



Foras na Gaeilge

Foras na Gaeilge Corporate Plan 2023-2025

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Executive Summary

The Corporate Plan presents the priorities that Foras na Gaeilge will have in the 3-year period between 2023 and 2025. Foras na Gaeilge has very broad legislative responsibilities, and they encompass every aspect of Irish-language development. Included within these responsibilities are:

- an advisory role to the two governments and the public sector in both jurisdictions;
- responsibility with regard to lexicography and terminology;
- publishing books, both textbooks and reading books;
- encouraging writing and reading;
- distribution of books to bookshops;
- every aspect of Irish-language development at community level;
- supporting the teaching of Irish and teaching through Irish;
- language planning out with the Gaeltacht;
- supporting a wide range of activities through grant schemes; and
- relationships between the Irish speakers in Ireland and Gaelic speakers in Scotland.

Whilst much development has been completed in all of these fields since Foras na Gaeilge was established in 1999, there is still a great need for them in the context of the 20-year Irish-language Strategy in the South's jurisdiction, and in the context of political developments pertaining to official recognition for Irish in the Identity and Language Bill in the jurisdiction of the Executive (North). Foras na Gaeilge recognises that with the staffing and budget constraints, it is not possible to address each of these needs in the coming three years, and within this Corporate Plan are our priorities over the various areas. Of course, that means that there will be certain fields, needs and target communities, and important aspects of Irish-language development, that Foras na Gaeilge will not be able to tackle in this particular period. Emphasis will be placed on the more urgent and important things to make lasting improvements to the promotion of Irish.

A central aspect of the planning process is ensuring that we work in conjunction with other partners, and that the resources that are available for the development of Irish in both jurisdictions are being used effectively. Therefore, there will be areas that other organisations will address that Foras na Gaeilge will not be active in. That is not to say that we do not

recognise the importance pertaining to those areas in the promotion of Irish. Of course, there will be particular importance to our Partnership Approach and to our partnership with the six Lead Organisations (Gaeloideachas; Gael Linn; Cumann na bhFiann; Oireachtas na Gaeilge; Conradh na Gaeilge and Glór na nGael). We have started the other partnerships during the period of the Corporate Plan 2020-2022, for example Leabhair Pháistí Éireann, and Lá Domhanda na Leabhar, which we want to build upon during the period of this Plan.

The content of this Plan builds upon what has been achieved in the previous period and a comprehensive description of that work is in the implementation review of the Corporate Plan 2020-2022, as well as information about the main strategic objectives for 2023-2025, the sub-objectives, the actions to achieve them, the desirable outcomes, and there is additional information about the envisaged performance indicators for the coming period available in a separate appendix.

[Foras na Gaeilge's Vision and Mission](#)

Since Foras na Gaeilge was established, it has been recognised that the situation we desire for the Irish language is that be a normal part of everyday life for the average person in both jurisdictions, and that the people of the two jurisdictions would be aware of the rich wisdom and learning within the Irish language. We are a long way from achieving that, even though significant progress has been made in the last 10 years in both jurisdictions.

[Main objectives and sub-objectives](#)

The main objective indicates the general field in which we will be active, and the sub-objectives indicate the separate aspects of the field into which we will place focus in the coming three years.

[Target Audiences](#)

The target audiences indicate the separate communities we will direct our activities towards over the next three years.

[Outcomes and Indicators](#)

The outcomes indicate the things we want to achieve through the various activities, and the indicators represent the ways we will measure how well we are succeeding in promotion of the main objectives and the sub-objectives.

[Summary of the Corporate Plan 2023-25](#)

It is within the field of community that Foras na Gaeilge made the biggest investment in the period of the Corporate Plan 2020-2022, and this will be the case for this Corporate Plan. We will continue to seek to enable communities in both jurisdictions to promote Irish in their own

areas. To that end, a major emphasis will be placed on language plans, and therefore, we will be able to ensure an integrated approach in local communities, and we will be able to ensure that Foras na Gaeilge's work supports policies and strategies in both jurisdictions.

In recent years Foras na Gaeilge has directed around 50% of our resources towards organisations, schemes and projects that support the development of Irish at the community level. This encompasses the work of the six Lead Organisations, Irish-Language Networks Development Scheme (our funding scheme to employ Irish-language development officers in the community), support for Irish-language community centres, as well as youth schemes, summer camps, and arts schemes.

Foras na Gaeilge has statutory responsibilities in the field of lexicography and terminology. During the lifespan of this Corporate Plan, we hope to complete a major new project – a monolingual Irish-language dictionary, and an online Irish-English dictionary.

Within this Corporate Plan there will be a major emphasis on the government's Language Planning policy in the southern jurisdiction, and we hope to complete 7-year language plans in each of the 13 Gaeltacht Service Towns under the patronage of Foras na Gaeilge. During this corporate period, a mid-term assessment will be required on the language plans for the Irish-Language Networks and on some of the Gaeltacht Service Towns.

Within both jurisdictions, important policies and strategies are in operation that will result in significant outcomes for Irish. Additionally, new policies and strategies will be launched which will have considerable impact on future conditions for Irish-language development - A Policy for Irish-medium Education; An action plan regarding the Digital Strategy for Irish; A Strategy for the Language-based Arts, an action plan for the 20 years Strategy for the Irish language, and a Strategy for the development of Irish in the jurisdiction of the Executive. Furthermore, commencement of the Official Languages Act (Amendment) 2021 will be implemented, and the Identity and Language Bill. Foras na Gaeilge will seek to undertake our advisory role with the two governments to ensure the best possible benefits from the legislative provisions.

Foras na Gaeilge placed a major emphasis on communications, and on social media during the corporate period of 2020-2022, and we have made great progress in that field now. We will seek to build upon that in the coming three years, by adding to our resources used to engage in this field and through partnership with the Lead Organisation with responsibility in that field, Conradh na Gaeilge, and in collaboration with other parties.

We will seek to continue with our focus on books and reading in recent years and to ensure that we contribute to the government policy outcomes related to language planning and education. As the language-planning approach in the Gaeltacht and in other locations throughout the country progresses, and as outcomes emanate from the Policy for Gaeltacht Education and from the Policy for Irish-medium Education, literacy standards and reading standards will improve. It will be important to ensure that the Irish-language community has access to books, and that the habitat of reading will grow within the community. During this corporate period, Foras na Gaeilge will invest in the area to books, in both the field of technological and marketing needs. We will seek to build upon the partnerships with Leabhair Pháistí Éireann, Lá Domhanda na Leabhar and other stakeholders in this field.

Developments in the business field contribute greatly to the opportunities related to Irish at the community level, and Foras na Gaeilge will have the opportunity, in the coming three years, to make further developments in this field in collaboration with Glór na nGael, the Lead Organisation that is responsible for development of this field in the community, add to Gradaim Gnó na hÉireann and Q-Mharc Gnó le Gaeilge which have experienced an expansion in the past year.

Government strategies are soon to be published in the fields of the Irish-language arts and for the development of the Irish language in the jurisdiction of the Executive. Foras na Gaeilge will have a central role in the coming three years supporting these strategies to ensure that action plans are in place for them and that significant outcomes emanate from them.

Senior Foras na Gaeilge members will continue with their membership on several of the most important forums relating to Irish-language development in both jurisdictions.

Seán Ó Coinn
Chief Executive
Foras na Gaeilge

Mission Statement

Increasing and normalising the use of Irish in everyday life and sharing knowledge of Irish with the world.

Vision Statement

For the Irish language to be embedded and normalised among the general public in both jurisdictions, and to promote awareness and knowledge of the Irish language.

Performance Review of the Corporate Plan 2020-2022

This report on the progress of Foras na Gaeilge's Corporate Plan for the period 2020-2022 has been assembled in the context that reporting and monitoring structures were operated continuously throughout the period:

- Foras na Gaeilge submitted an annual draft Business Plan to the relevant authorities annually;
- A service agreement was signed annually, a formal agreement between Foras na Gaeilge and the Sponsor Departments surrounding that year's work;
- Monitoring meetings were organised quarterly in which Foras na Gaeilge gave a formal report (in documentation format as per the agreed models) on progression of the business plans and on other relevant issues that arose;
- Meeting of the North/South Ministerial Council were organised (when that was possible) and reports were given at them on progression of the organisation's work; and
- There was regular contact and communication between Foras na Gaeilge and the Sponsor Departments.

As a broader background, it must be noted that neither the Northern Ireland Assembly nor North/South aspects of the Belfast Agreement were operational since the end of 2021, and therefore, there was no formal approach operating as to the administration of the work of the North/South implementation bodies (meetings of the North/South Ministerial Council).

In the first phase of this Corporate Plan, between 2020 and 2021, Foras na Gaeilge was facing the various challenges posed by the global pandemic, both to our organisation and to our grantees, we had to face restrictions and the changes that were placed on us in terms of our approaches and work practices. When these challenges are added to the political issues in the jurisdiction of the Executive in 2022, the period of the Corporate Plan 2020-2022 was an unsettled one.

Conversely, for the first time since 2008, a large rise of €1.7m was given to our baseline budget for Foras na Gaeilge in 2021. This rise enabled Foras na Gaeilge to greatly increase the funding pot on our community schemes which had been diminished by budget cuts since 2011. This rise gave us the opportunity to make a large increase to a funding scheme for development officers in the community, the Irish-language Networks Development Scheme, and it gave us the opportunity to develop two new schemes, a support scheme for Irish-language community centres and a project funding pot for projects that do not fall into any of our current schemes.

Perpetuating and increasing the daily use of Irish

We succeeded in greatly increasing the number of communities that have operational language plans in the period between 2020-2022. Presently, a 7-year language plan is in operation in 5 Irish-language Networks, 4 Gaeltacht Service Towns (GST), and plans are waiting for the Minister of State's approval in two other GST's. 36 communities are receiving support under the Irish-language Networks Development Scheme – a large increase on the number under the Irish-language Community Scheme (22).

Work and funding for the Lead Organisation, Glór na nGael, continued to progress community and economic development during the period, and they had a particular focus on raising children with Irish. During this period, Glór na nGael made significant progress in the fields under their control - they have made great developments on Fondúireacht Sheosaimh Mhic Dhonncha, its scheme to advance Irish in GAA clubs. They published research on the number of families that are raising their children with Irish outside of the Gaeltacht, as part of its strategy on raising children with Irish. As this corporate period comes to an end, they are supporting 120 community groups in both jurisdictions, they have developed a business-award scheme targeting bilingualism in business, (over 120 companies submitted an application to this scheme), they provide support to Foras na Gaeilge when we discuss language planning, and when they organise public meetings and facilitate the establishment of steering committees for language plans in the Gaeltacht Service Towns under the steer of Foras na Gaeilge, and they provide support and training to development officers under the Irish-language Networks Development Scheme.

In addition to the funding that Foras na Gaeilge provided to the two cultúrlann in the jurisdiction of the Executive, between 2020 and 2022, to support development opportunities and Irish-language networks, funding was provided to two radio stations that provide spaces for people to use their Irish, and which give the opportunity for many people to use Irish and develop networks. Figures from the Northern Ireland Census illustrate an increase in the number of people in the jurisdiction of the Executive with some ability in Irish from 10.7% (184,900) in 2011 to 12.4% (228,600) in 2021.

In terms of reading, despite restrictions and other difficulties related to COVID-19, Áis sales were greater than €1,000,000 in 2020, 2021 and 2022.

In addition to that, through Clár na Leabhar Gaeilge, the project Scríobh Leabhar was funded to encourage primary school children to write. In total, c.€62,681,64 was made available to the project over the 3 years of the Plan. The number of pupils participating in the scheme increased from 2,300 in 2020 to 7,500 in 2022. Funding was made available to 13 Irish-language publishers on an annual basis during the period, and 250 books were published with the funding. Funding was made available for 25 events to promote reading and Irish-language books, and support was given to 46 writers under the Mentoring Scheme.

The Lead Organisations, Cumann na bhFiann, Oireachtas na Gaeilge and Gael Linn, were very active in this field also during 2020-22, organising a comprehensive range of events and opportunities for various sections of the community to use their Irish. During 2020 especially, all the Lead Organisations demonstrated their creativity, their competence and their commitment in the wide range of opportunities that were organised virtually during the pandemic.

Between 2020-2022 the Lead Organisation, Cumann na bhFiann, had an active role in making events for young people available that would give them the opportunity to speak Irish and

establish and perpetuate Irish-language networks – Slua le Bua, Tóstal na bhFiann, Scléip na hÓige and Carnabhal na nGaelscoileanna. These events were organised online and on site at the Cumann na bhFiann centre in Drumree, and in other sites across the country (Cork, Tyrone, Leitrim and Derry). Cumann na bhFiann succeeded in running 38 virtual youth clubs during 2021 when COVID-19 restrictions were in place, with 14 of these focused on Irish-medium schools. Youth clubs started again on site in September 2022. During 2022, 21 clubs were opened and more clubs will be opened on a phased basis in the future, with a target of 40 youth clubs to be opened at the start of 2023.

Between 2020 and 2022, through the Youth Events Scheme, Foras na Gaeilge made available €809,979.31 in grants to organise events through Irish. More than 18,703 young people benefited from these opportunities during that time. Despite the challenges relating to lockdown restrictions because of COVID-19, through the Summer Camp Scheme, Foras na Gaeilge made grants available to 254 camps in both jurisdictions between 2020 and 2022.

Much preparation was done during 2020/21 to commemorate 1,500 years since the birth of Colmcille, and a wide range of events were run virtually during 2021, and on site in 2022, to draw the public's attention to the links between the heritage of Colmcille in Ireland and in Scotland.

Since the beginning of 2022, organisation was restarted on some of the events that link Irish and Scottish Gaelic together that were stalled during the pandemic, including *Iomáin Cholmcille*, an all-Gaelic festival between the hurlers of Ireland and Scotland, and *Calman nan Loch*, an Irish and Scottish Gaelic film by the Irish artist, Deirdre Ní Mhathúna, which tells the story of psalm singing in the east of the Isle of Lewis.

A great many events were organised which gave the community opportunities to come together virtually and on site between 2020 and 2022 through various Foras na Gaeilge schemes, and through Oireachtas na Gaeilge and Gael Linn activities. The highlight of that period was the way in which it was ensured that there was an agreed programme of activities that supported the use of Irish and establishment of a network, nationally and regionally.

Oireachtas na Gaeilge succeeded in holding the main Irish-language and Gaeltacht festival as an online festival as a result of COVID-19 in 2021. 21 organisations organised events in collaboration with Oireachtas na Samhna: 47 official events were held over 10 days; 14 broadcasts on the national media; and 14 national awards were awarded at the Gradaim Chumarsaide an Oireachas. In addition to that, Oireachtas na Gaeilge partnered in other events and projects such as: podcasts from the Oireachtas literary archives, Sean-Nós na Fearsaíde, Oíche Nollag na mBan, Féastaí Sráide, Parkrun Abú, Ceardlanna Taibhealaíne, Lá Idirnáisiúnta na mBan, and a literary event at Féile Léitheoirí Chill Dara. In 2022, Oireachtas na Gaeilge succeeded in organising Oireachtas na Samhna again on site in Killarney.

Through the Major Arts Events Scheme, funding was made available for 20 major events during the three years, 168 festivals, and 49 grants for drama companies.

The partnership between the GAA and Foras na Gaeilge continued throughout the period. Foras na Gaeilge made match funding available to Ulster GAA to employ an Irish-language Officer between 2018-22 and to complete a works programme, and a contract was agreed between Munster GAA to employ an Irish-language Development Officer for three years.

Strengthening the learning and reinforcement of Irish

Foras na Gaeilge recognises that it is the two education departments, and the departments which have responsibilities towards children and youth and third-level on the island, who most advance Irish-language learning and consolidation. Even so, Foras na Gaeilge has important roles in supporting learning through our support of textbooks and school reading books, and through the funding that is made available to the two Lead Organisations that are active in this field, namely: Gaeloideachas, which supports the Irish-language immersion-education sector, and which makes representation on its behalf; and Gael Linn which makes support available for Irish-language learning among adults, and which makes representation on behalf of the Irish-language sector in the English-medium education system. Additionally, funding was made available to St Mary's University College for its Irish-medium Áisionad to provide teaching and learning resources for Irish-medium education.

During the period 2020 - 2022, Gael Linn, through cooperation with the other Lead Organisations, succeeded in satisfactorily completing Gaelbhratach each year, and a new resource for parents was launched to support Irish learning at home '*Is Féidir Linn*'. In all three years, there was a great demand for Gaelbratach from schools across both jurisdictions. During 2020, 220 schools participated; in 2021, 261 schools participated; and in 2022, 297 schools were under the scheme's sway.

Foras na Gaeilge greatly contributes to the provision of books and textbooks in primary schools and post-primary schools in both jurisdictions through our publishing house, an Gúm. An Gúm published some 75 various printed works in the fields of early learning, primary and post-primary between 2020 and 2022, including primers, translations, reference works, posters, new editions of old classics and reprints of high-demand publications.

As regards *Séideán Sí*, the literacy series for Irish-medium schools, the *Séideán Sí* internet site was updated, apps were developed (Android and iOS), Class 1, Stage 1 & 2 booklets (3 dialects) were digitised, and more reading books for Class 3 – Class 6 were commissioned. Five new books have been published for them up until now. We have initiated a review of the whole package to ensure that it is utilised widely in schools in the future.

Whereas it is mostly the government departments that make provision for pre-school education, Foras na Gaeilge makes support funding available to establish new pre-school provision. Through this support scheme, £73,000 was made available to support the establishment of Naíscoil na Seolta, the first Irish-language integrated nursery located in East Belfast.

In the field of lexicography, the President of Ireland, Micheál D. Ó hUiginn, launched the first major English-Irish dictionary to be published in over sixty years: Concise English-Irish Dictionary. It was an online event (due to COVID-19 restrictions); and more than 10,000 copies of the dictionary were sold by the end of 2022. In September 2022, a new lexicographical project was initiated which entails the publication between 2022 and 2027 of a new Irish-English dictionary and a monolingual Irish-language dictionary in parallel.

Between 2020 and 2022, meetings of the Steering Committee of the Coiste Téarmaíochta continued to approve new terms. Annually, the national terminology base had nearly 500,000 users and on the public interface of www.tearma.ie, and further development was conducted on the site in 2022, and research was initiated regarding the use of corpora to conduct

delineation/estimation of the acceptability/usage of terms in Irish. In the three-year period, nearly 10,000 new terms and amendments were added to the online base.

In this period, Gaelchultúr was responsible for the provision of specialised Irish-language training courses to the Public Sector and to support this work, a grant of more than €75,000 was made available to Gaelchultúr over the period of 2020-2022.

The *An Séala Creidiúnaithe d'Aistritheoirí* examination continued each year between 2020 and 2022 and 22 translators succeeded in achieving the Séala, and it is hoped that this figure will be increased before the end of 2022.

Increasing understanding and awareness of Irish in the community both at home and abroad

Foras na Gaeilge placed a large emphasis on this field in the Corporate Plan and in each of the three business plans between 2020 and 2022. The major campaign *Creidim Ionat* ran through the months of October and November 2022 with support from RTÉ. The campaign impacted upon 4.3 million people in Ireland, Europe, the United States, Canada and Australia. The Gaelphobal campaign during 2022 focused on the language-planning districts. Similarly, the 21.6 million impressions demonstrate that the cross-platform campaign #LeChéile greatly influenced the online community during the global pandemic in 2020. This campaign greatly supported the Irish-language community to use Irish at home during the lockdown. A six-week awareness campaign on raising children with Irish on Instagram, Facebook and Twitter was organised during 2022. Several other campaigns were run between 2020 and 2022 which were a great success - the publicity campaign to encourage new writers to the Mentoring Scheme in 2021, and we received 46 applications to the scheme as a result. The campaign will be run again in 2022. A campaign was run on Colmcille 1,500 during 2021 under the title '*Coinneal Cholmcille*' and light was projected onto centres in Ireland and Scotland from Gartan and Glen Cholm Cille to Leinster House, the Derry Walls and Íona.

The Lead Organisation with responsibility in this field at community level, Conradh na Gaeilge, was very active in this. During 2020, a major campaign was organised in broad partnership with the community, e.g. forums were organised in the electoral areas prior to the general elections in both jurisdictions. They took advantage of opportunities online by running virtual events across the world as part of Seachtain na Gaeilge in 2021 in which hundreds of thousands of people took part; there were 119 million impressions on #SnaG21 and 16 million were attained during 2021. Along with this, developments were made on conversation circles and networks online, Caint & Comhrá and COMHRÁ. Conradh na Gaeilge was central to the campaign in the jurisdiction of the Executive concerning the Identity and Language Act (Northern Ireland 2022) and concerning the amendments to the Official Languages Act (Amendment) 2021. Conradh na Gaeilge continued its various campaigns across both jurisdictions with good results, including: A National Recruitment Plan for Irish, EU Directive for bilingual packaging, and Gaelvóta22.

Cumann na bhFiann was active in this field also during 2020, 2021 and 2022, with the campaigns: Slua le Bua, Amhrán na Nollag, and the Féirín competition.

A pioneering partnership was initiated with World Book Day in 2021, and because of it, *Chuasa Capaill ar an Rí* (WBD edition) was the best-selling book in both Irish and English in Ireland

for a week in the category for ‘Books for Children’. Foras na Gaeilge is nominated as the official partner of World Book Day in Ireland for 2023.

Awareness of the Irish language in the Public Sector

For three years, top management have been meeting with the heads of local authorities, state agencies and all-island organisations to increase knowledge and understanding of the developments happening with the Irish language. Foras na Gaeilge organised a one-day seminar ‘Cultúr le Gaeilge’ to support understanding and awareness of Irish through cooperation with representatives from the cultural institutes, including The Heritage Council, the National Gallery of Ireland, the National Library of Ireland, Comhaltas Ceoltóirí Éireann, The National Archives, An Chomhairle um Oideachas Gaeltachta & Gaelscolaíochta, TG4, RTÉ Raidió na Gaeltachta, and the Ulster Gaelic Athletic Association. As an outcome of the discussion, an assistance forum will be established between all state agencies so that they will be able to support each other to ensure that proper services through Irish are made available to citizens.

Corporate services

Many developments were made to corporate affairs during the three years of the Corporate Plan. Infrastructure developments were made to put Foras na Gaeilge’s internal systems and data into the cloud. During this period, the entire team was enabled to work completely from home.

Major developments were made to the organisation’s security systems on devices and technical infrastructure to protect against malicious attacks and security threats which have increased dramatically in the last three years. The amount of resource that is necessary to cover the growth in this area of technology is increasing, in terms of additional contractors, more cloud-based services and new devices. Foras na Gaeilge took an active role in the development of the Digital Strategy for the Irish Language with is to be put into action from 2022 onwards.

As regards implementation of the Twenty-Year Strategy for the Irish Language 2010-2030, continuous yearly reporting was given to the Department for Tourism, Culture, Arts, Gaeltacht, Sport and Media on Foras na Gaeilge’s relevant work based upon the 5-Year Activity Plan 2018-2022. Foras na Gaeilge took an active part on that committee, and in the drafting of the report. Foras na Gaeilge was active in the measures attained as part of the Activity Plan in most of the 9 areas included within the Activity Plan: Education, the Gaeltacht, The Family Passing on the Language – early intervention, the Media and Technology, Dictionaries, Legislation and Status, Economic Life and Broad Initiatives.

By the end of this corporate period, Foras na Gaeilge's application system for all funding schemes will be online, and an integrated computer-based system will greatly add to the effectiveness of the systems and the application processes, and the application process for the public will be greatly facilitated.

Major strategic objectives, business targets for 2023-2025 and the actions to achieve the objectives

Objective A: Education, Training and Employment

Sub-objective A1: To promote the learning, consolidation and enrichment of the Irish language			
Action	Target audience	Stakeholders	Legal/policy basis
A1: 1 Develop the following major areas: Education in the English-language sector, and for adults and opportunities for usage by school students (Gael Linn), Irish-medium education / immersion education and Irish-medium pre-schooling (Gaeloideachas) and development of opportunities to use Irish and a network for young people (Cumann na bhFiann), by providing funding to organisations to accomplish their pre-agreed work programme.	Young people / school pupils; students; learners; teachers; parents; school communities.	Appropriate lead organisations; state departments; DTCAGSM ¹ ; the education departments; DCEDIY.	FnaG's functions; PA NSMC.
A1: 2 To increase the number of students learning Irish in the English-medium schools in the jurisdiction of the Executive , by establishing campaigns around the importance of Irish for the identity of the young person, the benefits of bilingualism and employment opportunities.	Pupils; teachers (Irish and careers); parents and principals.	Educational organisations.	FnaG's functions.
A1: 3 Advise the appropriate authorities (primarily Department of Education, CCEA) about the importance of languages (other than English in English-medium schools, and other than Irish / English in	Pupils; teachers (Irish and careers); parents and principals; School community.	The DE in the jurisdiction of the Executive; CCEA.	FnaG's functions.

¹ There is a list of abbreviations used at the end of the document.

Gaelscoileanna) being compulsory at GCSE level.			
A1: 4 Establish a campaign to strengthen the Irish language in L1 and L2 schools so that the number of students who continue to third level increases (teachers and other professions).	Pupils; teachers (Irish and careers); parents and principals.	Educational organisations. Conradh na Gaeilge.	FnaG's functions.
A1: 5 Provide Gaeltacht scholarships to young people, adults and families by providing funding to Gael Linn, Cumann an Phiarsaigh & Conradh na Gaeilge.	Young people; adult learners; families.	Gael Linn; Conradh na Gaeilge; Cumann an Phiarsaigh.	S20B (Education) & PG5; FnaG's functions; PA NSMC.
A1: 6 Provide Irish-medium nursery schooling (naíscoil) in a pre-identified community by providing funding and facilitating the establishment of naíscoils, targeting networks, Gaeltacht Service Towns, Language Planning Areas and Irish Language Network Development Schemes (SFLGs).	Young people, parents, area-based groups. (networks; GSTs; LPAs; SFLGs).	Glór na nGael; Gaeloideachas; Comhairle na Gaelscolaíochta; Altram.	FnaG's functions; S20B (Education) & PG5.
A1: 7 Develop educational projects (including resources, technology needs).	Young people / pupils; teachers; community groups.	Relevant companies and groups.	FnaG's functions; S20B (Education; Media and Technology) & PG5.
A1: 8 Encouraging writing among young people by running the Scríobh Leabhar project.	Primary school pupils' parents; teachers.	Various education centres; an tÁisionad.	S20B (Media and Technology) & PG5; FnaG's functions.
A1: 9 Facilitate and enrich the education and training of the Irish-language community (in Gaeltacht areas and in areas where there is a network, or an Irish-language community) by publishing a monolingual Irish dictionary online . Facilitate and enrich the education and training of the general public by publishing a new Irish-English dictionary online.	The Gaeltacht community and Irish-medium education; Irish learners; the language community in Ireland and abroad.	DTCAGSM, DfC, the education departments.	S20B (Dictionaries) & PG5; FnaG's functions; BIC 2020-2025 (Wellbeing and Inclusion - 'Promote and develop indigenous languages to support wider access to opportunities, experience and services').

A1: 10 Approve new terminology for new areas of material.	The language community in Ireland and abroad.	An Coiste Téarmaíocht.	S20B (Dictionaries) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
A1: 11 Meet educational needs at primary and post-primary level by providing publications and school facilities focused on the relevant curricula.	Pupils and school teachers.	The education departments; COGG; teachers and schools; CCEA; an tÁisionad; an Gúm.	S20B (Education) & PG5; FnaG's functions; PA NSMC. Policy for Gaeltacht education.
A1: 12 Reprinting of school publications as necessary.	Pupils and school teachers.	Áis; COGG; an tÁisaonad.	S20B & PG5; FnaG's functions.
A1: 13 Review of provision of the post-primary resources.	Pupils and school teachers.	DCU; COGG; DE (south); teachers and schools.	Based on a research project taking place in DCU; FnaG's functions.
A1: 14 Continuous development of <i>Séideán Sí</i> in accordance with the sector's needs.	Pupils and school teachers.	Teachers; schools; education advisors; DE (in the south).	The primary-school curriculum in the south and feedback from teachers who use the programme; FnaG's functions.
A1: 15 Scheme for Providers of Specialised Irish-Language Training Courses for the Public Sector.	Employees in the public sector.	Public bodies; training providers.	S20B (Administration, Services and Public) & PG5; OLA 2003 and OLA(A) 2021; and the Identity & Language Act.
A1: 16 Influence and advise departments and stakeholders within the education sector via a co-operative forum.	School pupils; young people; Irish language learners; teachers.	Education departments	FnaG functions; BIC 2020-2025.

Sub-objective A2: Support the training of student teachers, graduates and trained teachers (both language and subject tutors) and primary school teachers in the L2 system.

Action	Target audience	Stakeholders	Legal/policy basis
A2: 1 Advise the DE (south) regarding good practice in immersion education by representing various forums on the issue of the Policy for Gaeltacht Education and Irish-medium Education.	School pupils; young people; Irish learners; teachers.	DTCAGSM, DE (in the south). universities.	S20B (Education) & PG5; FnaG's functions; Policy for Gaeltacht Education.
A2: 2 Increase parents' and communities' access to pre-school provision for their children	School pupils; young people;	COGG; CNCM; DCEDIY; Comhairle na Gaelscolaíochta; an	FnaG's functions; BIC 2020-2025.

through Irish by representing stakeholder organisations in the education and pre-school sector.	Irish learners; teachers.	tÚdarás Oideachais; CCEA; taskforces.	
A2: 3 Support teachers & young people to promote spoken Irish in their school communities by providing funding for Gael Linn for Gaelbhratach.	School pupils; young people; Irish learners; teachers; school communities.	DE (in the south); Gael Linn.	FnaG's functions; S20B (Education) & PG5; BIC 2020-2025; PA NSMC.
A2: 4 Provide support for student tutors and teachers by giving advice and through the work programmes of the following Lead Organisations - Gael Linn (Education in the English-medium sector, and for adults and opportunities for school pupils to use the language) and Gaeloideachas (Irish-medium education / immersion education and Irish-medium pre-school education).	School pupils; young people; Irish learners; teachers; school communities.	Gael Linn; Gaeloideachas.	FnaG's functions; S20B (Education) & PG5; BIC 2020-2025; PA NSMC.
A2: 5 Develop the amount and variety of the range of facilities available to teachers and pupils by agreeing a work program and providing project funding for the Irish-medium Áisaonad.	School pupils; young people; Irish learners; teachers; school communities.	The education departments; an tÚdarás Oideachais; CCEA; IMSGO; ALTRAM; Comhairle na Gaelscolaíochta; COGG.	FnaG's functions; PA NSMC.
A2: 6 Increase the public's awareness of the opportunities and facilities provided by Foras na Gaeilge by organising stands/exhibitions for suitable events and conferences.	School teachers and principals.	COGG; Teachers and principals.	FnaG functions; S20B (Administration, Services and Public; Legislation and Status; Economic Life); PG5; and OLA(A) 2021 (supporting the southern government's major goal of 20% of recruitment in the state sector being able to function through the medium of Irish).

Sub-objective A3: Support the accreditation system and the development of the proficiency of the translation sector

Action	Target audience	Stakeholders	Legal/policy basis
A3: 1 Increase the number of accredited translators and editors	Irish-language	Public bodies; government departments	S20B (Dictionaries; Administration, Services and Public; Economic Life); and PG5; FnaG's functions; the official status

and improve the standard of translations and editing by providing support to the translation sector and contributing to the professionalism of the sector through C��ras Creidi��naithe d’Aistritheoir�� and through C��ras Creidi��naithe d’Eagarth��ir��.	translators and editors.	north and south; training providers.	of the Irish language in the European Union [https://ec.europa.eu/info/news/irish2022].
A3: 2 Provide additional support to the translation sector through the Freagra service and through the website www.aistear.ie	Irish translators and editors; businesses (primarily small and medium sized); members of the public.	Public bodies; government departments; training providers.	S20B (Administration, Services and Public; Economic Life); and PG5; FnaG’s functions.

Main objective B: Spaces and Venues, Networks and Opportunities.

Sub-objective B1: To perpetuate and increase the daily use of Irish in all areas of life			
Action	Target audience	Stakeholders	Legal/policy basis
B1: 1 Develop these fields: community development, entrepreneurship and raising a family with Irish (Glór na nGael), awareness raising, language protection and representation (Conradh na Gaeilge), and opportunities that support the use of Irish and the establishment of networks (Oireachtas na Gaeilge), (Gael Linn) and Cumann na bhFiann).	The Irish-speaking community; Communities in language-planning districts.	Glór na nGael; Conradh na Gaeilge; an tOireachtas; Cumann na bhFiann; Gael Linn; DfC; DTCAGSM.	PA NSMC; S20B (Public) & PG5; BIC 2020-2025.
B1: 2 Facilitate opportunities for young people to use Irish by providing funding to hold summer camps & youth events.	Young people; community groups.	Ógras; Feachtas; Spleodar; youth clubs; community groups; schools.	S20B (Education, Public) & PG5; BIC 2020-2025. FnaG's functions.
B1: 3 Increase the use and awareness of Irish by providing support for community-based projects.	Community groups.	Culture and sport umbrella groups.	S20B (Public) & PG5; BIC 2020-2025; FnaG's functions.
		DTCAGSM	
B1: 4 Develop the language-planning process and support it in GSTs and Irish-language networks through funding and providing advice.	Communities in GSTs; Communities in Irish language networks or potential networks.	DTCAGSM; DfC; Glór na nGael.	The Gaeltacht Act 2012; S20B (Public, Status) & PG5; BIC 2020-2025; FnaG's functions.
B1: 5 Support for communities to achieve status as Irish-Language Networks by providing funding and advice through the Irish-Language Network Development Scheme.	Irish-language community groups.	DTCAGSM; DfC; Glór na nGael; community groups.	S20B (Public, Status) & PG5; BIC 2020-2025; FnaG's functions.
B1: 6 Support Irish-language community radio stations (with valid broadcasting approval) by providing funding and advice through the Community Radio Scheme.	The Irish-speaking community.	The radio stations.	S20B (Public, Status, Media and Technology) & PG5; BIC 2020-2025; PA NSMC; FnaG's functions.
B1: 7 Support for the reader market for Irish-language books by administering the publishing awards.	Irish-language publishing sector; Irish-language reading community.	Oireachtas na Gaeilge; Joint Committee for the Publishing Sector.	S20B (Media and Technology) & PG5; FnaG's functions.

B1: 8 Provision of reading materials and information for the Irish-speaking community through Irish-Media Sector Schemes.	Irish-language community.	Tuairisc.ie; Comhar; and NÓS Media.	S20B (Media and Technology) & PG5; FnaG's functions.
B1: 9 Provide support to writers, publishers and the reading community through the following schemes: a. Publishing Scheme b. Literature Projects Scheme c. The Mentoring Scheme.	Publishers; writers; readers; learners.	Irish-language publishers; Cumann na bhFoilsitheoirí; Aontas na Scríbhneoirí Gaeilge; arts/literature organisations.	S20B (Media and Technology) & PG5; FnaG's functions.
B1: 10 Publish reading books	Schools pupils; teachers; parents; the general Irish-language community.	Authors; illustrators; translators; COGG; an tÁisaonad; publishers abroad.	S20B (Media and Technology) & PG5; FnaG's functions.
B1: 11 Facilitate access to reading material for the Irish-language community, and for the area-based Irish-language communities by delivering Irish-language books to bookshops.	Irish-language community; school pupils; Irish-language communities in the area-based communities.	Irish-language book publishers; book shops; Irish-language committees in GSTs, and in the networks; Irish-medium schools.	FnaG's functions; S20B (Media and Technology, Public) & PG5.

Sub-objective B2: The Irish language to be visible in both the real and virtual environments, so that it has a presence in the lives of people outside their own area and school

Action	Target audience	Stakeholders	Legal/policy basis
B2: 1 Develop and increase Foras na Gaeilge's access to the Irish-speaking community in the virtual world through continuous maintenance, development, updating and adding to the existing vocabulary and terminology resources online.	The Gaeltacht community and Irish-medium education; Irish learners; the language community in Ireland and abroad.	DTCAGSM; DfC; the education departments.	S20B (Dictionaries) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
B2: 2 Ensure Irish language books are included during the major	Primary/post-primary pupils; parents;	World Book Day; Irish language publishers; book	S20G (Media and Technology) & PG5; FnaG's functions.

World Book Day campaign.	teachers; book shops.	shops, primary and post-primary schools.	
B2: 3 Support the development of the Irish language in business through advice and funding for small and medium-sized enterprises through the Business Support Scheme.	Business owners in GSTs, Irish-language Networks and SFLG areas.	Glór na nGael; GST Committees; Irish-language Networks and SFLG.	S20B (Economic Life) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
B2: 4 Increase the number of businesses that can operate on a bilingual basis through the Accreditation System with the Q-Marc Gnó le Gaeilge Seal.	Business owners in GSTs, Irish-language Networks and SFLG areas.	NSAI; Irish-language Mentor; Glór na nGael; GST Committee; Irish-language networks and SFLG.	S20B (Economic Life) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
B2: 5 Develop and increase Foras na Gaeilge's access to the Irish-speaking community in the virtual world by publishing more electronic versions of Irish-language publications.	School pupils; teachers; parents; the general Irish-language community.	Authors; illustrators; translators; COGG; an tÁisaonad; publishers abroad.	S20B (Media and Technology) & PG5; FnaG's functions.

Sub-objective B3: Community groups - Develop the local language communities by adding to the physical and virtual infrastructure in those districts.

Action	Target audience	Stakeholders	Legal/policy basis
B3: 1 Opportunities for use by the Irish-language community through the following schemes: a. The Support Scheme for Irish-language Centres b. Culturlann Scheme c. Turas.	Irish-language community.	Irish-language centres; Cultúrlann Uí Chanáin and Cultúrlann McAdam Ó Fiaich; East Belfast Mission & Glór na nGael.	S20B (Public) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions. T:BUC
B3: 2 Add to the number of Irish-language networks in	Irish-language community.	Oireachtas na Gaeilge; festival organisers; Irish-speaking	S20B & PG5; BIC 2020-2025; (Well-Being and Inclusivity);

the community by providing funding for Oireachtas na Gaeilge's networking programme.		community; artists; communities in Irish language networks, in GSTs and SFLG areas.	FnaG's functions; PA NSMC.
B3: 3 Develop Irish-language communities, Irish-language entrepreneurship in the community, and raising families with Irish by providing funding for Glór na nGael.	The Irish-speaking community.	Glór na nGael.	S20B & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions; PA NSMC.
B3: 4 Add to Irish-language networks and opportunities for using Irish through the Festivals Scheme.	The Irish-speaking community.	Festival organisers; Irish-speaking community; artists; network communities; Gaeltacht service town communities.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions.
B3: 5 Raise the status and visibility of Irish in society through the Major Arts Events Scheme.	Irish-language community and the English-language community which are sympathetic towards Irish.	Major event and festival organisers.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions.
B3: 6 Increase networks and opportunities to use Irish by providing support to drama companies through the Drama Companies Scheme.	Irish-language community.	Professional and amateur drama companies.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions.
B3: 7 Provide collaboration opportunities, partnership opportunities and learning opportunities for the Irish-language community and the Scottish Gaelic community through Colmcille Schemes.	Irish-language and Scottish Gaelic communities.	Community and arts groups in Ireland and Scotland.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions; Colmcille Strategy.
B3: 8 Ensure inclusivity in all our activities in the various key fields as specified by both governments by tending to the major strategies of both governments in various key fields.	General public north and south; minorities, environmental affairs, child protection, equality.	Government departments	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); T:BUC; Equality and inclusivity legislation in both jurisdictions; FnaG's functions.

Main objective C: Communication, Awareness and Advocacy

Sub-objective C1: Strengthen and develop the status and place of Irish in society through means of influence and advice			
Action	Target audience	Stakeholders	Legal/policy basis
C1: 1 Ensure the continuous development of the Irish lexicography by establishing a partnership with relevant stakeholders.	The Gaeltacht community and Irish-medium education; Irish learners; the language community in Ireland and abroad.	Education departments; DTCAGSM; DfC; universities.	S20B (Dictionaries); BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
C1: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme.	Irish-language community; Irish learners; policy makers.	Conradh na Gaeilge; the other Irish-language Lead Organisations; Irish-language community.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions; PA NSMC.
C1: 3 Promote awareness of the shared Gaelic heritage of Ireland and Scotland in the Protestant, Unionist, Loyalist (PUL) community in the jurisdiction of the Executive by providing funding for <i>Turas</i> .	East Belfast community; the PUL community.	East Belfast Mission; Turas; DfC; DTCAGSM.	BIC 2020-2025 (Wellbeing and Inclusion); T:BUC; FnaG's functions.

Sub-objective C2: Increasing understanding, awareness and a positive attitude towards Irish in both jurisdictions and amongst the diaspora			
Action	Target audience	Stakeholders	Legal/policy basis
1 Promote awareness of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive by providing funding for <i>Turas</i> .	East Belfast community; the PUL community.	East Belfast Mission; Turas; DfC; DTCAGSM.	BIC 2020-2025 (Wellbeing and Inclusion); T:BUC; FnaG's functions.
C2: 2 Raise awareness of the Irish language by funding Conradh na Gaeilge's advocacy programme.	Irish-language community; Irish learners; policy makers.	Conradh na Gaeilge; Irish-language Lead Organisations; Irish-language community; DfC; DTCAGSM.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions; PA NSMC.

C2: 3 Partnership on awareness projects about Irish.	The general public; the diaspora; learners; 3rd level students.	DfC; DTCAGSM; the media; the private sector; the arts councils.	FnaG's functions.
C2: 4 Awareness campaign on social media	The general public; Irish language community; area based communities (GSTs; Irish-language networks).	DfC; DTCAGSM; the media; the LOs.	S20B (Media and Technology) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions.
C2: 5 Sponsorship and advertising to raise awareness about Foras na Gaeilge's role and about the Irish language.	Irish-language community; the general public; 3rd level students.	The media; organisations; businesses; other groups.	S20B (Media and Technology) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions.
C2: 6 Public Relations Programme.	The general public; the media; specialist groups.	The media, DfC; DTCAGSM; the Irish-language LOs; grantees.	FnaG's functions.
C2: 7 Increase relationships and partnership with Scotland by providing advice and facilitation to groups and organisations.	Irish and Scottish Gaelic community; people with an interest in the link between the two language communities.	DfC; DTCAGSM; Bord na Gàidhlig.	FnaG's functions; Colmcille Strategy.
C2: 8 Provide learning opportunities in Irish and Scottish Gaelic through the Colmcille Bursary Scheme.	Learners of Irish and Scottish Gaelic.	DfC; DTCAGSM; Bord na Gàidhlig; Sabhal Mòr Ostaig.	FnaG's functions; Colmcille Strategy.

Sub-objective C3: Strengthening of policy advocacy in the public sector, especially in education, and local authorities and language planning communities; Irish-language networks, Gaeltacht service towns and Gaeltacht language-planning areas.

Action	Target audience	Stakeholders	Legal/policy basis
C3: 1 Influence relevant organisations in the field of education (including statutory organisations), by facilitating meetings and / or preparing submissions.	School pupils; teachers; school communities.	The education departments; COGG; CNCM; DCEDIY; Comhairle na Gaelscolaíochta; an tÚdarás Oideachais; CCEA; taskforces.	FnaG's functions.
C3: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme.	Irish-language community; Irish learners; policy makers.	Conradh na Gaeilge; the other Irish-language Lead Organisations; Irish-language community.	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); PA NSMC; FnaG's functions.

C3: 3 Support and participate in meetings of the Joint Committee of Irish-language Officers.	Irish language Officers in both jurisdictions.	Public bodies; DTCAGSM.	S20B (Administration, Service and Public; Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity).
4 Support the development of the Irish language in the field of local authorities in the jurisdiction of the Executive through the Irish-language Officers Scheme.	Local government in the jurisdiction of the Executive.	District councils.	BIC 2020-2025 (Wellbeing and Inclusion).
C3: 5 Support policies of both governments regarding the language by making representations on various forums.	Various government committees; DTCAGSM; DfC; the education departments. DCEDIY; Department of Housing, Local Government and Heritage.	The Advisory Committee for Irish Language Services; PG5 Steering Committee; CNCM; COGG; Comhairle na Gaelscolaíochta; The Policy for Gaeltacht Education Steering Committee; The Policy for All-Irish Education Steering Committee; CLIL Steering Committee; Irish Language Strategy Co-Design Group; Broadcasting Authority of Ireland; NI Broadcast Fund.	S20B; The Gaeltacht Act 2012; OLA 2003; OLA(A) 2021; New Decade New Approach; BIC 2020-2025 (Wellbeing and Inclusion); Identity and Language Act (NI) 2022 [being put together].
C3: 6 Increase understanding on the Irish-language question among leaders of the cultural bodies through a series of high-level meetings with leaders of state organisations.	The general public on the island; Irish-language community; local communities in language development communities.	The National Library; Irish Museum of Modern Art; the Abbey Theatre; the National Archives; National Museum of Ireland; National Gallery of Ireland; National Concert Hall; the Heritage Council.	S20B (Administration, Service and Public; Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions.
C3: 7 Add to the understanding of politicians on major issues related to the development of the Irish language through meetings; appear before Oireachtas and Assembly committees.	Politicians in both jurisdictions; spokespersons for Irish language, Gaeltacht, and education.	The political parties.	FnaG's functions.
C3: 8 Increase understanding of the language planning approach at a local authority level through a series of high-level meetings with the leaders of local authorities.	Local authorities in GSTs and Irish-language networks; area-based local language communities.	Local authorities; language-planning steering committees; language-planning Lead Organisations; Údarás na Gaeltachta; the 6 LOs.	S20B & PG5; The Gaeltacht Act 2012; FnaG's functions.
C3: 9 Add to understanding among the major institutions in the two jurisdictions on the development of the Irish	The general public on the island; Irish-language community; local area-based	Oireachtas and Executive Committees; state and non-state organisations.	FnaG's functions.

language through strategic meetings, submissions, and representation.	Irish-language communities.		
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Main objective D: Resources, Funding and Valuation

Sub-objective D1: Develop organisational systems to direct resources towards strategic priorities as appropriate			
Action	Target audience	Stakeholders	Legal/policy basis
D1: 1 Meet the needs of the community and the organisation by developing and maintaining an online grant management system.	Grantees; FnaG's functions.	Support company.	FnaG's functions; the Financial Memorandum.
D1: 2 Provide annual reports and accounts in a timely manner.	The Sponsoring and Finance departments, NSMC; the public.	The Sponsoring departments; the Comptroller in both jurisdictions; the Ulster-Scots Agency.	FnaG's functions; the Financial Memorandum.
D1: 3 Fulfil statutory duties in relation to financial affairs and corporate governance.	The Audit Committee; the internal auditor; the Sponsoring and Finance departments.	The Audit Committee; the internal auditor; the Sponsoring and Finance departments.	The relevant legislation (human resources, security, etc.) in both jurisdictions.
D1: 4 Inclusion of policies and practices into our systems and processes.	The Audit Committee; the internal auditor; the Sponsoring and Finance departments.	The other Directorates, the Offices of the CE and VCE.	The relevant legislation (e.g. regarding prompt payment, freedom of information, general data protection regulation etc.).
D1: 5 Appropriate resource supply to meet the organisation's needs.	FnaG employees.	The Sponsoring and Finance departments; the trade unions.	The relevant legislation; relevant circulars and guidance.
D1: 6 Develop and implement standard processes across the organisations.	FnaG's employees, grantees, payees and clients.	All FnaG's clients.	The legislation, circulars, guidance, and internal policies and procedures.
D1: 7 Provide draft business (1yr) and corporate (3yr) plans.	The North South Ministerial Council; the Sponsoring and Finance departments; the Board of FnaG.	The North South Ministerial Council; the Sponsoring and Finance departments; the Board and staff of FnaG, the Lead Organisations; FnaG's grantees; the public.	FnaG's functions and government guidance.

Sub-objective D2: Embed evaluation systems to regularly review all aspects of the organisation's work, including the work of the board and delegated matters

Action	Target audience	Stakeholders	Legal/policy basis
D2: 1 Measure the use of new terminology among the public and improve the development of new terminology accordingly.	Irish-language community.	An Coiste Téarmaíochta staff and members; Foras na Gaeilge staff; contract researchers.	S20B (Dictionaries) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions.
D2: 2 Improve the effectiveness of Foras na Gaeilge's schemes and projects regarding changing language behaviours in the community through an annual research schedule.	Independent researchers; the staff; the community that benefits from Foras na Gaeilge's schemes and projects.	Independent researchers; the staff; the community that benefits from Foras na Gaeilge's schemes and projects.	S20B & PG5; BIC 2020-2025; (Well-Being and Inclusivity); DTCAGSM Strategy Statement; DfC Business Plan.
D2: 3 Improve the effectiveness of the Partnership Approach in changing the language behaviours of the target communities by continuing the independent evaluation of the approach.	The general public on the island; Irish-language community on the island and abroad; area-based Irish-language communities; Irish learners.	The LOs; Irish-language community; research companies; DTCAGSM; DfC.	PA NSMC; FnaG's functions.

Sub-objective D3: Have an appropriate technical infrastructure in place that will manage the working conditions/needs of the coming era.

Action	Target audience	Stakeholders	Legal/policy basis
D3: 1 Add to the use of Irish by supporting developments in technology through our funding pots.	The general public on the island; Irish-language community on the island and abroad; area-based Irish-language communities; Irish learners.	DTCAGSM; DfC; Irish-language community; technology companies.	S20B (Media and Technology) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions.

Performance indicators for those actions

Action	Results	Indicators	Impact Assessment	Information sources
<p>A1: 1 Develop the following major areas: Education in the English-language sector, and for adults and opportunities for usage by school students (Gael Linn), Irish-medium education / immersion education and Irish-medium pre-schooling (Gaeloideachas) and development of opportunities to use Irish and a network for young people (Cumann na bhFiann), by providing funding to organisations to accomplish their pre-agreed work programme.</p>	<p>Major areas developed through grant provision for specific programmes in cooperation with Gael Linn, Gaeloideachas and Cumann na bhFiann.</p>	<p>Satisfactory completion of Lead Organisation work programmes.</p> <p>Advice given to the relevant authorities on the Irish language as a subject within the education systems.</p> <p>Provision of supports to schools and teachers in relation to the Irish language as a subject within the education systems.</p> <p>Provision of information on Irish-language courses for adults.</p> <p>Provision of extracurricular usage opportunities for school pupils.</p> <p>Provision of a range of supports for the Irish-medium schools sector and for Gaeltacht schools.</p> <p>Promotion of immersion education as a choice of education.</p> <p>Provision of supports for the Irish-medium pre-schooling sector.</p> <p>Provision of opportunities for Irish-language usage and networking for young people.</p>	<p>An increased number of school pupils taking Irish.</p> <p>An increase in the number of pupils within the Irish-medium schooling system.</p> <p>An increase in the number of young people attending youth events held in Irish.</p>	<p>An end-of-year report for the relevant Lead Organisations.</p> <p>Quarterly reports from the relevant Lead Organisations.</p>
<p>A1: 2 To increase the number of students learning Irish in the English-medium schools in the jurisdiction of the Executive, by establishing urgent campaigns regarding the importance of Irish for the identity of the young person, the benefits of bilingualism and employment opportunities.</p>	<p>Support Gael Linn through the provision of funding to make a secretariat service and other supports available to <i>Gréasán na Múinteoirí Gaeilge</i>.</p>	<p>Provision of funding to Gael Linn in the form of a grant as Lead Organisation to provide supports to <i>Gréasán na Múinteoirí Gaeilge</i>.</p>	<p>An increased number of pupils selecting Irish as a school subject for GCSE and AS/A2.</p>	<p>Information from CCEA / from the Education Authority in the jurisdiction of the Executive regarding the number of pupils taking Irish as a subject.</p>
<p>A1: 3 Advise the appropriate authorities (primarily Department of Education, CCEA) about the importance of languages (other than English in English-medium schools and other than Irish /</p>	<p>Provide advice to the Department of Education and to CCEA through</p>	<p>Regular meetings held with the Department of Education in the jurisdiction of the Executive.</p>	<p>An increased number of pupils selecting Irish as a subject at GCSE level.</p>	<p>Information/reports from CCEA / from the Education Authority.</p>

<p>English in Gaelscoileanna) being compulsory at GCSE level.</p>	<p>regular meetings with them.</p> <p>Support Gael Linn through the provision of annual funding to influence the relevant authorities.</p> <p>Support Gael Linn through the provision of annual funding to make a support service available to Gréasán na Múinteoirí Gaeilge.</p>	<p>Regular meetings held with CCEA in the jurisdiction of the Executive..</p> <p>Languages compulsory at GCSE level.</p>		
<p>A1: 4 Establish a campaign to strengthen the Irish language in L1 and L2 schools so that the number of students who continue to third level increases (teachers and other professions).</p>	<p>An increase in the number of pupils choosing to study Irish or study through the medium of Irish at third level.</p>	<p>An awareness campaign on social media and an increase in the number of followers.</p>	<p>An increase in the interest demonstrated in Irish-language courses at third level and an increase in the number of people selecting Irish.</p>	<p>Quantitative information from the third-level institutions.</p>
<p>A1: 5 Provide Gaeltacht scholarships to young people, adults and families by providing funding to Gael Linn, Cumann an Phiarsaigh & Conradh na Gaeilge.</p>	<p>Support Gael Linn, Conradh na Gaeilge and Cumann an Phiarsaigh through provision of a grant scheme for Gaeltacht scholarships.</p>	<p>Provision of funding to Gael Linn, Conradh na Gaeilge and Cumann an Phiarsaigh to provide scholarships.</p> <p>Provision of scholarships for those under 18 years of age.</p> <p>Provision of scholarships for adults.</p> <p>Provision of scholarships for families.</p>	<p>A fixed number of young people, adults and families attending Gaeltacht courses each year.</p>	<p>Quantitative information from the current grant recipients on the number of people who gained scholarships.</p> <p>Information on the people who receive scholarships as regards persons from areas of disadvantage etc.</p>
<p>A1: 6 Provide Irish-medium nursery schooling (naíscóil) in a pre-identified community by providing funding and facilitating the establishment of naíscóils, targeting networks, Gaeltacht Service Towns, Language Planning Areas and Irish Language Network Development Schemes (SFLGs).</p>	<p>Support for committees trying to establish nursery-school provision through provision of a development grant.</p>	<p>Developed nursery-school provision in an area in which there has been no previous provision and in which there is need for further provision.</p> <p>Developed nursery-school provision that is aligned to the development plan in the area as regards development of Irish-medium education provision.</p>	<p>Increased number of pre-school services, especially in networks, GSTs, LPAs and SFLGs.</p>	<p>End of Project Report</p>

		The choice of Irish-medium education to be made available for parents.		
A1: 7 Develop educational projects (including resources, technology needs).	Support for bodies/committees seeking to develop educational projects though the provision of development grants.	Development and provision of educational projects and resources.	An increased provision of resources according to need.	End of Project Report Survey on the number of users.
A1: 8 Encouraging writing among young people by running the Scriobh Leabhar project.	Foster reading and writing opportunities for school children in Irish.	A project announced at the beginning of each school year. Uploading of the children's books onto https://www.forasnagaeilge.ie/scriobhleabhar/ and onto social media each year. Support and marketing material will be developed and made available for the project on an ongoing basis. Award events will be held in schools throughout the country.	The number of Education Centres, the number of schools, the number of participating children and the number of books written each year.	Education Centre application forms; Education Centre reports on the claim forms for payments; analysis on the internet site and on social media.
A1: 9 Facilitate and enrich the education and training of the Irish-language community (in Gaeltacht areas and in areas where there is a network, or an Irish-language community) by publishing a monolingual Irish dictionary online. Facilitate and enrich the education and training of the general public by publishing a new Irish-English dictionary online.	Support the teaching, development and learning of Irish at the various levels through provision of facilities and resources.	The first instalment of the monolingual Irish-language Dictionary and of the Irish-English dictionary available online by the end of 2025.	N/a (by the end of 2025 the first instalment will be put online).	Data from Google Analytics.
A1: 10 Approve new terminology for new areas of material.	Provision of further materials on the lexicography and terminology sites, describing new fields that have come to the fore or fields that have been covered in greater depth.	Complete an update on tearma.ie every month. Amendments to the public interface as is necessary.	Feedback from the public to the various website-feedback addresses.	Data from Google Analytics; correspondence from the public to Foras na Gaeilge.
A1: 11 Meet educational needs at primary and post-primary level by providing publications and school resources focused on the relevant curricula.	Provision of project funding to the Áisionad. Facilitation of Irish-language acquisition and of learning through Irish by	Provision of specifically designed resources for Irish-medium schools.	Improved resource provision (in terms of quality). Increased resource provision. Feedback from	End of Project Report

	the provision of high-quality publications.	Preparing and publishing the publications.	teachers/pupils. Sales figures.	Internet traffic. Sales figures.
A1: 12 Reprinting of school publications as necessary.	Additional funding provision to the Áisíonad when appropriate/possible. Accommodate demand from teachers/pupils.	Provision of resources for Irish-medium schools. Reprint of publications.	Increased resource provision.	End of Project Report
A1: 13 Review the provision of post-primary resources.	Set out plans in partnership with stakeholders in the sector in order to ensure: 1) that the post-primary resources to be published serve the needs of teachers and of pupils 2) that teachers/schools and pupils are aware of the resources that are available 3) that teachers and pupils have easy access to the resources.	Set out action plans. Cooperation/joint-projects occurring between all stakeholders that provide post-primary resources.	Feedback from teachers/pupils.	Sales figures. Internet traffic. Surveys and contacts with teachers / schools at events / conferences etc.
A1: 14 Continuous development of <i>Séideán Sí</i> in accordance with the sector's needs.	Discussion with experts in the field of primary education, with teachers and with stakeholders in order to: 1) train teachers on how best to use the package 2) update aspects of the package that are outdated 3) prepare a business case to present to the Department of Education to procure further funding for the project.	More teachers using the package in schools. Availability of finance from the Department of Education. Application of updates and rewrites to material that is outdated.	An increase in sales figures. Wider use of the material that is already online. Feedback from teachers.	Sales figures. Internet traffic. Surveys and contacts with teachers / schools at events / conferences etc.
A1: 15 Scheme for Providers of Specialised Irish-Language Training Courses for the Public Sector.	Offer services to the Gaeltacht community and to the Irish-language community so that public-sector staff in both jurisdictions will be able to provide appropriate customer service.	Provision of Irish-language courses to employees of the Public Sector.	Increase the number of employees within the Public Sector who are capable of fulfilling their duties through Irish. Figures will be sought for the number of	A report from the body that will be responsible for running the courses. Feedback from the course participants.

			people participating in the courses.	
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Action	Results	Indicators	Impact Assessment	Information sources
A2: 1 Advise the DE (south) regarding good practice in immersion education by making representations on various forums on the issue of the Policy for Gaeltacht Education and Irish-medium Education.	Policy for Gaeltacht Education in place and functioning. Policy for Irish-medium Education available.	A strong policy for Gaeltacht Education developed and implemented. A strong policy for Irish-medium Education developed and implemented. Appropriate representation and attendance on the relevant committees and forums.	Policies in place regarding best practice in immersion education and subsequent improvement in the quality of education.	Regular reports from the various forums/committees. The Department of Education.
A2: 2 Increase parents' and communities' access to pre-school provision for their children through Irish by making representations on stakeholder organisations in the education and pre-school sector.	A wider choice for parents in terms of pre-school provision.	An increased provision of Irish-medium pre-school education. Appropriate representation and attendance on the relevant committees and forums.	An increase in the number of services.	The Department of Education Information from Gaeloideachas.
A2: 3 Influence and advise the education departments and stakeholders in the education sector through collaboration forums.	Provision of advice to the education departments by having regular meetings with them and by appropriate representation on the various forums.	Provision of advice to the education departments. Appropriate representation and attendance on the relevant committees and forums.	Inclusion of advice from Foras na Gaeilge on Irish and decisions being taken on educational matters.	The Departments of Education. Documentation from the other forums.
A2: 4 Support teachers & young people to promote spoken Irish in their school communities by providing funding for Gael Linn for Gaelbhreach.	Provision of annual funding to run Gaelbhreach.	The Gaelbhreach project implemented in an agreed number of schools each school year. Increased usage of Irish in the schools participating.	A set number of new schools, i.e. 50 over the two levels coming into the scheme each year. Increased number of users.	Reports from the Gaelbhreach staff.

Action	Results	Indicators	Impact Assessment	Information sources
<p>A2: 5 Provide support for student tutors and teachers by giving advice and through the work programmes of the following Lead Organisations - Gael Linn (Education in the English-medium sector, and for adults and opportunities for school pupils to use the language) and Gaeloideachas (Irish-medium education / immersion education and Irish-medium pre-school education).</p>	<p>Provision of advice to the education departments and to the other stakeholders.</p> <p>Support Gael Linn and Gaeloideachas to complete their work programmes in these areas through the provision of grants each year.</p>	<p>Provision of advice to the education departments.</p> <p>Advice given to other stakeholders (e.g. An Chomhairle Mhúinteoireachta).</p> <p>Implementation of Lead Organisation work programmes pertaining to this field.</p>	<p>More support available for student tutors and for teachers in terms of the Irish language (English-language sector and Irish-language education sector).</p>	<p>The Departments of Education.</p>
<p>A2: 6 Develop the amount and variety of the range of facilities available to teachers and pupils by agreeing a work program and providing project funding for the Irish-medium Áisaonad.</p>	<p>Provision of project funding to the Áisaonad.</p>	<p>Provision of training and specifically designed resources for Irish-medium schools.</p>	<p>Improved resource provision (in terms of quality).</p> <p>Increased resource provision.</p>	<p>End of Project Report</p> <p>Surveys on resource usage.</p>
<p>A2: 7 Increase the public's awareness of the opportunities and resources provided by Foras na Gaeilge by organising stands/exhibitions for suitable events and conferences.</p>	<p>An increased awareness among the public and various specific groups about the work of Foras na Gaeilge.</p> <p>Give teachers/head teachers an opportunity to give feedback on the resources/publications that are made available.</p> <p>Presentation of resources and publications to teachers/head teachers.</p>	<p>Advice and materials shared with the public about resources and opportunities.</p> <p>An Gúm/Foclóir to have stands at conferences/events.</p>	<p>Number of people ordering resources, registering with www.forasnagaeilge.ie, following Foras na Gaeilge on social media.</p> <p>Number of visitors at stands/attendance at events.</p> <p>An increased demand for services, publications, schemes and information.</p>	<p>Monitoring and reporting on social media and internet sites.</p> <p>Feedback on the site, on social media and by email.</p> <p>Reporting from stakeholders.</p> <p>Publication sales (An Gúm/Foclóir) as appropriate.</p>

Action	Results	Indicators	Impact Assessment	Information sources
A3: 1 Increase the number of accredited translators and editors and improve the standard of translations and editing by providing support to the translation sector and contributing to the professionalism of the sector through Córas Creidiúnaithe d'Aistritheoirí and through Córas Creidiúnaithe d'Eagarthóirí.	Overseeing the Séala Creidiúnaithe d'Aistritheoirí and the Séala Creidiúnaithe d'Eagarthóirí.	Organisation of one examination per year.	An increased number of persons accredited.	Feedback from the participants. End of period report from grant recipients.
A3: 2 Provide additional support to the translation sector through the Freagra service and through the website www.aistear.ie	Translation services made available for the public. Provision of training and resources for translators, editors and people who deal with written Irish.	Availability of the service. Availability of the service.	Feedback will be sought from people who utilise the service. Feedback will be sought from people who utilise the service.	End of period report from Freagra Nua Teo. End of period report from Aistear.

Action	Results	Indicators	Impact Assessment	Information sources
B1: 1 Develop these areas: community development, entrepreneurship and raising a family with Irish (Glór na nGael), awareness raising, language protection and representation (Conradh na Gaeilge), and opportunities that support the use of Irish and the establishment of networks (Oireachtas na Gaeilge and Cumann na bhFiann).	Provision of grants for specific programmes in conjunction with Gael Linn, Gaeloideachas and Cumann na bhFiann.	Satisfactory completion of Lead Organisation work programmes.	Evaluation of progression on the implementation of agreed functions. Regular meetings of the Partnership Forum.	An end-of-year report for the relevant Lead Organisations. Quarterly reports from the relevant Lead Organisations. Monitoring meetings.
B1: 2 Facilitate opportunities for young people to use Irish by providing funding to hold summer camps & youth events.	Provision of funding for a summer-camps scheme for groups each year. Provision of funding for a youth-events scheme for groups each year.	Administration conducted on funding for a summer-camps scheme. Opportunities made available to young people to use Irish during the summer. Administration conducted on funding for the youth-events scheme. Opportunities made available to young people to use Irish during the school year.	90 camps funded each summer and 75 youth schemes funded each year, and an increase in the number of Irish-language speakers in those areas.	End of year report.
B1: 3 Increase the use and awareness of Irish by providing support for community-based projects.	Funding provision for the Irish-Language Network Development Scheme (SFLG) grants.	Administration conducted on funding for the grants. Provision of community-based opportunities to develop the Irish language.	Number of districts into which funding support has been made available. Employee figures for the Irish-language community. Evaluation on the number and type of Irish-language activities.	Quarterly reports. End of year report. Relevant public sources. Monitoring meetings.
B1: 4 Develop the language-planning process (PPT - Próiseas Pleanála Teanga) and support it in GSTs and in Irish-language networks through funding and provision of advice.	Implementation of the Department's agreed PPT programme. Expenditure of the PPT allowance from the Department in accordance with the agreed Work Programme.	Administration conducted on the authorised funding for the grants. Development of other opportunities within the field of PPT.	Irish-language Networks and Gaeltacht Service Towns (GSTs) implementing agreed language plans. Meetings with the relevant local authorities.	Quarterly reports. End of year report. Language Planning Viewer.

Action	Results	Indicators	Impact Assessment	Information sources
	Implementation of the Lead Organisations' language plans.	Public meetings in relevant PPT areas.	Usage of the Gaelphobal site and of the PTT social media.	Statistics from the Gaelphobal site and from the PTT social media.
B1: 5 Support for communities to achieve status as Irish-Language Networks by providing funding and advice through the Irish-Language Network Development Scheme (SFLG).	An increase in the number of Irish-Language Networks within PPT. Potential Irish-language Networks candidates through the next round of the Irish Language Network Development Scheme (SFLG).	Administration conducted on the second round of the Irish-Language Network Scheme (on permission from the Department). Administration conducted on the second round of the Irish Language Network Development Scheme (SFLG).	Successful applicant approved through the Irish-Language Networks Scheme. Number of new grant recipients in the second round of the Irish Language Network Development Scheme (SFLG) at the mid-stage.	Level of interest / number of applicants in the second round of the Irish Language Network Development Scheme (SFLG).
B1: 6 Support Irish-language community radio stations (with valid broadcasting approval) by providing funding and advice through the Community Radio Scheme.	Provision of an all-Irish community radio-broadcasting schedule (24/7) in the cities of Belfast and Dublin (and through the two stations' internet sites).	Administration conducted on the annual programme and authorised funding to the grantees.	Number of people delivering programmes. Number of people on apprenticeship / in training in the field of radio broadcasting.	Quarterly reports. Relevant public sources. End of year report.
B1: 7 Support for the reader market of Irish-language books by administering the awards for publishing (Gradam Uí Shúilleabháin, Gradaim Réics Carló & Gradam de Bhaldraithe).	Administration of the awards for publishing (Gradam Uí Shúilleabháin, Gradaim Réics Carló & Gradam de Bhaldraithe).	An annual review of the system in partnership with representatives of the sector.	Results of the judging process. The level of pre-and post-publicity.	Number of the award-winning books sold. Number of the other shortlisted books sold. The level publicity. A report from the organisation managing the process.
B1: 8 Provision of reading materials and information for the Irish-speaking community through the Irish-Media Sector Schemes.	Ongoing provision for an online Irish-language newspaper - Tuairisc.ie A lifestyle magazine (online) available and updated monthly - NÓS.	Administration on the main selected Irish-language media organisations (written & online).	Statistics on the number of readers/users/followers. Growth trends.	Reports (at regular intervals and annually) on the number of readers and followers of each publication. Regular monitoring meetings.

Action	Results	Indicators	Impact Assessment	Information sources
	A special-interests magazine (in hardcopy format as well as with online access) - Comhar.			
B1: 9 Provide support to writers, publishers and the reading community through the following schemes:				
d. Publishing Scheme	Publishing Scheme Provision of high-quality works to the public and Irish-language readers.	Publishers funded through the scheme.	Reviewed scheme for 2025.	Publisher applications and reports; CNLG reviews on published books under a scheme.
e. The Commission Scheme	The Commission Scheme Commission a fund that would support publishers / writer(s) to write a specific work.	Awarded commissions.	Reviewed scheme for 2025.	Publisher applications and reports.
f. Literature Projects Scheme	Literature Projects Scheme	Literary projects funded through the scheme.	A small grant scheme will be organised from 2024 onwards on an annual basis.	Grant recipient applications and reports.
g. The Mentoring Scheme	The Mentoring Scheme. A fund to support writers at the beginning of their writing journey.	Mentorings funded through the scheme.	The scheme will be advertised every second year.	Writer / Mentor applications and reports; reviews on the scheme etc.
B1: 10 Publication of reading books.	Promotion of reading and writing by making a wide range of publications available: provision for specific age groups; reprints of classics, etc.	Provision of a wide range of publications.	Public feedback. Comments on social media Critical reviews. Sales figures.	Internet traffic. Sales figures.
B1: 11 Facilitate access to reading material for the Irish-language community, and for the area-based Irish-language communities by delivering Irish-language books to bookshops.	Ensure a distribution service. Maintenance of sales at the same level or higher than the previous year. Ensure general book distribution through the network of 250+ shops that receive consignments of books from Áis.	Investment in the resources and technology of Áis.	Sales figures, stakeholder feedback - especially from publishers and bookshops. Feedback from customers of the reading community. Sales-attendant feedback.	Sales reports, stakeholder feedback.

Action	Results	Indicators	Impact Assessment	Information sources
B2: 1 Develop and increase Foras na Gaeilge's access to the Irish-speaking community in the virtual world through continuous maintenance, development, updating and adding to the existing vocabulary and terminology resources online.	Provision of further materials on the vocabulary and terminology sites.	Update focloir.ie and teanglann.ie every other year. Add to the current resources and tools. 10 meetings of the Coiste Téarmaíochta per year.	Feedback from the public to the various website-feedback addresses.	Data from Google Analytics; correspondence from the public to Foras na Gaeilge.
B2: 2 Ensure Irish-language books are included during the major World Book Day campaign.	Provision of Irish-language books as part of the major World Book Day campaign.	Irish-language books will be available as part of World Book Day each year and development opportunities will be implemented as a part of the project.	A call for applications will be organised with publishers to nominate an Irish-language book each year.	The number of orders from the bookshops, analysis on internet activity.
B2: 3 Support the development of the Irish language in business through advice and funding for small to medium-sized enterprises through the Business Support Scheme.	Up to 50 SMEs to benefit from the Business Support Scheme.	Administration conducted of the Business Support Scheme.	The number of SMEs using the Irish language. An increase in the visibility of the Irish language in the business sector.	Images and evidence provided by each grant recipient. Post-scheme publicity (from grant recipients).
B2: 4 Increase the number of businesses that are able to operate on a bilingual basis through the Accreditation System with the Q-Marc Gnó le Gaeilge Seal.	Increase the number of companies achieving the Q-Marc Seal.	NSAI approval in order to administer the accreditation system as an ISO management standard. The number of enquiries of interest through the Q-Marc site and through Glór na nGael. Assessment visits and quarterly meetings.	Number of successful applicants. Number of applicants under ongoing assessment. Number of potential applicants through Glór na nGael's GRADAM recognition scheme.	Reports from the business consultant. Issue of certificates. Post-scheme publicity.
B2: 5 Develop and increase Foras na Gaeilge's access to the Irish-speaking community in the virtual world by publishing more electronic versions of Irish-language publications.	Increase the repository of publications that are electronically available to the public.	Preparation of electronic versions of publications.	Internet traffic. Commentary on social media Critical reviews.	Internet traffic. Sales figures. Public feedback.

Action	Results	Indicators	Impact Assessment	Information sources
<p>B3: 1 Opportunities for use by the Irish language community through the following schemes:</p> <p>d. Support Scheme for Irish language Centres e. Culturlann Scheme f. <i>Turas</i></p>	Increased usage opportunities in the community.	Administration conducted on funding for the grants. The number of Irish-language community centres that are open to the public.	Number of open centres.	Mid-year reports. End of year report.
<p>B3: 2 Add to the number of Irish-language networks in the community by providing funding for Oireachtas na Gaeilge's networking programme.</p>	Agree a work programme with Oireachtas na Gaeilge.	Evaluation of progression on the implementation of agreed functions.	Number and type of networking activities.	Quarterly reports. End of year report.
<p>B3: 3 Develop Irish-language communities, Irish-language entrepreneurship in the community, and raising families with Irish by providing funding for Glór na nGael.</p>	Agree a work programme with Glór na nGael.	Evaluation of progression on the implementation of agreed functions.	Number and type of relevant activities under the functions.	Quarterly reports. End of year report.
<p>B3: 4 Add to Irish-language networks and opportunities for use Irish through the Festivals Scheme.</p>	Provision of funding to committees to hold arts festivals or aspects of festivals.	A Festivals Scheme will be run each year. The number of festivals. The number of people attending them. Publicity around the festivals.	Number of beneficiaries and attendees at festivals.	Feedback from grant recipients: Application form Claim form for payment End of period report. Monitoring visits and subsequent reports.
<p>B3: 5 Raise the status and visibility of Irish in society through the Major Arts Events Scheme.</p>	Scheme administered on an annual basis.	The number of Major Events. Feedback from the grant recipients regarding the number of people who attended the Irish-language items.	Number of beneficiaries. The standard of provision for the Irish language during the major events. Publicity for the Irish language.	Feedback from grant recipients: Application form, Claim form for payment, End of period report, relevant public sources. Foras na Gaeilge representatives will conduct monitoring visits and reports based upon these visits will be written.

Action	Results	Indicators	Impact Assessment	Information sources
B3: 6 Increase networks and opportunities to use Irish by providing support to drama companies through the Drama Companies Scheme.	Provision of support to Irish-language drama companies.	The number of companies; The number of productions; The number of attendees at the productions; The standard of productions. Publicity for the productions.	The number and standard of productions.	Feedback from grant recipients: Application form, Claim form for payment, End of period report. Monitoring visits from FnaG and written reports based upon these visits.
B3: 7 Provide collaboration opportunities, partnership opportunities and learning opportunities for the Irish-language community and the Scottish Gaelic community through Colmcille Schemes.	Bringing together the Gaels of Ireland and Scotland. Building social capital through new relationships and partnership.	Colmcille Schemes will be run every year. Partnerships and relationships in the arts and in the media, in youth and in heritage & tourism relating to Irish and Scottish Gaelic; information on Scottish Gaelic.	The number and functions of the new partnerships and viability.	End of project reports.
B3: 8 Ensure inclusivity in all our activities in the various key fields as specified by both governments by tending to the major strategies of both governments in various key fields.	Ensure alignment to major policies in both jurisdictions.	Ongoing communication with the sponsoring Departments and other relevant departments.	Information exchange, cross-referencing and / or special reporting (e.g. PG5).	Strategies, policies and other guidance documents from both administrations. Feedback from the two sponsoring Departments.

Action	Results	Indicators	Impact Assessment	Information sources
C1: 1 Ensure the ongoing development of the Irish lexicography by establishing a partnership with relevant stakeholders.	A permanent foundation for Irish-language lexicography. People skilled at a high standard in its operation. Recognised development opportunities.	Ongoing cooperation with external companies and organisations and individuals in the sector. Working placements with 3rd-level institutions. Participation in national and international conferences.	Success of recruitment campaigns & an increase in applicant numbers. Success of invitations to tender for lexicographical services and related services & an increase in applicant numbers. A better	Foras na Gaeilge's internal project documents.

Action	Results	Indicators	Impact Assessment	Information sources
			awareness of the lexicographical sector within the relevant 3rd-level institutions.	
C1: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme.	Effective advocacy conducted for the Irish language and the Irish-language community.	Progression on the implementation of agreed functions.	Number and type of relevant activities under the functions.	Quarterly reports. End of year report. Monitoring meetings. Meetings of the Partnership Forum.
C1: 3 Promote awareness of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive by providing funding for <i>Turas</i>.	An improved awareness of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive.	Progression on the work programme's targets.	Number and type of activities. Good-publicity output on social media.	Mid-year reports. End of year report. Monitoring meetings.

Action	Results	Indicators	Impact Assessment	Information sources
1 Promote an understanding of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive by providing funding for <i>Turas</i>.	An improved awareness of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive.	Progression on the work programme's targets.	Number and type of activities. Good-publicity output on social media.	Mid-year reports. End of year report. Monitoring meetings.
C2: 2 Raise awareness of the Irish language by funding Conradh na Gaeilge's advocacy programme.	Effective advocacy conducted for the Irish language and the Irish-language community.	Agree a work programme with Conradh na Gaeilge as a Lead Organisation with responsibility over the field of advocacy.	Number and type of relevant activities under the functions.	Quarterly reports. Relevant public sources. End of year report.
C2: 3 Partnership on awareness projects about Irish.	The Irish language presented before various groups through partnership with stakeholders.	Availability of opportunities to use and participate.	Number of participants. Number of followers and impressions on social media. Number of subscribers. Number of visitors to the internet sites.	Monitoring and reporting on social media and internet sites. Reporting from stakeholders.

Action	Results	Indicators	Impact Assessment	Information sources
C2: 4 Awareness campaigns on social media	An increased awareness of Irish and of Foras na Gaeilge's services.	Availability of opportunities to use and participate. Public availability of information and sources of information about Irish and about Foras na Gaeilge.	Number of followers, interactions and impressions on social media Number of orders. Number of subscribers Number of visitors to the internet sites.	Monitoring and reporting on social media and internet sites. Feedback on social media and by email. Reporting from stakeholders. Publication sales (An Gúm/Foclóir) as appropriate.
C2: 5 Sponsorship and advertising to raise awareness about Foras na Gaeilge's role and about the Irish language.	Information shared with the public about Foras na Gaeilge's role.	Raised profile of Foras na Gaeilge A raised awareness of the role and services of Foras na Gaeilge	Attendance at events. Number of followers, interactions and impressions on social media Number of applicants, subscribers, visitors to websites, awareness and interest in Irish and in Foras na Gaeilge's services.	Monitoring and reporting on social media and internet sites. Relevant public sources.
C2: 6 Public Relations Programme.	A raised presence of Foras na Gaeilge amongst the public.	Publicity conducted on notices, launches, services, publications, schemes through events, meetings and material online.	Attendance at events. Number of followers, interactions and impression of social media. Number of applicants. Number of subscribers. Number of visitors to the internet sites.	Monitoring and reporting on social media and internet sites. Feedback on social media and by email.
C2: 7 Increase relationships and partnership with Scotland by providing advice and facilitation to groups and organisations.	Increased east-west understanding and interaction.	Further activity and communication in this area.	Further queries on projects and more exchanges of information in both directions.	Monitoring on the number and nature of applications, specific research.
C2: 8 Provide learning opportunities for both languages through the Colmcille Bursary Scheme.	Organise a bursary scheme in partnership with learning organisations in Scotland.	Bursary scheme advertised. Number of applicants.	Number of bursaries awarded.	Feedback from applicants. Reports from Sabhal Mòr Ostaig.

Action	Results	Indicators	Impact Assessment	Information sources
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Action	Results	Indicators	Impact Assessment	Information sources
C3: 1 Influence relevant organisations in the field of education (including statutory organisations), by facilitating meetings and / or preparing submissions.	An increased visibility and influence for Irish itself and for Foras na Gaeilge.	Regular contact and meetings.	Number of meetings/contacts.	Publications and reports and commentaries in the media on the role of Foras na Gaeilge in this area.
C3: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme.	Advocacy ensured for the sector.	Evaluation of progression on the implementation of agreed functions.	Number and type of relevant activities under the functions.	Quarterly reports. End of year report.
C3: 3 Support and participate in meetings of the Joint Committee of Irish-language Officers.	Effective and regular organisation of meetings of the Joint Committee of Irish-language Officers. FnaG's influence on the work of the officers and of Local Authorities regarding Irish.	An agreed work programme with the Joint Committee of Irish-language Officers, the Association of Irish-language Development Officers, support and spokesperson network for Irish-language Development Officers in the Public Sector and States on the island of Ireland. AGM of the Joint Committee of Irish-language Officers organised. An implemented work programme.	Number and type of activities. Joint Committee of Irish-language Officers membership.	End of year report of the Joint Committee of Irish-language Officers.
C3: 4 Support the development of the Irish language around local authorities in the jurisdiction of the Executive through the Irish-language Officers Scheme.	Irish being continually developed in the local authorities in the jurisdiction of the Executive.	Administration conducted on the scheme.	Number of councils partaking in the scheme. Review of the scheme. A public consultation on the future of the scheme.	Officer reports. The review results. The consultation results.
C3: 5 Support policies of both governments regarding the language by making representations on various forums.	Influence on committees and on various government forums.	The number of forums and committees on which Foras na Gaeilge has representation.	Areas in which representatives have influence.	Feedback from representatives.
C3: 6 Increase understanding on the Irish-language question among leaders of the cultural bodies through a series of high-level meetings with leaders of state organisations.	Influence affected upon cultural bodies in regard to their servicing the Irish language and the public.	The number of meetings per year. An improvement in provision for the Irish language.	Activities arising from the meetings. Influence affected upon the usage and place of Irish in the cultural bodies.	Feedback from the meetings. The Forum of Cultural Bodies. The Language Commissioner's Report.

Action	Results	Indicators	Impact Assessment	Information sources
			Establishment of the Forum for Cultural Bodies.	
C3: 7 Add to the understanding of politicians on major issues related to the development of the Irish language through meetings; appearance before Oireachtas and Assembly committees.	Influence affected upon politicians regarding the two states' provision for Irish.	Opportunities to give presentations before committees An improvement in the views and understandings of politicians on the Irish language.	A raised awareness on the major questions pertaining to the Irish language amongst TDs and MLAs. An increase in the level of finance to FnaG and the Irish-language Sector.	Report from committees. The budgets of FnaG and of other groups in the sector. The policies of the two governments in relation to Irish.
C3: 8 Increase understanding of the language planning approach at a local authority level through a series of high-level meetings with the leaders of local authorities.	An improved understanding and support from Local Authorities for language planning. Meetings with the leaders of local authorities	The number of meetings. Support for language plans. The number of Irish-language Officers employed in the local authorities.	Actions arising from the meetings Influence affected upon the usage and place of Irish in the local authorities.	Feedback from meetings. Feedback from Lead Organisations in the networks and in the GSTs.
C3: 9 Add to understandings within the two states' major institutions on the development of Irish through strategic meetings, submissions and representation.	An improvement in the understandings of the two states' major institutions on the development of Irish. Meetings with government ministers and with the heads of the major state institutions, north and south. Submissions and opportunities for representation.	The number of meetings. Number of submissions.	Actions arising from the meetings. Support projects from the major state institutions. An increase in the level of financing of FnaG and of the Irish-language Sector.	Feedback from meetings. Government policies relating to Irish. The budgets of FnaG and of other groups in the sector.

Action	Results	Indicators	Impact Assessment	Information sources
D1: 1 Meet the needs of the community and the organisation by developing and maintaining an online grant management system.	Availability of an online grant-completion system for the public for all of our schemes & an enhancement of the service to applicants and grant recipients.	An online system developed and available online for the public. The application-completion process enhanced and	Each of the organisation's schemes available on the system (as they become ready for advertising) and an enhanced application-completion process for the public.	The system online. Annual reports from auditors (internal and from the Comptroller). A survey of grant recipients.

Action	Results	Indicators	Impact Assessment	Information sources
		standardised across the organisation. A centralised grant process. Automatic filing.		
D1: 2 Provide annual reports and accounts in a timely manner.	Timely publication of reports.	Preparation and publication of the Annual Reports and Accounts 2023-2025 as per prescribed targets.	Enhanced transparency and openness. FnaG able to signpost enquiries to published information.	The Financial Memorandum, updated information from the sponsoring Departments as per the requirements of both jurisdictions.
D1: 3 Fulfil statutory duties in relation to financial affairs and corporate governance.	The best financial and corporate standards with the widest international acceptance to be operational within the organisation.	Responsibilities fulfilled.	Monitoring work of the Audits Committee, of the internal auditors, oversight of the sponsoring Departments, the Comptroller in both jurisdictions.	The Financial Memorandum, various guidance from the sponsoring and finance Departments, legislation.
D1: 4 Inclusion of policies and practices into our systems and processes.	Systems and processes to be developed and reviewed as appropriate.	Systems to be in place that are aligned to policies and practices in the two jurisdictions and in similar organisations to Foras na Gaeilge.	Reviews to be planned at various levels - by internal committees, internal and external auditors.	High-level policy documents in both jurisdictions, other forums that share international best practice (e.g. NPLD, EFNIL), organisational networks pertaining to practice (e.g. Data Protection, special financial aspects etc.).
D1: 5 Appropriate resource supply to meet the organisation's needs.	Service delivery to the appropriate standard.	Targets met and responsibilities fulfilled.	Feedback from monitoring meetings.	The Financial Memorandum and other sources.
D1: 6 Develop and implement standard processes across the organisations.	Standard processes in operation within the organisation across all areas, and which adhere to best practice.	No imbalances or problems of continuity emerging in project or process operation.	Reviews to be planned at various levels - by internal committees, by internal and external auditors.	Internal and external reports.
D1: 7 Provide draft business (1yr) and corporate (3yr) plans.	Prepared and approved plans as per direction of the two sponsoring departments and the NSMC.	Prepared and approved plans.	Feedback from monitoring meetings / feedback from the departments.	'Direction' from the sponsoring and finance departments.

Action	Results	Indicators	Impact Assessment	Information sources
D2: 1 Measure the use of new terminology among the public and improve the development of new terminology accordingly.	Availability of information on the use and acceptability of newly coined terms based upon evidence from studies on corpora of contemporary Irish.	Execute a research project to design, establish and collect a suitable corpus. Study the range of new terms coined and report on their usage. Qualitative and quantitative information on the usage of terminology from the research.	Feedback based upon evidence on the usage of terms, as a subject for discussion and as a guide to the work of An Coiste in the future.	Foras na Gaeilge's internal project documents.
D2: 2 Improve the effectiveness of Foras na Gaeilge's schemes and projects regarding changing language behaviours in the community through an annual research schedule.	Measurement of work development and impact through baselines and comparative information. Enhanced effectiveness of Foras na Gaeilge's schemes and projects in terms of changing language behaviours in the community.	Provision of occasional reports for the organisation and stakeholders on the effectiveness of schemes in terms of the community's language behaviour.	Usage of relevant indicators to measure progression in a range of activities. Reports from independent evaluators.	Quantitative and qualitative research (in-house and/or commissioned).
D2: 3 Improve the effectiveness of the Partnership Approach in changing the language behaviours of the target communities by continuing the independent evaluation of the approach.	Evaluation of reports on the effectiveness of the Partnership Approach in changing the language behaviours of the communities concerned and availability of evidence regarding amendments to the approach.	Reports on the effectiveness of the Partnership Approach in terms of the community's language behaviour.	Valuation reports and international comparisons.	Research, focus groups and valuation reports.

Action	Results	Indicators	Impact Assessment	Information sources
D3: 1 Add to the use of Irish by supporting developments in technology through our funding pots.	Increase the usage of Irish in a way that could not be achieved without technology.	Number and / or quality of technology projects supported through funding pots.	Increase and diversify participation (in terms of numbers, geography, specific communities and subsections of the community etc.).	Reports on current work as a basis of recognising opportunities and / or a specific demand.

Monitoring and valuation arrangements

There are specific arrangements in place for monitoring, evaluation and reporting on the Corporate Plan agreed with the Sponsoring Departments:

- The relevant parties sign a formal service agreement each year that specifically refers to the annual Business Plan which is rooted in the Corporate Plan;
- Foras na Gaeilge's work and progress on the Business Plan is discussed in the North South Ministerial Council meetings;
- A series of monitoring meetings are organised every year in which formal reports (in the form of documentation in line with pre-agreed models) are provided on the progress of the Business Plan;
- In addition to that, there is regular contact between Foras na Gaeilge and the Sponsoring Departments about practical aspects of the work taking place.

In this way it is confirmed that the Corporate Plan is aligned with the Government Program in both jurisdictions, and it is also confirmed that any implications arising from major events in the functional environment (such as COVID-19 or Brexit, for example) will be taken into account.

Occasionally, progress is formally reported on particular aspects of the work - progress is reported on sections of *Twenty-Year Strategy for Irish Language 2010-2030*, for example in the reports written on *5 Year Activity Plan* – and Dáil and Assembly questions and enquiries from the Sponsoring Departments and other government departments are answered on demand.

Foras na Gaeilge is available to Dáil and Assembly committees to report to them on the organisation's work and to discuss and answer specific questions. Questions and enquiries from the public or the media are answered on an ongoing basis.

Arrangements to publicise the plan

When the full Corporate Plan has been approved by the appropriate authorities, the communication arrangements under the plan will be coordinated with them.

This could include publication on the Foras na Gaeilge website, presenting it to the Partnership Forum and the Language Development Forum, publicising it on social media and whatever other arrangements are agreed upon at that time.

Appendix One - Organisational charter and number of staff

Chief Executive Office		Key	
1 PF		Gweedore	Belfast
1 OF (Vacancy to be filled)		Rathcarran	Dunshaughlin
		Amiens Street	
Development Services	Corporate Services	Education Services	Publishing, terminology and lexicography
1 PO	1 PO	1 LPF	1 PO (Vacancy to be filled)
		1 RO (Colm Ó Scolláin) temporary	
			Lexicography
The Public Sector and the Arts	Corporate Planning	Education	1 POC Ed. NEID
1 AOF	1 POC (Vacancy to be filled)	1 POC	1 POC (Bain. Tions.)
1 OFo		1 AOF	1 Inn. Grade II
1 OF	1 AOF	1 AOF	1 Inn. Grade II
		1 OFo	1 Inn. Grade II
Community & Business	Finance, Human Resources and Tech	1 OFo	1 Inn. Grade II
1 POC	1 POC	1 OA	1 OF
1 AOF	1 AOF	1 OC (Vacancy – will not be filled)	
1 OFo	1 AOF		Téarmaíocht
1 OF	1 AOF		1 POC
1 OF	1 OF		1 Inn. Grade III
1 OC	1 OF		
	1 OC		Publishing
Language planning	1 OC		1 Inn. Grade I
1 AOF (Vacancy to be filled to be verified)	1 OC		1 Inn. Grade II
	1 OS (Vacancy – will not be filled)		1 Inn. Grade II
Colmille			1 Inn. Grade III
1 OFo	Communications and Marketing		1 Inn. Grade III
1 OF	1 POC	Publishing, lexicography and terminology	1 Inn. Grade III
	1 OC	Clár na Leabhar Gaeilge	1 Inn. Grade III
	Áis	1 AOF	1 Inn. Grade III (Temporary vacancy to be filled)
	1 POC	1 OF	1 AOF
	1 OF (Sales organiser.)	1 OC (Vacancy to be filled)	1 OF
	1 O. St		1 OC (Vacancy – will not be filled)

	1 OC		1 Oif. Teicniúil (Vacancy – will not be filled)
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Appendix Two – Budget Plans

The following are the assumptions made by Foras na Gaeilge for this draft:															
* New pension costs will be provided in addition to administration costs and programme spend															
Exchange rate 2020	€1:£.90														
Exchange rate 2021	€1:£.87														
Exchange rate 2022	€1:£.86														
Exchange rate 2023	€1:£.86														
Exchange rate 2024	€1:£.86														
Exchange rate 2025	€1:£.86														
											Le deimhniú				
											Le deimhniú				
An Foras Teanga - Foras na Gaeilge	Proposed 2023 Budget					Proposed Change +/-		Proposed 2024 Budget			Proposed Change +/-		Proposed 2025 Budget		
	Current €000	Capital €000	Total €000	€ change €000	% change	Current €000	Capital €000	Total €000	€ change €000	% change	Current €000	Capital €000	Total €000		
Programme															
1.Development Services	8,751,851	-	8,751,851	- 191,500	-2%	8,560,351	-	8,560,351	- 192,860	-2%	8,367,491	-	8,367,491		
2.Education Services	3,812,603	-	3,812,603	- 86,272	-2%	3,726,331	-	3,726,331	- 56,469	-2%	3,669,862	-	3,669,862		
3.Clár na Leabhar Gaeilge	1,048,540	-	1,048,540	-	0%	1,048,540	-	1,048,540	-	0%	1,048,540	-	1,048,540		
3.Clár na Leabhar Gaeilge existing pensions (to 2016)	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
3.Clár na Leabhar Gaeilge new pensions (since 2016)	12,625	-	12,625	-	0%	12,625	-	12,625	-	0%	12,625	-	12,625		
Total Pension costs	12,625	-	12,625	-	0%	12,625	-	12,625	-	0%	12,625	-	12,625		
4.Colmcille	237,036	-	237,036	-	0%	237,036	-	237,036	-	0%	237,036	-	237,036		
4.Colmcille (existing pensions)	-	-	-	-	200%	-	-	-	-	300%	-	-	-		
Total Programme Expenditure	13,862,655	-	13,862,655	- 277,772	-4%	13,584,883	-	13,584,883	- 249,329	-4%	13,335,554	-	13,335,554		
Pay Costs	3,725,448	-	3,725,448	186,272	5%	3,911,720	-	3,911,720	156,469	4%	4,068,189	-	4,068,189		
Non Pay Administration Costs	2,054,356	-	2,054,356	-	0%	2,054,356	-	2,054,356	-	0%	2,054,356	-	2,054,356		
Pension costs existing (to 2016)	429,000	-	429,000	-	0%	429,000	-	429,000	-	0%	429,000	-	429,000		
Pension costs new (since 2016)	353,161	-	353,161	100,000	28%	453,161	-	453,161	100,000	22%	553,161	-	553,161		
Total Pension costs	782,161	-	782,161	100,000	13%	882,161	-	882,161	100,000	11%	982,161	-	982,161		
Total Administration Costs (excl new pension costs)	6,561,965	-	6,561,965	286,272	4%	6,848,237	-	6,848,237	256,469	4%	7,104,706	-	7,104,706		
Overall Total Expenditure (Programme & Administration) exc new pension costs	20,424,620	-	20,424,620	8,500	0%	20,433,120	-	20,433,120	7,140	0%	20,440,260	-	20,440,260		
New Pension Costs CNLG	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
New Pension Costs Colmcille	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
New Pension Costs Foras na Gaeilge	250,000	-	250,000	-	0%	250,000	-	250,000	-	0%	250,000	-	250,000		
Overall Total Expenditure (Programme, Administration, existing pensions & new pensions)	20,674,620	-	20,674,620	8,500	0%	20,683,120	-	20,683,120	7,140	0%	20,690,260	-	20,690,260		
Proportion payable by NI (including existing pensions)	4,066,580	-	4,066,580	-	0%	4,066,580	-	4,066,580	-	0%	4,066,580	-	4,066,580		
Proportion payable by NI in relation to Colmcille	118,518	-	118,518	-	0%	118,518	-	118,518	-	0%	118,518	-	118,518		
Proportion payable by NI in relation to Líofo	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
Total NI contribution	4,185,098	-	4,185,098	-	0	4,185,098	-	4,185,098	-	0	4,185,098	-	4,185,098		
Proportion payable by IRL (including existing pensions)	12,199,739	-	12,199,739	-	0%	12,199,739	-	12,199,739	-	0%	12,199,739	-	12,199,739		
Proportion payable by IRL in respect of Colmcille	118,518	-	118,518	-	0%	118,518	-	118,518	-	0%	118,518	-	118,518		
Proportion payable by IRL in respect of Clár na Leabhar Gaeilge	1,061,165	-	1,061,165	-	0%	1,061,165	-	1,061,165	-	0%	1,061,165	-	1,061,165		
Total IRL contribution	13,379,422	-	13,379,422	-	0%	13,379,422	-	13,379,422	-	0%	13,379,422	-	13,379,422		
Pension Costs NI FNAG (new)	62,500	-	62,500	-	0%	62,500	-	62,500	-	0%	62,500	-	62,500		
Pension Costs NI CNLG (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
Pension Costs NI CC (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
Pension Costs IRL FNAG (new)	187,500	-	187,500	-	0%	187,500	-	187,500	-	0%	187,500	-	187,500		
Pension Costs IRL CNLG (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
Pension Costs ROI CC (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-		
Overall expenditure for approval	17,814,520	-	17,814,520	-	0%	17,814,520	-	17,814,520	-	0%	17,814,520	-	17,814,520		
Total NI contribution (including new pension costs)	4,247,598	-	4,247,598	-	0%	4,247,598	-	4,247,598	-	0%	4,247,598	-	4,247,598		
Total IRL contribution (including new pension costs)	13,566,922	-	13,566,922	-	0%	13,566,922	-	13,566,922	-	0%	13,566,922	-	13,566,922		

Other income Foras na Gaeilge	2,860,100		2,860,100	8,500	0.3%	2,868,600		2,868,600	7,140	0.2%	2,875,740	-	2,875,740
Other income CNLG	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Other income Colmcille	-	-	-	-	0%	-	-	-	-	0%	-	-	-
DFC Covid Intervention support	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Total funding	20,674,620	-	20,674,620	8,500	0%	20,683,120	-	20,683,120	7,140	0%	20,690,260	-	20,690,260
Pension lumpsums	250,000	-	250,000	(0)	200%	250,000	-	250,000	(0)	300%	250,000	-	250,000
Projected Staff Nos			60					60					60
Narrative to support expenditure figures:													
Other income Foras na Gaeilge	2023	2024	2025										
Foras na Gaeilge Áis income from the distribution and sale of books	550,000	550,000	550,000										
Foras na Gaeilge VAT refunds and miscellaneous other income	45,100	45,100	45,100										
Foras na Gaeilge funding from the Department of Education and Skills Séideán Si	80,000	80,000	80,000										
* Foras na Gaeilge funding from the Department of Education and Skills Gael Linn	170,000	170,000	170,000										
* Foras na Gaeilge funding from the Department of Education and Skills Dictionary	50,000	50,000	50,000										
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning process	795,000	795,000	795,000										
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning Coordinator salary	170,000	178,500	185,640										
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Clár na Leabhar	600,000	600,000	600,000										
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Dictionary	300,000	300,000	300,000										
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- NDNA	100,000	100,000	100,000										
	2,860,100	2,868,600	2,875,740										
NI proportion of includes 25% Foras na Gaeilge grant and 50% of Colmcille grant													
IRL proportion includes 75% of Foras na Gaeilge grant, 50% of Colmcille grant, and 100% of Clár na Leabhar Gaeilge grant													
* Pension lumpsums are included above at the amount in the 2016 Plan (€250,000) this has been done on the													

Abbreviations

Abbreviations	Explanation	Details
OLA 2003	<i>Official Languages Act 2003</i>	<i>Official Languages Act 2003</i> https://www.irishstatutebook.ie/eli/2003/act/32/enacted/ga/html
OLA(A) 2021	<i>Official Languages Act (Amendment) 2021</i>	<i>Official Languages Act (Amendment) 2021</i> https://www.irishstatutebook.ie/eli/2021/act/49/enacted/ga/html
BIC 2020-2025	<i>Ag Tógáil Pobal Ionchuisitheach 2020-2025</i>	<i>Building Inclusive Communities 2020-2025</i> , the strategy document from the Department for Communities. Referring especially to “Wellbeing and Inclusion” - “Promoting and developing indigenous languages to support wider access to opportunities, experience and services”. https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-five-year-strategy.pdf
GST	Gaeltacht Service Town / Towns	Gaeltacht Service Town / Towns as specified in the Gaeltacht Act 2012 and in relevant Orders (that being Statutory Instruments) arising from the Act. https://data.oireachtas.ie/ie/oireachtas/act/2012/34/eng/enacted/a34112full.pdf
PA NSMC	Partnership Approach of the NSMC (July 2013)	A decision from the North-South Ministerial Council establishing a partnership approach with six Lead Organisations with specific responsibilities. https://www.northsouthministerialcouncil.org/publications/language-body-joint-communiqu%C3%A9-10-july-2013
LO	Lead Organisation(s)	The Lead Organisations selected under the PA NSMC, as shown below: <u>The Lead Organisations and their <i>major areas of work</i></u> Gaeloideachas <i>Irish-medium education/immersion education and Irish-medium pre-schooling</i> Gael Linn <i>Education in the English-medium sector and for adults, and opportunities for use by school pupils</i>

Abbreviations	Explanation	Details
		<p>Glór na nGael <i>Community and economic development</i></p> <p>Oireachtas na Gaeilge <i>Opportunities which support the use of Irish and the establishment of networks for adults</i></p> <p>Conradh na Gaeilge <i>Awareness raising, language protection and representation (on behalf of the language with state authorities)</i></p> <p>Cumann na bhFiann <i>Development of opportunities to use Irish and of networks for young people</i></p>
CCEA	The Council for the Curriculum, Examinations & Assessment	The Council for the Curriculum, Examinations & Assessment in Northern Ireland https://www.ccea.org.uk
NCCA	National Council for Curriculum and Assessment	National Council for Curriculum and Assessment https://ncca.ie
COGG	An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta (The Council for Gaeltacht and Irish Medium Education)	An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta (The Council for Gaeltacht and Irish Medium Education) https://www.cogg.ie
CLIL	Content and Language Integrated Learning	https://www.jct.ie/leangaeilge/content_and_language_integrated_learning_(CLIL)/home_ga
FnaG's Functions	Foras na Gaeilge's Functions	Foras na Gaeilge's functions, as set out in the constitution (the British-Irish Agreement Act, 1999 and the North/South Cooperation (Implementation Bodies) (Northern Ireland) Order 1999 and various NSMC decisions since then regarding amendments to functions. https://data.oireachtas.ie/ie/oireachtas/act/1999/1/gle/enacted/a199i.pdf and https://www.legislation.gov.uk/ukxi/1999/859/made
FnaG	Foras na Gaeilge	www.forasnagaeilge.ie

Abbreviations	Explanation	Details
IMSGO		
DCEDIY	(The Department) of Children, Equality, Disability, Integration and Youth	(The Department) of Children, Equality, Disability, Integration and Youth https://www.gov.ie/ga/eagraiocht/an-roinn-leanai-comhionannais-michumais-lanphairtiochta-agus-oige/
LPA	Language Planning Area / Areas	Language Planning Area / Areas as specified in the Gaeltacht Act 2012 and in relevant Orders (that being Statutory Instruments) arising from the Act. https://data.oireachtas.ie/ie/oireachtas/act/2012/34/eng/enacted/a34112full.pdf
NSAI	National Standards Authority of Ireland	https://www.n sai.ie
DCU	Dublin City University	www.dcu.ie
PUL	Protestant, Unionist and Loyalist	
PG5	<i>Plean Gníomhaíochta 5 Bliana 2018-2022 (5 Year Action Plan 2018-2022)</i>	We understand at the time of the current draft of <i>Foras na Gaeilge's Corporate Plan 2023-2025</i> that there is a possibility that the timescale of the Plan will be extended due to the adverse effects of COVID-19 and that it will extend into the period of the Corporate Plan 2023- 2025.
DoE (in the south) DoE (in the jurisdiction of the Executive)	The Department of Education	The education departments in both jurisdictions.
DfC	The Department for Communities	Foras na Gaeilge's sponsoring department in the jurisdiction of the Executive.
SFLG	An Scéim Forbartha Líonraí Gaeilge (The Irish Language Networks Development Scheme)	A Foras na Gaeilge scheme to invest significantly in the promotion, maintenance, and perpetuation of the Irish language at community level through the principles of language planning. SFLG succeeded the Scéim Pobal Gaeilge (SPG), based on feedback from a consultation process. The first round of SFLG is for years 2022-2024 and a fund of up to €4.12m was announced.

Abbreviations	Explanation	Details
S20B	<i>Straitéis 20 Bliain don Ghaeilge 2010-2030 (20 Year Strategy for the Irish Language 2010-2030)</i>	<p>An Irish Government policy to promote the Irish language in a holistic, integrated manner in line with international best practice in nine action-areas:</p> <ul style="list-style-type: none"> • <i>Education;</i> • <i>The Gaeltacht;</i> • <i>The Family Passing on the Language – Early Intervention;</i> • <i>Administration, Services and Public;</i> • <i>Media and Technology;</i> • <i>Dictionaries;</i> • <i>Legislation and Status;</i> • <i>Economic Life;</i> • <i>Broad Initiatives.</i> <p>https://www.gov.ie/ga/eolas-polasaithe/an-straiteis-20-bliain-don-ghaeilge-2010-2030/</p> <p>and</p> <p>https://assets.gov.ie/88781/d586a02a-1395-4f0e-88c0-835b9b236654.pdf</p>
SPG	Scéim Pobal Gaeilge (Irish Language Communities Scheme)	
T:BUC	Together: Building a United Community	https://www.executiveoffice-ni.gov.uk/articles/about-together-building-united-community-tbuc
DTCAGSM	The Department for Tourism, Culture, Arts, Gaeltacht, Sport, and Media	Foras na Gaeilge’s sponsoring department in the south
GCSE	General Certificate of Secondary Education	Academic qualification in various subjects which post-primary pupils sit in the jurisdiction of the Executive at the end of their compulsory education.