robust evidence-based foundation for strategic decision-making.

The strategic plan is structured as follows: Section Three articulates our organisational mission, vision, and core values, followed by our Strategic Goals as outlined in Section Four. These Goals are supported by a comprehensive suite of Strategic Objectives, which are clearly defined alongside their corresponding target outcomes in Section Five.

Strategic implementation will be facilitated through the development of detailed task planning frameworks, annual Business Plans, and regular strategic review processes conducted at Board level to ensure accountability and progress monitoring.

The plan was adopted in its final form by the Board at its meeting on 20th May 2026.

Michelle Ní Chróinín
Chairperson

Elaine Scahill
Chief Executive Officer



2.1 Organisational Background and Structure

Muintearas has maintained a sustained presence in serving Gaeltacht communities throughout Ireland for over four decades. Its comprehensive service portfolio encompasses early childhood education, professional training and mentoring, social enterprise development, educational programmes, community development initiatives, and youth work services.

As a designated administrative body, Muintearas manages the Gaeltacht Summer Camps programme and operates the Language Assistants Scheme under commission from the Department of Rural and Community Development and the Gaeltacht. Additionally, Muintearas delivers youth work programmes across all recognised Gaeltacht areas through the coordination and support of an established network of community-based youth clubs, many of which have served their local communities for extensive periods.

Corporate Structure and Governance

Muintearas operates as a subsidiary organisation of Údarás na Gaeltachta, structured as a company limited by guarantee. The organisation functions under the strategic oversight of an independent Board of Directors, with day-to-day operations managed by a dedicated management team. This governance structure ensures both operational autonomy and strategic accountability in service delivery across our diverse programme areas.



Strategic Alignment with Údarás na Gaeltachta Objectives

Muintearas operates as a subsidiary of Údarás na Gaeltachta in direct support of the broader strategic mandate of Údarás na Gaeltachta across four key pillars:

Economic Development and Employment Pathways

- Developing youth leadership and professional competencies to support the Gaeltacht workforce
- Providing accredited training in youth work, community development, and social enterprise to enhance employability
- Building capacity for enterprise creation through community development and social entrepreneurship training.

Language Planning and Language Sustainability

- Supporting Language Planning Areas (LPTs) through youth services and community programmes
- Delivering relevant training and education through Irish
- Administering the Gaeltacht Summer Camps and Language Assistants Scheme on behalf of the Department of Rural and Community Development and the Gaeltacht
- Fostering confidence, cultural pride, and authentic ownership of the Irish language among young people.

Community Development Training and Educational Infrastructure

- Providing specialised training and educational opportunities in community development methodologies and social entrepreneurship
- Building community capacity through training supports and skills development programmes
- Developing educational infrastructure to support community-led initiatives and social enterprise development

Youth development and Future Sustainability

- Establishing youth work infrastructure to serve emerging generations
- Creating pathways for young people as future community leaders
- Ensuring the long-term viability and sustainability of Gaeltacht communities through youth engagement

These service areas collectively contribute to the preservation, promotion, and sustainable development of Gaeltacht communities while ensuring the continued vitality of the Irish language as a living community asset.



3 Vision, Mission & Values.

3.1 Our Vision

“Empowering communities, empowering Gaeltacht youth”

3.2 Our Mission

‘To strengthen Gaeltacht communities and nurture vibrant youth development through active participation.’



3.3 Our Core Values

Integrity

We are committed to children first, transparency, professionalism and ethical decision-making and prioritise doing the right thing.

Creativity

We learn from both successes and failures in forging innovation in leadership, community and youth development.

Accountability

We take ownership of our actions to help foster a culture of trust and compliance.

Openness

We promote an environment where individuals are welcome to share ideas, opinions and information without fear of judgement.

Community

We place community needs and youth voice at the core of our decision-making.

Inclusion

We nurture diversity and belonging.

Quality Service

We strive to provide a meaningful and caring experience to the people we serve and support.



4 Key Considerations for Muintearas 2026-29

During the strategic planning process, comprehensive analysis identified and evaluated a range of critical factors and emerging sectoral trends that significantly influence Muintearas' operational environment and strategic direction. These determinant factors, which formed the foundation for strategic decision-making, are summarised as follows:

I. Organisational Purpose & Core Roles

Primary Service Focus: Youth (Óige) development and community advancement through comprehensive training programmes and targeted support services constitute the organisation's principal operational mandate.

Leadership and Capacity Building: Deliver specialised leadership development programmes and accredited youth work training to build professional competencies within the sector.

Maintain a strong presence in both the formal and non-formal education sector, ensuring:

- Empowerment of young people through skills training and development.
- Alignment with national and sectoral youth and community work strategies.
- Support for Gaeltacht-wide youth initiatives.
- Provide community development training and training in social enterprise development.



Governance and Compliance Leadership: Champion best practice standards in safeguarding protocols, regulatory compliance, and organisational governance across all operational areas.

Organisational Development: Establish robust internal governance frameworks and enhance organisational transparency and accountability at all operational levels to ensure effective service delivery and stakeholder confidence.

II. Policy Landscape:

- Identify issues that need to be addressed.
- Active stakeholder engagement in policy development to influence the youth work and community development sectors.

Focus on Broader Youth Work Sector

- Developing and empowering young people.
- Creating Gaeltacht community leaders of the future.

National Expansion Strategy

- Develop and transition into a Gaeltacht-wide service, expanding beyond Connemara and Donegal to provide services throughout the Gaeltacht.
- Shift resources from localised services to create a more sustainable national framework.
- Reshape organisational culture, focusing on a future-oriented, progressive model.

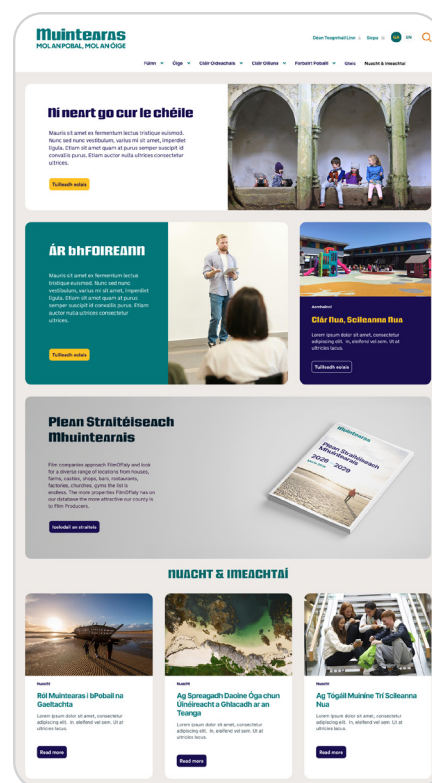
III. Funding & Financial Strategy

- Funding is currently provided through the Department of Rural and Community Development and the Gaeltacht via Údáras na Gaeltachta.
- A realistic but significant increase in funding is required to sustain and expand operations.
- Funding applications should be structured through a business case justification, targeting:
 - Three-year youth funding agreements.
 - Capital funding for infrastructure and expansion.
- Diversify funding sources, including:
 - Core funding from Udáras na Gaeltachta.
 - Departmental language and youth schemes.
 - Develop new funding streams.
 - Programme-based funding through Údáras na Gaeltachta to enhance service provision.

IV. Rebranding & Organisational Identity

- Strategic brand alignment is required to reflect the organisation's evolving mandate and expanding service portfolio in contemporary community development contexts.

The organisational brand must represent its core focus areas of youth empowerment, educational excellence, and leadership development (while maintaining strong connections to Gaeltacht identity and values). Comprehensive rebranding initiatives should strategically support ongoing organisational restructuring efforts enhancing visibility and measurable community impact across all service delivery areas.



5 Strategic Goals

Muintearas has identified five key strategic goals that will help drive the Organisation over the three-year timeline of this plan. Each goal is supported by a number of objectives and strategic initiatives designed to support Muintearas in the delivery of this strategy.



Figure 1.0 - Muintearas' Strategic Goals

Muintearas has defined an extensive set of strategic objectives and initiatives to support the delivery of each of its five goals over the next three years. Muintearas has identified the steps required to achieve each objective over the life of the plan, and the Organisation is committed to seeking and assigning the required resources to help attain our target outcomes for each objective.



6 Strategic Objectives

Goal One: Develop Infrastructure to Ensure Access to Best-Practice Youth Work through Irish

1. Establish Muintearas as the national organisation for youth work in the Gaeltacht.
2. Expand Muintearas' service provision to every language planning area (LPTs).
3. Establish a Gaeltacht-wide Youth Assembly with representatives from all LPTs.
4. Integrate Youth Voice into service planning and delivery.

Goal Two: Provide programmes, courses, services and recreational opportunities to Gaeltacht communities

1. Ensure adequate funding resources from Department of Rural and Community Development and the Gaeltacht.
2. Develop and implement an innovative youth leadership plan for the Gaeltacht.
3. Develop and implement an action plan for community development and social enterprise training in the Gaeltacht.
4. Further develop services to support and maintain social enterprises.

Goal Three: Support social enterprise, community development and early years education by providing supports, services, training and education

1. Secure and develop resources for training and development of social enterprises, community development and early years education.
2. Maintain and develop Muintearas as national training body recognised by QQI.
3. Develop a QQI-approved training programme for Youth Work through Irish and establish a National Quality Framework for Gaeltacht Youth Work.
4. Maximise potential of the gteic as a hub for enterprise and a resource for Community Training & Development.

Goal Four: Organisational Enhancement and Brand Development

Key Strategic Initiatives:

1. **Brand Modernisation:** Execute comprehensive brand renewal to reflect the organisation's evolving role and contemporary service offerings
2. **Website Redevelopment and Launch:** Create and deploy a redesigned, user-focused website that effectively showcases the refreshed brand identity and enhances digital engagement
3. **Marketing Strategy Development:** Formulate and execute a targeted marketing plan to expand organisational visibility, increase stakeholder awareness, and strengthen community recognition
4. **Communications Strategy Implementation:** Design and deploy an integrated communications framework ensuring consistent messaging and effective stakeholder engagement across all channels
5. **Brand Integration Across Operations:** Systematically embed the renewed brand identity throughout existing organisational systems, service offerings, and programmatic activities to ensure consistent brand representation

These initiatives are designed to strengthen organisational capacity, enhance public profile, and improve stakeholder engagement while supporting the achievement of broader strategic objectives.

Goal Five: Maintain an Effective Compliance, Policy and Financial Framework

1. Maintain a Safeguarding unit in line with best practice, expand the training service and maintain compliance with the child protection legislation.
2. Position the Safeguarding unit as a resource available to all Gaeltacht community organisations.
3. Build and implement a framework for positive workplace culture.
4. Develop and maintain robust operations and compliance Framework.
5. Develop and implement ESG Policy and Targets.
6. Build and maintain financial sustainability.
7. Develop and implement suitable IT frameworks and policies.
8. Develop and launch a Gaeltacht-Wide Youth Impact Dashboard for data-driven reporting.

7 Risks & Mitigating Actions

During the strategic planning process, a comprehensive risk assessment was conducted to identify potential factors that could adversely impact the successful implementation of our strategic objectives. These risks have been assessed and appropriate mitigating actions will be put in place at an early stage. These will be managed and monitored through the internal risk management oversight structure.

	Risk	Mitigating Actions
1	Adequate resources not available to implement the plan in full.	Prepare annual resource and budget plan and gain approval from Board.
		Seek funding and develop key partnerships to address strategic goals.
		Recruit required staff and partners to address strategic goals.
2	Delay in delivery, broad stakeholder adoption of new Brand	Prepare realistic timeline for adoption of brand and prepare plan for implementation.
		Align relevant milestones within strategy to brand adoption.
		Ensure frequent consultation internal and external stakeholders.
3	Do not secure necessary funding to be able to meet the strategy's objectives	Prepare timely funding applications and submissions to funders.
		Develop strategic partnerships.
		Engage proactively with funders.
		Seek additional funding and strategic partners where necessary.

	Risk	Mitigating Actions
4	Difficulty in recruiting qualified personnel with fluency in the Irish language	Use agencies and industry contacts to help support recruitment process.
		Continue working on workplace culture and staff development / CPD and make Organisation an attractive place to work.
		Maintain appropriate staff retention policies
		Develop and deliver QQI recognised courses in youth work and early childhood sector through Irish.
5	Regulatory Breach / Reputational Damage	Ensure adequate safety policies and procedures are in place.
		Provide all necessary training.
		Continue to implement an appropriate risk management system and process to identify and mitigate individual risks.
		Support a value-based culture where policies and procedures are reflected in our actions.
6	Fall in demand for Irish language services	Engage regularly with stakeholders and partners to gauge demand for services and align service offering with trends, best practice and national policy priorities.
		Engage with stakeholders and partners to obtain feedback with respect to quality and satisfaction with our service delivery.
		Continuously market its services focusing on our unique proposition and strengths.
7	Unable to meet the demand for Irish language youth, education and training services	Ensure adequate advance planning and resource allocation.
		Partner with other agencies where appropriate.
		Pro-actively seek funding to resource plans.

Figure 2.0 - Risk Mitigation Plan

8 Implementation & Monitoring

Muintearas has identified a list of strategic initiatives required to enable the delivery of the target outcomes for each strategic objective of this plan. These initiatives and tasks are set out and maintained within a detailed implementation plan. The Board will support the management team in securing the required resources, physical, programmatic and financial, needed to carry out these tasks within the defined timelines.

The Board will regularly monitor progress of the implementation of the plan, risk mitigation and associated actions throughout the life of the Strategic Plan, using KPI and qualitative measures, and a formal review of the plan will be conducted annually by the Board.

Appendix (i) Implementation Plan

Goal One: Create the infrastructure to ensure access to best-practice youth work through Irish

Strategic Objectives	Desired / Target outcome	Ownership	Timeline	KPI / Measure	Board Monitoring Mechanism
i) Establish Muintearas as the national organisation for youth work in the Gaeltacht.	Three-Year Funding secured for establishing a viable youth work infrastructure in the Gaeltacht. Youth work infrastructure being delivered to plan.	Executive	Funding and project initiation by Q.1 2026. Ongoing delivery thereafter.	- Funding Secured - Project Initiation document with targets defined. - Key staff recruited.	Regular reports to Board Reporting to Project Steering Committee
ii) Expand service provision to all language planning areas	Youth work in operation across all 26 LPTs.	Executive	Ongoing to 2030	- Establish links with OPTs, with a view to developing partnerships in each LPT plan. - Gap Analysis Report on all services in LPTs. - Action plan for the development of youth services prepared.	Periodic Reporting
iii) Five-Year Funding secured for establishing a viable youth work infrastructure in the Gaeltacht.	Provide a platform for Gaeltacht youth to input to national youth policies	Executive	Q.3 2027	Establishment and effective operation of a Gaeltacht-Wide Youth Assembly	Periodic Reporting
iv) Youth work infrastructure being delivered to plan.	Young people have a voice across every facet of Muintearas.	Executive	Ongoing	Develop a plan for integrating youth voice and ensuring youth participation within its governance structures and operations.	Periodic Reporting

Goal Two: Provide programmes, courses, services and recreational opportunities to Gaeltacht Communities

Strategic Objectives	Desired / Target outcome	Ownership	Timeline	KPI / Measure	Board Monitoring Mechanism
i) Ensure adequate funding resources from Department of Rural and Community Development and the Gaeltacht	Adequately resourced programmes (*3) running efficiently	Executive	Current funding for two projects allocated to June 2028. Secure funding for 2028–2029 period	• Key staff employed across each programme. • Payroll costs. • Increase in the number of schools participating. • Increase in the number of summer camp grants allocated.	Board approval for operation of schemes. Regular reports to the Board by Executive.
ii) Develop an innovative youth leadership plan for the Gaeltacht	Plan funded and being delivered successfully	Executive/ Údarás na Gaeltachta	Year 2/3	• Plan developed and funding application submitted to Údarás. • Funding secured	Periodic update to the Board.
iii) Develop strategic plan for community development and social enterprise training in the Gaeltacht	Plan funded and being delivered successfully	Executive/ Údarás na Gaeltachta	Year 2/3	• Plan developed and funding application submitted to Údarás. • Funding secured	Periodic update to the Board.
iv) Further develop services to support and maintain social enterprises	Plan funded and being delivered successfully	Executive	Year 2/3	• Plan developed and funding application submitted to Údarás. • Funding secured	Periodic updates to the Board.



Goal Three: Provide support services training and education in the fields of social enterprise, community development and early years education

Strategic Objectives	Desired / Target outcome	Ownership	Timeline	KPI / Measure	Board Monitoring Mechanism
i) Secure and develop resources for training and development of social enterprises, community development and early years education.	Required training capability developed and in operation.	Executive/ Údarás na Gaeltachta	Review annually	- Funding secured for resource recruitment - Dedicated staff members recruited. - Qualitative Report - Develop workplan including marketing plan for social enterprise ventures (café, training & gteic). - Engage with relevant ETBs and education providers in Gaeltacht counties to establish partnership links. - Students/practitioners participating in courses.	Periodic updates to the Board.
ii) Maintain and develop Muintearas as national training body recognised by QQI.	Ongoing delivery of QQI level courses for the Gaeltacht community.	Executive	Year 2 -3 for delivery of QQI level courses	- Gaining validation from QQI for proposed courses. - Dedicated staff members recruited. - Qualitative Report - Students participating in courses.	Approve QQI policies Periodic update to the Board.
iii) Develop a QQI-approved training programme for Youth Work through Irish and cooperate with the Department of Education and Youth to update the National Quality Framework for Youth Work and adapt for the Gaeltacht context	Muintearas recognised as the primary Gaeltacht Youth Work training body	Executive	Year 2-3	- Gaining validation for Youth Work training courses. - Key staff recruited - The National Quality Framework for Youth Work updated and adapted for the Gaeltacht, - Youth Workers trained and working in the Gaeltacht	Approve QQI policies Periodic update to the Board.
iv) Maximise potential of the gteic as a hub for enterprise and a resource for Community Training & Development.	Secure income stream from gteic Integration / engagement with the Community.	Executive	End of 2026	- New agreement in place. - Marketing plan developed and being implemented	Periodic Reporting

Goal Four: Organisational Enhancement and Brand Development

Strategic Objectives	Desired / Target outcome	Ownership	Timeline	KPI / Measure	Board Monitoring Mechanism
i) Brand modernisation. Execute comprehensive brand renewal to reflect the organisation's evolving role and contemporary service offerings.	Brand adopted.	Executive / Board	Brand adopted and launched by end of Q.2 2026.	Agreed Brand in place.	Board approve process and participate where necessary Board approves and oversees adoption of brand
ii) Website redevelopment and launch. Create and deploy a redesigned user-focused website that effectively showcases the refreshed brand identity and enhances digital engagement.	Fit for purpose website in place.	Executive	Website developed and launched by Q.2 2026.	- Website in place. - Website analytics in use	Pre-launch approval
iii) Marketing strategy development. Formulate and execute a targeted marketing plan to expand organisational visibility, increase stakeholder awareness, and strengthen community recognition.	Marketing Plan in place and implemented.	Executive	Marketing Plan developed and in place by Q.3 2026	KPIs from Marketing Plan	Regular reporting to Board
iv) Communications strategy implementation. Design and deploy an integrated communications framework ensuring consistent messaging and effective stakeholder engagement across all channels.	Trust and transparency leading to better public relations. Strategy adopted and fully implemented.	Executive	Communications Plan approved by Q.3 2026.	- Plan adopted. - Measure implementation thereafter.	Board approval of critical situations policy. Regular updates to Board.
v) Brand integration across operations. Systematically embed the renewed brand throughout the existing organizational systems, service offerings and programmatic activities to ensure consistent brand representation.	Brand Integrated across all systems.	Executive	Ongoing through life of strategy	Brand visible across all systems.	Updates to Board

Goal Five: Ensure and maintain an effective compliance, policy and financial framework

Strategic Objectives	Desired / Target outcome	Ownership	Timeline	KPI / Measure	Board Monitoring Mechanism
i) Maintain a Safeguarding Unit in line with best practice, expand the training service and maintain compliance with the child protection legislation.	Child protection and safeguarding policies in place and compliant. Defined Safeguarding training and support for Gaeltacht organisations up and running. Safeguarding standards are achieved at every level of the Organisation.	Safeguarding Officer	Ongoing	- Compliance Assessment Reports completed. - Relevant Staff Trained in this area. - Maintain a core group of certified trainers in safeguarding within Muintearas.	Formal Annual Safeguarding Report to Board Update reports to the Board as necessary
ii) Position the Safeguarding unit as a resource available to all Gaeltacht community organisations.	Transition to a Gaeltacht-Wide Safeguarding hub providing training to all Gaeltacht community organisations	Safeguarding Officer	Ongoing	Safeguarding training delivered to all Gaeltacht community organisations	Periodic reporting
iii) Build and implement a framework for positive workplace culture.	Staff working collaboratively, supporting trust and performance (reflecting the brand from the inside out)	Board / Executive	Ongoing	- Staff communications processes in place. - Corporate Services Manager in place. - Staff training needs identified and support plan in place.	Periodic updates to the Board.
iv) Develop and maintain robust operations and compliance framework.	Clear processes and systems in place for operational and facilities management. Benchmarking shows we are aligned to best practice. Collaborative Partnerships.	Executive	Ongoing	- Defined roles and responsibilities for facilities and for operational management. - Collaborative working tools integrated across the Organisation. - Risk policy approved and implemented.	Periodic reporting to the Board
v) Develop & Implement ESG Policy and Targets.	ESG Model adopted. Compliance with ESG Targets	Board / Executive / Senior Management	Ongoing	Develop, adopt and implement and ESG Plan.	Regular reporting to the Board

vi) Build and maintain financial sustainability	Muintearas adequately funded and operating to a viable business model. Future funding model in effect.	Board / Executive	Ongoing	• Revenue / funding • Bottom line • Balance Sheet • Risks identified and mitigating actions in place.	Regular finance updates to Audit Committee / Board
vii) Develop and implement a suitable IT framework and policies.	Adopted and implemented fit for purpose framework.	Executive	Strategy developed Q.4 2026	• Strategy approved and Budget secured. • Implementation stages agreed • Ongoing costings identified and resourced	Periodic reporting to Board
viii) Develop and launch a Gaeltacht-Wide Youth Impact Dashboard for data-driven reporting	Youth Impact data readily accessible	Executive	Year 2 / 3	• Dashboard developed and launched	Periodic reporting to Board

Muintearas

MOL AN POBAL, MOL AN ÓIGE

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