



Foras na Gaeilge

Foras na Gaeilge Business Plan 2023

Contents

1. Chief Executives Introduction	2
2. Background	4
3. Performance Review	7
4. Major strategic objectives, business aims and actions:	10
- <i>Major-objective A: Education, Training and Employment</i>	
- <i>Major-objective B: Spaces and Areas, Networks and Opportunities.</i>	
- <i>Major-objective C: Communication, Awareness and Advocacy</i>	
- <i>Major-objective D: Resources, Funding and Valuation</i>	
5. Performance indicators for those actions	35
6. Financial Information	73
7. Abbreviations: List of abbreviations used in the text	75

Chief Executive's Introduction

I am delighted to present this final draft of the 2023 business plan. This is the first business plan for the corporate period 2023-2025. This business plan builds on work carried out by Foras na Gaeilge and our partners during 2022. Of course, during that year, the Irish language sector, together with all other parts of society, was dealing with the consequences of the global pandemic. Due to the restrictions related to the global pandemic in 2020 and 2021, Foras na Gaeilge and our partners had to carry forward some of the work planned for those years to be completed during 2022.

During 2023, Foras na Gaeilge will be seeking to build on its partnership with the six Lead-Organisations. Glór na nGael will be supporting Irish language development at community level, through its *Céimeanna* scheme, and through the support they provide for community-based groups. With the support of Glór na nGael, and its *Gradaim Ghnó na Éireann* scheme, we will be speeding up Irish language development in the field of business. In addition, Foras na Gaeilge will continue to invest in Irish language communities across the island through the *Scéim d'Ionaid Phobail Ghaeilge* [Irish Language Community Centres Scheme], *Scéim Forbartha Líonraí Gaeilge* [Irish Language Networks Development Scheme], and the other schemes which promote opportunities and networks for the use of Irish in the community.

We will be seeking to build on the various projects implemented in 2022 to develop reading and publishing through a partnership with the Comhairle um Oideachas Gaeltachta agus Gaeloideachais, to promote reading among school pupils. We will be seeking to continue the partnerships with Children's Books Ireland and World Book Day. Additionally, we will need to make significant developments with our book distribution agency (ÁIS) to enhance the service we provide to Irish language publishers and bookshops. We will be trying to build on the marketing work we do on books so that Irish language communities across the island have access to Irish language books and to increase the Irish language reading community especially in the language planning areas.

We will be increasing the fund available for the *Ciste Tionscadal* [Project Fund] for innovative projects, the development of new concepts and projects that will have a wide impact on the Irish language sector and the Irish language community.

During 2023 the implementation of seven-year language plans will begin in two additional Gaeltacht Service Towns which are currently submitted to the Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media for approval, and language plans will be prepared in six other towns.

We will again be placing a lot of emphasis on awareness campaigns aimed at education in the Irish Government's jurisdiction, with the changes that the Department of Education is planning for Irish-medium education in their policy for Irish language education, and Irish language teaching. Awareness will be raised among the Irish speaking community in both jurisdictions regarding the opportunities that will arise from the two major pieces of legislation approved in 2021 and 2022, the Official Languages Act (amendment) 2021, and the Language and Identity Bill (Northern Ireland). Foras na Gaeilge will work closely with Conradh na Gaeilge, and with both governments to ensure the Irish language community north and south is aware of the opportunities there will be as a result of these developments. We will continue to emphasise awareness in the language planning areas, to build on the *Gaelphobal* campaign, completed in 2022, and through social media in partnership with Conradh na Gaeilge.

In relation to our statutory responsibilities regarding lexicography, the new staff recruited during 2022 will be working on the Irish:Irish dictionary and the Irish:English dictionary as we hope to edit 16,000 meaning units during 2023.

During 2022, the Chairperson and CEO of Foras na Gaeilge met with the heads of many state institutions in the Irish Government's jurisdiction in the cultural sector. During 2023, we will try to build on that relationship by establishing a forum of the state institutions so that they will be able to undertake their statutory duties and responsibilities in relation to the Irish language.

2023 will be an important year for the Irish language, as it has major changes in store for it in terms of legislation, language planning and education. Major government strategies will be published for Irish language development in the jurisdiction of the Executive, for the language-based arts in the Irish Government's jurisdiction and an action plan is to be published for a digital strategy for the Irish language. As well as our various support schemes across a wide range of areas, Foras na Gaeilge will be looking forward to supporting these major developments and building on the great work taking place in many communities throughout the island to develop the Irish language.

Seán Ó Coinn
Chief Executive
Foras na Gaeilge

Background

Foras na Gaeilge is the Irish language agency and the Ulster Scots Agency is the Ulster Scots agency, which together make up the Language Body. The Language Body is one of the enforcement bodies established under the British-Ireland Agreement Act, 1999 and *The North/South (Co-operation) (Northern Ireland) Order* 1999. These are the statutory functions assigned to Foras na Gaeilge:

- to promote the Irish language;
- to facilitate and encourage the use of Irish in speech and in writing, in public life and in private life in the South and, in the context of Part III of the European Charter for Regional or Minority Languages, in Northern Ireland where there will be appropriate demand;
- give advice to the two administrators, to public bodies and to other groups in the private and voluntary sector;
- undertake support projects, and give grant assistance to bodies and to groups as deemed necessary;
- undertake research, startup campaigns, and public relations and relations with the media;
- develop terminology and dictionaries;
- support education through Irish and the teaching of Irish.

Foras na Gaeilge is responsible for the North South Ministerial Council (NSMC) and especially the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media (DTCAGSM) in the Irish Government and the Minister for Communities (DfC) in the Executive.

Foras na Gaeilge's Mission Statement

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

Foras na Gaeilge's Vision Statement

For the Irish language to be embedded and normalised among the general public throughout the island and to promote awareness of knowledge of the Irish language.

Legal and Policy Context

Defined in the Irish Constitution, government policy, legal provisions and decisions and initiatives and practices adopted to promote the language, in particular the Official Languages Act (2021 Amendment), Language and Identity Bill (Northern Ireland) 2022, the Gaeltacht Act 2012, The British-Irish Agreement Act 1999, The Government's Statement on the Irish Language 2006, and the 20 Year Strategy for the Irish Language 2010-2030. There is, of course, original legislation: *The North/South Co-operation (Implementation Bodies) (Northern Ireland) Order* 1999. In accordance with New Decade New Approach, there is a new strategy for the Irish language being developed to be put before the NI Executive.

The objectives in this business plan and the results that will come from them are closely linked to the current language policy initiatives mentioned in both jurisdictions, and the plan will be amended accordingly considering additional information about them or amendments to them.

2023 Business Plan in light of 2022 Business Plan and 2020-2022 Corporate Plan

Foras na Gaeilge is an organisation with statutory duties, and its organisational structure is reviewed accordingly on a regular basis to ensure that it is adapted for them and the operational environment in general. Some progress was made during the period of the 2020-2022 Corporate Plan regarding the functioning of the structures of the Lead-Organisations. A review process is underway regarding those structures, and that review will continue, as will the planning on a longer-term basis for the future of the structures and the future of Foras na Gaeilge's structure. While the 2023 Business was being developed, Foras na Gaeilge paid attention to the implications of the Programmes for Government in both jurisdictions, DTCAGSM Strategy Statement and the the DfC 5-year strategy, Building Inclusive Communities.

This business plan is a description of the results that Foras na Gaeilge is trying to achieve in 2023 in accordance with the major objectives stated in the new Corporate Plan for the period 2023-2025. The progress made in implementing the plan will be assessed throughout the year to see if it is always relevant, realistic and feasible. It will be measured according to targets.

Monitoring, evaluation and reporting and alignment with Programmes for Government.

There are specific arrangements in place for monitoring, evaluation and reporting on the Business Plan agreed with the Sponsoring Departments. The relevant parties sign a formal Service Agreement every year that specifically refers to the annual Business Plan. As well as meeting of the NSMC, a series of monitoring meetings are organised every year in which formal reports are provided to the Sponsoring

Departments on the progress of the Business Plan. There is regular contact between Foras na Gaeilge and the Sponsoring Departments about practical aspects of the Business Plan. In this way it is confirmed that the Business Plan Plan is aligned with the Programme for Government in both jurisdictions. Progress is formally reported on particular aspects of the work - progress is reported on sections of *Twenty Year Strategy for Irish Language 2010-2030*, through the structures established by the Government for the 5 year Action Plan – and Dáil and Assembly enquiries are answered on demand. Foras na Gaeilge is also always available to Dáil and Assembly committees to report to them on the organisation's work.

Funding

Where this plan refers to the provision of funding to individuals, groups or organisations, this will be subject to pre-arranged criteria and/or business cases, if appropriate.

Due to the Irish Government's commitments under New Decade New Approach, the Irish Government will provide substantial funding to support the development of language planning in the jurisdiction of the Executive during the period of this Business Plan.

Performance Review

This short performance review of Foras na Gaeilge's Business Plan for 2022 has been prepared in the context of the reporting and monitoring structures which were used continuously throughout the period, such as:

- foras na Gaeilge submitted an annual draft of its Business Plan to the relevant authorities annually;
- a service agreement was signed every year as a formal agreement between Foras na Gaeilge and the Sponsoring Departments regarding that year's work;
- regular monitoring meetings are organised (every quarter, usually) in which Foras na Gaeilge formally describes (in the form of documentation as per the agreed models) the progress of the business plans and on other relevant issues as they arise;
- regular NSMC meetings are organised (if possible), in which a report is given on the progress of the organisation's work; and
- there is regular contact and communication between Foras na Gaeilge and the Sponsoring Departments.

Foras na Gaeilge made the biggest investment in 2022 in the community sector. Around €11 million of investment was made in other areas and projects which support Irish language development in the community (over €1 from every €2 of Foras na Gaeilge's budget) through the six Lead-Organisations, Scéim Forbartha Líonraí Gaeilge (Irish Language Networks Development Scheme), support for Irish language centres, as well as youth schemes, summer camps, and art.

In the areas of lexicography and terminology, the number of users of Foras na Gaeilge's sites again increased during 2022: 2.5 million users on focloir.ie (8% increase from 2020, and 2.8 million users on teanglann.ie (25% increase from 2019). During 2022, Foras na Gaeilge began 2 new major projects in the field of lexicography - Irish:Irish dictionary online and an Irish:English dictionary online. The first results from these 5 year projects will arrive in 2023.

In 2022, while Foras na Gaeilge was discussing a significant increase in our baseline budget for the first time since 2008, we managed to increase the fund of community schemes, for example Youth Events Schemes and Summer Camps, and we managed to undertake projects that will have a long-term positive impact on communities in both jurisdictions where the language is being developed. Most of that additional funding was used to increase opportunities and networks to use Irish throughout the island. Foras na Gaeilge provided a fund of over €720,000 to start a new scheme to support Irish language centres across the island, and sixteen centres are receiving support from that scheme. Other developments in relation to language planning were begun - the scheme that supports Irish language officers in the community - the Irish Language Networks Development Scheme, Irish language officers were employed in the Irish Language Networks and major funding was approved for community groups to implement language plans in the the Gaeltacht service towns, Letterkenny, Galway City, Tralee and Castlebar. Planning committees have been established in three other Gaeltacht service towns, and two draft plans have been sent to the Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media for approval. Through the funding provided to community groups, there are 36 officers employed across the island developing the Irish language at community level. There is a 7-year language plan in place in 5 Irish language networks and 4 Gaeltacht Service towns.

Foras na Gaeilge completed two major awareness campaigns during 2022, the *Gaelphobal* campaign focussed on language planning areas, and *Creidim* Ionat, focused on the public on the island in partnership with RTÉ. Those two projects were very successful, with our efforts to focus the public's attention on the Irish language reaching more numerous and wider communities. Due to various activities around communication, there was a 4% increase in the number of people who are now following us on social media, and a significant increase in the number of interactions.

The sale of books to the bookshops again increased in 2022, and Foras na Gaeilge appeared before Coiste na Gaeilge, na Gaeltachta and Phobal Labhartha na Gaeilge in the Oireachtas to discuss the improvements needed in the areas of publishing and reading. In partnership projects with Children's Books Ireland, and Laureate na nÓg, Áine Ní Ghlinn, boxes of Irish language books were sent out to 1,200 schools across the island. In addition, we partnered with Children's Books Ireland and World Book Day so that an Irish book would be nominated as part of that campaign, and through the funding we provided for the *LoveLeabharGaeilge* campaign there was an Irish language category in Gradaim Leabhar an Post.

Throughout the year, Foras na Gaeilge continued to carry out our representation and advisory role. We held a series of high-level meetings with heads of the Local Council who have language plans in place in their areas, regarding their support for those language plans. We held a series of high-level meetings with head of State Cultural Bodies in the Irish Government's jurisdiction, regarding their duties towards the Irish language in legislation. We held a number of meetings with ministers in both governments - the Minister of Finance and the Minister for Communities in the jurisdiction of the Executive, and in the Irish Government's jurisdiction, we had meetings with the senior Minister, the Minister of State in DTCAGSM, and the Minister of Education. Foras na Gaeilge's officers are representatives of the Irish language on the boards of state organisations in both jurisdictions, including the Comhairle um Oideachas Gaeltachta agus Gaeloideachais, the National Curriculum and Assessment Council, Comhairle na Gaelscolaíochta, Comhchoiste Gaeilge Údarás Craolacháin na hÉireann, and the Advisory Committee for Irish Services.

In the field of education, we have published an app on *Séideán Sí*, the literacy series for Gaelscoils, and we have set up research on the next developments to be made with the series. Over 6,000 primary school pupils in 111 primary schools took part in the Scríobh Leabhar project. With funding support from Foras na Gaeilge, Turas managed to complete their first year of Naíscoil na Seolta during 2022, and plans are now well under way to establish an all-Irish primary education under their direction.

In addition to the partnerships noted above, in the field of books, the partnership project we had with the Ulster GAA Council came to an end during 2022, and several initiatives have now been established under that partnership which will increase the use of Irish in GAA clubs, and in the various other structures in the province. We have begun a new partnership with the Munster GAA Council which will last three years.

2022 was a big year for Foras na Gaeilge's Colmcille Programme, and we managed to draw public attention to the links between Colmcille in Ireland and Scotland by celebrating 1,500 years since the birth of the saint. 11 commissions were put in place as part of the 1,500 year commemoration, and *Colmcille 1500* was finished with events at the King's Inns in Dublin and Gleann Cholmcille.

Internally, Foras na Gaeilge managed to complete developments in our work systems: the integrated system for online applications is now functioning, as is the MS Office 365 system, two things that will greatly enhance our ability to deal with the public, and greatly increase our effectiveness as an organisation.

2022 was a busy and fruitful year for Foras na Gaeilge and our stakeholders, both lead-organisations and other grantees across the wide range of fields that we deal with on an ongoing basis. Our partners, stakeholders, Irish-speaking communities across the island, and team members deserve our thanks for their commitment and dedication as we, together, contribute to the use of the Irish language in society.

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

Major-objective A: Education, Training and Employment

Sub-objective A1: To promote the learning, consolidation, and enrichment of the Irish language			
Action in 2023	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 complete their pre-agreed work programme. Quarterly monitoring meetings with the lead organisations to monitor the work plans for 2023. Receive an application for annual funding from the above-mentioned head organisations, assess the application, recommend a grant and for it to be approved by the board to agree a work plan for 2024	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 urgent campaigns alongside Gael Linn and other educational organisations regarding 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, by organising meetings with the Departments of Education and CCEA, about the importance of languages being compulsory at GCSE level (other than English in English-medium schools and other than Irish / English in Gaelscoileanna).	Pupils; teachers (Irish and careers); parents and principals; school communities.	The DoE in the jurisdiction of the Executive; CCEA.	FnaG's functions.
A1: 4 Alongside Conradh na Gaeilge and other educational organisations, 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 by administering the current scholarship scheme during 2023 as well as developing a new scheme, to be approved and in place for 2024 until 2026.	Young people; adult learners; families.	Gael Linn; Conradh na Gaeilge; Cumann an Phiarsaigh.	S20B (Education) and PG5; FnaG's functions; PA NSMC.
A1: 6 Provide Irish-medium nursery schooling (naíscoil) in a pre-identified community by providing funding for a new committee and facilitating the establishment of naíscoils, targeting networks, Bailte Seirbhísí Gaeltachta (BSG) (Gaeltacht Service Towns), Limistéir Phleanála Teanga (LPT) (Language Planning Areas) and Scéimeanna Forbartha Líonraí Gaeilge (SFLG) (Irish Language Network Development Schemes).	Young people, parents, area-based groups. (networks; BSGs; LPTs; SFLGs).	Glór na nGael; Gaeloideachas; Comhairle na Gaelscolaíochta; Altram.	FnaG's functions; S20B (Education) and PG5;
A1: 7 Develop educational projects (including resources, technological needs) by providing funding for projects as they arise.	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 through the Scríobh Leabhar project in partnership with various education centres on an all-island basis as well as presenting books written by the children to the public at forasnagaeilge.ie/scríobhleabhar	Primary school pupils; parents; teachers.	Various education centres; an tÁisíonad.	S20B (Education; Media and Technology) & PG5. FnaG's functions.
A1: 9 Facilitate and enrich education and training of the Irish language community (in Gaeltacht areas and areas where there is a network, or an Irish language community) by publishing a monolingual Irish dictionary online. The first 16,000 meaning units to be edited in 2023. Facilitate and enrich the education and training of the public by publishing a new Irish-English dictionary online. The first 16,000 meaning units to be edited in 2023.	The Gaeltacht community and Irish-medium education community; Irish learners; the language community in Ireland and abroad.	DTCAGSM; DfC, the education departments.	S20B (Dictionaries) and 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 depending on demand from institutional users and the public.	The language community in Ireland and abroad.	The Terminology Committee.	S20B (Dictionaries) and PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
A1: 11a Meet educational needs at primary and post-primary level by providing publications and school resources focused on the relevant curricula, by organising quarterly monitoring meetings with An tÁisíonad to monitor the progress of the work plan for 2023. Receive an application for annual funding from An tÁisíonad, assess the application, recommend a grant and for it to be approved by the board to agree a work plan for 2024	Pupils and school teachers.	The education departments; COGG; teachers and schools; CCEA; an tÁisíonad; an Gúm.	S20B (Education) and PG5; FnaG's functions; PA NSMC. Policy for Gaeltacht Education. Primary Language Curriculum

A1: 11b Continue to provide high quality publications and reading materials for Irish readers both young and old.	The language community in Ireland and abroad.	Authors, translators, overseas publicists	S20B and PG5; FnaG's functions.
A1: 12 Reprinting of primary and post-primary publications as necessary.	Pupils and schoolteachers.	Áis; COGG; an tÁisaonad.	S20B (Education) and PG5; FnaG's functions.
A1: 13 Continue to develop and publish post-primary resources. Review the provision of post-primary resources. Make plans with stakeholders to ensure that the post-primary resources meet the needs of pupils and teachers. Foster ongoing relationships and communication between the other stakeholders working in the field to ensure that the needs of the sector are being met.	Pupils and schoolteachers.	DCU; COGG; DE (Irish Government's jurisdiction); teachers and schools.	Based on a research project taking place in DCU; FnaG's functions.
A1: 14 1) Review <i>Séideán Sí</i> to ensure the packages targets are in line with the Primary Language Curriculum. 2) Plans to prepare and submit to the Department of Education any material that needs to be rewritten or updated according to the review. 3) Begin planning to develop new resources.	Pupils and schoolteachers.	Teachers; schools; education advisors; DE (in the Irish Government's jurisdiction).	The Primary Language Curriculum in the Irish Government's jurisdiction and feedback from teachers who use the program and advisors with expertise because of the field and the programme; FnaG's functions.
A1: 15 Scheme for Providers of Specialised Irish-Language Training Courses for the Public Sector. Provider to be chosen in 2022 and targets to be agreed for the academic years 2022 to 2025.	Employees in the public sector.	Public bodies; training providers.	S20B (Administration, Services and Public) & PG5; ATO 2003 and ATO(L) 2021; and the Language & Identity Act.

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

Action in 2023	Target audience	Stakeholders	Legal/policy basis
A2: 1 Advise the DE (in the Irish Government's jurisdiction) regarding good practice in immersion education by representation on various forums on the issue of the Policy for Gaeltacht Education and Irish-medium Education.	School pupils; young people; Irish learners; teachers.	State departments; DTCAGSM; DE (in the Irish Government's jurisdiction). universities.	S20B (Education) and PG5; FnaG's functions; Policy for Gaeltacht Education.
A2: 2 Increase parents' and communities' access to pre-school provision through Irish for their children by having representation during the year at meetings of stakeholder organisations in the education and pre-school sector.	School pupils; young people; Irish learners; teachers.	COGG; NCCA; DCEDIY; Comhairle na Gaelscolaíochta; Education Authority; CCEA; taskforces.	FnaG's functions; BIC 2020-2025.
A2: 3 Influence and advise the education departments and stakeholders in the education sector by attending meetings and having representations (as appropriate) on collaboration forums.	School pupils; young people; Irish learners; teachers.	The education departments.	FnaG's functions; BIC 2020-2025.
A2: 4 Support teachers & young people to promote spoken Irish in their school communities by providing funding to the value of €120,000 for Gael Linn for Gaelbhratach during 2023. An assessment will take place and funding recommendation will be made to the board on Gael Linn's application for Gaelbratach for the year 2024	School pupils; young people; Irish learners; teachers; school communities.	DE (in the Irish Government's jurisdiction); Gael Linn.	FnaG's functions; S20B (Education) & PG5; BIC 2020-2025; PA NSMC.
A2: 5 Provide support for potential 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	School pupils; young people; Irish	Gael Linn; Gaeloideachas.	S20B (Education) & PG5; BIC 2020-2025; PA NSMC.

opportunities for school pupils to use the language) and Gaeloideachas (Irish-medium education / immersion education and Irish-medium pre-school education).	learners; teachers; school communities.		
A2: 6 Develop the amount and variety of the range of facilities available to teachers and pupils by monitoring An tÁisaonad's programme of work for 2023 as well agreeing a program of work for 2024 by assessing an application and making a recommendation to the board.	School pupils; young people; Irish learners; teachers; school communities.	The education departments; Education Authority; CCEA; IMSGO; ALTRAM; Comhairle na Gaelscolaíochta; COGG.	FnaG's functions; PA NSMC.
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 during 2023, focussed on principals and teachers.	School teachers and principals.	COGG; Teachers and principals.	FnaG functions; S20B (Administration, Services and Public; Legislation and Status; Economic Life); PG5; and ATO(L) 2021 (supporting the government in the South'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 in 2023	Target audience	Stakeholders	Legal/policy basis
A3: 1 Increase the number of accredited translators and editors and improve the standard of translation and editing by providing support to the translation sector and contributing to the professionalism of the sector through the Córas Creidiúnaithe d'Aistritheoirí and through Córas Creidiúnaithe d'Eagarthóirí [<i>Accreditation System for Translators and Editors</i>]. One exam will be arranged for translators and a new accreditation system for editors will begin.	Irish-language translators and editors.	Public bodies; government departments in both jurisdictions; training providers.	S20B (Dictionaries; Administration, Services and Public; Economic Life); and PG5; FnaG's functions; the official status 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 <i>Freagra</i> service and 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 in 2023	Target audience	Stakeholders	Legal/policy basis
B1: 1 Develop these areas through a pre-agreed programme of work with the Irish language Lead-Organisations for 2023 and provide an annual allowance in respect of such: 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). Quarterly monitoring meetings with the lead organisations to monitor the progress of the work plans for 2023. Receive an application for annual funding from the above-mentioned lead-organisations, assess the application, recommend a grant and for it to be approved by the board to agree a work plan for 2024	The Irish-speaking community Communities in language-planning areas.	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 administering funding schemes so that a wide range of groups can hold summer camps (90) & youth events (80) during 2023.	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 use and awareness of Irish by providing support for community-based projects funded through the Scéim Forbartha Líonraí Gaeilge. Thirty-six grantees in total will be supported under this scheme in 2023, nine grantees at the advanced stage, nineteen grantees at the intermediate stage and eight grantees at the primary stage	36 current SFLG grantees; community groups.	Culture and sport umbrella groups.	S20B (Public) & PG5; BIC 2020-2025; FnaG Functions.
B1: 4 Develop the language planning process and support it in GSTs and Irish language networks by providing funding and advice to the selected lead-organisations to prepare or implement a language plan. By the end of 2023 5 networks and 13 GSTs will be completing language plans alongside Foras na Gaeilge's language planning advisors.	Communities in GSTs; communities in Irish language networks or potential	DTCAGSM; DfC; Glór na nGael.	The Gaeltacht Act 2012; S20B (Public, Status) & PG5; BIC 2020-2025; FnaG's functions.

	networks; Irish speaking community (outside the Gaeltacht)		
B1: 5 Support for communities to achieve status as Irish-Language Networks by providing funding and advice through the Irish-Language Network Development Scheme. Foras na Gaeilge will be working with 20 grantees on the Irish Network Development Scheme to prepare them to apply for official status as networks when the DTCAGSM announces the next call for Irish Networks.	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 a valid broadcasting license) by providing funding and advice to both the current grantees through the Community Radio Scheme, based in Dublin and Belfast, to deliver a full time Irish language broadcasting programme in both cities and online.	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 Irish-language books by administering the publishing awards, Gradam Uí Shúilleabháin (Irish language books for adults), Gradaim Réics Carló (Irish language books for young people) and Gradam de Bhaldraithe (books translated to Irish). The winners of the 3 awards will be announced at a particular publicity event during 2023.	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 material and information for the Irish-speaking community by providing funding to the current grantees of the Irish-Media Sector Schemes, an Scéim Nuachtáin ar Líne (Tuairisc.ie), an Scéim Irisé Stíle Maireachtála (NÓSmedia) and Scéim Iris Ghaeilge (Comhar).	Irish-language community, Irish-language journalists.	Tuairisc.ie, Comhar, and NÓSmedia as the main organisations in the Irish media sector (written and online).	S20B (Media and Technology) & PG5. FnaG's functions.
B1: 9 Provide support to writers, publishers and the reading community through the following schemes:	Publishers; writers; readers; learners.	Irish-language publishers;	S20B (Media and Technology) & PG5.

a. Publishing Scheme b. Literature Projects Scheme c. The Mentoring Scheme. d. The Commission Scheme		Cumann na bhFoilsitheoirí; Aontas na Scríbhneoirí Gaeilge; arts/literature organisations.	FnaG's functions.
B1: 10 Publish a wide range of reading material that caters to readers of all ages.	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, Community) & 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 in 2023	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. This will include a redesign of the public sites. Both dictionary apps to be updated and additional functions to be added to the Draoi Gramadaí [<i>Grammar Wizard</i>] in 2023.	The Gaeltacht community and Irish-medium education community; Irish learners; the language community in Ireland and abroad.	DTCAGSM; DfC, the education departments.	S20B (Dictionaries) and PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
B2: 2 Foster an ongoing partnership between Foras na Gaeilge, World Book Day and Children's Books Ireland to ensure that Irish books, support aids for reading Irish as well as a bilingual approach to publicity/marketing will be promoted during World Book Day 2023.	Primary/post-primary pupils; parents; teachers; book shops.	World Book Day; Children's Books Ireland; Irish language publishers; book shops; primary and post-primary schools.	S20B (Media) & PG5; FnaG's functions.
B2: 3 Encourage and develop the visibility and practical use of Irish (in the form of signage, branding material, marketing material and packaging material) in the business environment by providing advice and funding to small and medium-sized enterprises through the Business Support Scheme. Funding of up to 50 SME during 2023.	Business owners, GSTs, Irish language networks and SFLG areas,	Glór na nGael; GST committees; Irish language networks and SFLG areas	S20B (Economic Life) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.
B2: 4 Increase the number of businesses that are able to operate bilingually on a high level basis by awarding the ISO Accreditation System (controlled by the NSAI) with the Q-Marc Gnó le Gaeilge Seal to successful candidates. Up to 10 companies will be audited during 2023.	Business owners in GSTs, Irish language networks and SFLG areas,	NSAI; Irish-language Mentor; Glór na nGael; GST Committees; Irish-language	S20B (Economic Life) & PG5; BIC 2020-2025 (Wellbeing and Inclusion); FnaG's functions.

		networks and SFLGs.	
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.	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.

Sub-objective B3: Community groups - Develop the local language communities by adding to the physical and virtual infrastructure in those areas.			
Action in 2023	Target audience	Stakeholders	Legal/policy basis
B3: 1 To increase usage opportunities for the Irish language community by providing funding support for the development and provision of specific infrastructure for the Irish language as 'safe havens' in communities to encourage the use of Irish along with the current grantees of the following schemes/projects: a. The Support Scheme for Irish-language Centres • 16 grantees in 2023 b. Cultúrlanns Scheme	Irish-language community.	Irish-language centres; Cultúrlann Uí Chanáin and Cultúrlann McAdam Ó Fiaich; East Belfast Mission.	S20B (Public) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaG's functions. T:BUC

2 Cultúrlanns being funded under this scheme in 2023, Cultúrlann McAdam/Ó Fiaich and Cultúrlann Uí Chanáin c. <i>Turas.</i> - This strategic, exemplary project will continue to be funded during 2023			
B3: 2 Add to the number of Irish-language networks in the community by providing funding for Oireachtas na Gaeilge's networking programme, appointed as a lead-organisation with responsibility in the field.	Irish-language community.	Oireachtas na Gaeilge; festival organisers; Irish-speaking community; artists; communities in the Gaeltacht and in Irish language networks, and SFLG areas.	S20B (Public) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); 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 agreed work plan, appointed as a lead-organisation with responsibility in the field.	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. Funding will be provided for up to 65 festivals during 2023.	The Irish language community and Irish-speaking community.	Festival organisers; Irish-speaking community; artists; network communities; Gaeltacht service	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions.

		town communities.	
B3: 5 Raise the status and visibility of Irish in society through the Major Arts Events Scheme. Funding will be provided for up to 7 major arts events during 2023.	Irish-language community and the English-language community which are sympathetic towards Irish.	Major events and 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: 6 Increase networks and opportunities to use Irish by providing support to drama companies through the Drama Companies Scheme. Funding will be provided for up to 18 drama companies, both professional and amateur, during 2023.	The Irish language community and Irish-speaking community.	Professional and amateur drama companies. Actors; artists; producers	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 the Colmcille Schemes.	Irish-language and Scottish Gaelic communities.	DTCAGSM; Bòrd na Gàidhlig Community and arts groups in Ireland and Scotland; Gaeilge language organisations in Ireland and Scotland	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs 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 in both jurisdictions; minorities, environmental	Government departments	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); T: BUC; Equality and

	matters, child protection, equality.		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 in 2023	Target audience	Stakeholders	Legal/policy basis
C1: 1 Ensure the continuous development of the Irish lexicography by establishing a partnership with relevant stakeholders. Continuous cooperation with IDM and Lexical Computing. Comórtas Aistí Néill Uí Dhónaill to be held again to strengthen cooperation with the universities.	The Gaeltacht community and Irish-medium education community; 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 for the agreed work plan with the lead-organisation appointed with responsibility in this field.	Irish-language community; Irish learners; policy makers.	Conradh na Gaeilge; the other Irish-language Lead	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs functions; PA NSMC.

		Organisations; Irish-language community.	
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 a targeted strategic project, <i>Turas</i> .	East Belfast community; the PUL community.	East Belfast Mission; <i>Turas</i> ; 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 throughout the island and amongst the diaspora			
Action in 2023	Target audience	Stakeholders	Legal/policy basis
C2: 1 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme for the agreed work plan with the lead-organisation appointed with responsibility in this field.	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: 2 Partnership on awareness projects for Irish.	The general public; the diaspora; learners; 3rd level students.	DfC; DTCAGSM; the media; the private sector; the arts councils.	FnaG's functions.
C2: 3 Awareness campaigns on social media.	The general public; Irish language	DfC; DTCAGSM; the media; the Lead-Organisations.	S20B (Media and Technology) & PG5; BIC 2020-2025; (Well-Being

	community; area based communities (GSTs; Irish-language networks).		and Inclusivity); FnaG's functions.
C2: 4 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: 5 Public Relations Programme.	The general public; the media; specialist groups.	The media, DfC; DTCAGSM; the Irish-language Lead-organisations; grantees.	FnaG's functions.
C2: 6 Increase relationships and partnership with Scotland by providing advice and facilitation to groups and organisations through the Colmcille work plan. A series of meetings will be organised with language organisations in Scotland during 2023.	Irish language and Scottish Gaelic community; people with an interest in the link between the two language communities.	DfC; DTCAGSM; Bord na Gàidhlig; Údarás na Gaeltachta.	FnaG's functions; Colmcille Strategy.
C2: 7 Provide learning opportunities for both languages through the Colmcille Bursary Scheme. Up to 30 bursaries will be provided for learners during 2023.	Irish-language and Scottish	DfC; DTCAGSM; Bord na Gàidhlig; Sabhal Mòr Ostaig.	FnaG's functions; Colmcille Strategy.

	Gaelic communities.		
--	---------------------	--	--

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 in 2023	Target audience	Stakeholders	Legal/policy basis
C3: 1 Influence relevant organisations in the area of education (including statutory organisations), by facilitating meetings and / or preparing submissions.	School pupils; teachers; school communities.	The education departments; COGG; NCCA; 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 for the agreed work plan with the lead-organisation appointed with responsibility in this field.	Irish-language community; Irish learners; policy makers.	Conradh na Gaeilge; the other Irish-language Lead Organisations;	S20B (Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); PA NSMC; FnaGs functions.

		Irish-language community.	
C3: 3 Support and participate in meetings of the Joint Committee of Irish-language Officers (in the local councils) [<i>Chomhchoiste na nOifigeach Forbartha Gaeilge</i>] (COFG). Funding will be provided for COFG to complete a one-year plan.	Irish language Officers in local authorities in both jurisdictions.	Public bodies; DTCAGSM.	S20B (Administration, Service and Public; Status) & PG5; BIC 2020-2025; (Well-Being and Inclusivity).
C3: 4 Support the development of the Irish language in the local authorities in the jurisdiction of the Executive through the Irish-language Officers Scheme. During 2023, the impact of the new legislation will be assessed and public consultation on the future of the scheme will be organised, considering the legislation.	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 having representation 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; NCCA; COGG; Comhairle na Gaelscolaíochta; The Policy for Gaeltacht Education Steering Committee; The Policy for Irish-Medium Education Steering	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.

		Committee; CLIL Steering Committee; Irish Language Strategy Co-Design Group; Broadcasting Authority of Ireland; NI Broadcast Fund.	
C3: 6 Increase understanding on the issue of Irish language among leaders of the cultural bodies through a series of high-level meetings with leaders of state organisations. The Cultural Organisations Forum [<i>Fóram na nEagraíochtaí Cultúrtha</i>] will be developed during 2023 building on Foras na Gaeilge's One-Day Seminar: Cultúr le Gaeilge Re-strengthening of Irish in the Culture Sector, which was organised in 2022.	The 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 the 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 language through strategic meetings, submissions, and representation.	The public on the island; Irish-language community; local area-based Irish-language communities.	Oireachtas and Executive Committees; state and non-state organisations.	FnaG's functions.

Main objective D: Resources, Funding and Valuation

Sub-objective D1: Develop organisational systems to direct resources towards strategic priorities as appropriate			
Action in 2023	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. Moving the 2021 annual report and accounts through the certification and publication system. Provide drafts of the 2022 Annual Report and accounts in a timely manner to the relevant authorities in 2023.	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. Implementation and reporting in accordance with legislation and best practice across a wide range of specialist areas: Dáil and Assembly issues; prepayments; freedom of information; data protection; and minute recording.	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.).
D1: 4 Inclusion of policies and practices into our systems and processes.	The Audit Committee; the internal auditor; the Sponsoring and Finance departments.	The Sponsoring Departments	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. 2023 Business Plan and 2023-2025 Corporate Plan 2023-2025 to be approved by the NSMC or permission to implement it obtained from	The North South Ministerial Council; the Sponsoring and	The North South Ministerial Council; the	FnaG's functions and government guidance.

the appropriate authorities before the start of the implementation period. Develop the 2024 Draft Business Plan in accordance with the guidance released.	Finance departments; the Board of FnaG.	Sponsoring and Finance departments; the Board and staff of FnaG, the Lead Organisations; FnaG's grantees; the public.	
--	---	---	--

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 in 2023	Target audience	Stakeholders	Legal/policy basis
D2: 1 Measure the use of new terminology among the public by compiling and approving modern corpora and establish plans to improve the development of new terminology accordingly.	Irish-language community.	The Coiste Téarmaíochta staff and members; Foras na Gaeilge staff; contract researchers.	S20B (Dictionaries) & PG5; BIC 2020-2025; (Well-Being and Inclusivity); FnaGs 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. Continue a research project influenced by a range of schemes and projects started in 2022 to the reporting stage and provide recommendations.	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	S20B & PG5; BIC 2020-2025; (Well-Being and Inclusivity); DTCAGSM Strategy Statement; DfC Business Plan.

		schemes and projects.	
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 Lead organisations; 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 in 2023	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.

5. Performance indicators for the 2023 Business Plan:

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
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 complete	Major areas developed through grant provision for specific programmes in cooperation with Gael Linn, Gaeloideachas and Cumann na bhFiann.	Satisfactory completion of Lead Organisation work programmes. Advice given to the relevant authorities on the Irish language as a subject within the education systems. Provision of supports to schools and teachers in relation to the Irish language as a subject within the education systems. Provision of information on Irish-language courses for adults.	An increased number of school pupils taking Irish. An increase in the number of pupils within the Irish-medium schooling system. An increase in the number of	An end-of-year report for the relevant Lead Organisations. Quarterly reports from the relevant Lead Organisations.

their pre-agreed work programme. <u>Quarterly monitoring meetings with the lead organisations to monitor the progress of the work plans for 2023.</u> Receive an application for annual funding from the above-mentioned lead-organisations, assess the applications, recommend a grant and for it to be approved by the board to agree a work plan for 2024		Provision of extracurricular usage opportunities for school pupils. Provision of a range of supports for the Irish-medium schools sector and for Gaeltacht schools. Promotion of immersion education as a choice of education. Provision of supports for the Irish-medium pre-schooling sector. Provision of opportunities for Irish-language usage and networking for young people.	young people attending youth events held in Irish.	
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 <u>alongside Gael Linn and other educational organisations</u> regarding the importance of Irish for the identity of the young person, the benefits of bilingualism and employment opportunities.	Support Gael Linn through the provision of funding to provide a secretariat service and other supports to Gréasán na Múinteoirí Gaeilge.	Provision of funding to Gael Linn through the grant as a Lead Organisation to provide supports to Gréasán na Múinteoirí Gaeilge.	An increased number of pupils choosing Irish as a school subject for GCSE and AS/A2.	Information from CCEA / from the Education Authority in the jurisdiction of the Executive regarding the number of pupils taking Irish as a subject.
A1: 3 Advise the appropriate authorities, by organising meetings with the Departments	Provide advice to the Department of Education in the	Regular meetings held with the Department of Education in the jurisdiction of the Executive.	An increased number of pupils	Information/rep ort from CCEA / from the

of Education and CCEA, about the importance of languages being compulsory at GCSE level (other than English in English-medium schools and Irish / English in Gaelscoileanna).	jurisdiction of the Executive and CCEA through regular meetings with them. Support Gael Linn through the provision of annual funding to influence the relevant authorities. Support Gael Linn through the provision of annual funding to provide a support service to Gréasán na Múinteoirí Gaeilge.	Regular meetings held with CCEA in the jurisdiction of the Executive. Languages compulsory at GCSE level.	selecting Irish as a subject at GCSE level.	Education Authority.
A1: 4 Alongside Conradh na Gaeilge and other educational organisations, 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).	An increase in the number of pupils choosing to study Irish or study through the medium of Irish at third level.	An awareness campaign on social media and an increase in the number of followers.	An increase in the interest demonstrated in Irish-language courses at third level and an increase in the number of	Quantitative information from the third-level institutions.

			people selecting Irish.	
A1: 5 Provide Gaeltacht scholarships to young people, adults and families by providing funding to Gael Linn, Cumann an Phiarsaigh & Conradh na Gaeilge <u>by administering the current scholarship scheme during 2023 as well as developing a new scheme, to be approved and in place for 2024 until 2026.</u>	Support Gael Linn, Conradh na Gaeilge and Cumann an Phiarsaigh through provision of a grant scheme for Gaeltacht scholarships.	Provision of funding to Gael Linn, Conradh na Gaeilge and Cumann an Phiarsaigh to provide scholarships. Provision of scholarships for those under 18 years of age. Provision of scholarships for adults. Provision of scholarships for families.	A fixed number of young people, adults and families attending Gaeltacht courses each year.	Quantitative information from the current grant recipients on the number of people who gained scholarships. Information on the people who receive scholarships regarding people from disadvantaged areas etc.
A1: 6 Provide Irish-medium nursery schooling in a pre-identified community by providing funding for <u>a new committee</u> and facilitating the establishment of naíscoileanna, targeting networks, Gaeltacht Service Towns GSTs, Language Planning Areas LPAs and Irish Language Network	Support for committees trying to establish naíscoil provision by providing a development grant.	Naíscoil provision developed in an area in which there was previously not provision and in which there is need for further provision. Naíscoil provision developed in accordance with the development plan in the area as regards development of Irish-medium education provision.	Increased number of pre-school services, especially in networks, GSTs, LPAs and ILNDs.	End of Project Report

Development ILNDs <u>along with the relevant educational organisations.</u>		The choice of Irish-medium education provided for parents.		
A1: 7 Develop educational projects (including resources, technological needs) <u>by providing funding for projects as they arise.</u>	Support for bodies/committees seeking to develop educational projects by providing development grants.	Educational resources and projects developed and provided.	Provision of resources increased depending on need.	End of Project Report Survey on the number of users.
A1: 8 Encouraging writing among young people through the Scríobh Leabhar project in partnership with various education centres on an all-island basis as well as presenting the books written by the children to the public at forasnagaeilge.ie/scríobhleabhar	Foster reading and writing opportunities for school children in Irish.	Complete Scríobh Leabhar 2022-23 and provide prizes for the school awards events. Scríobh Leabhar 2023-24 announced at the beginning of the 2023-24 school year. The children's books uploaded to https://www.forasnagaeilge.ie/scríobhleabhar/ and to social media. Support and marketing material will be developed and provided 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 website and on social media.

A1: 9 Facilitate and enrich education and training of the Irish language community (in Gaeltacht areas and 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 16,000 meaning units in the monolingual Irish dictionary to be edited in 2023. The first 16,000 meaning units in the new Irish-English dictionary to be edited in 2023.	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 necessary.	Feedback from the public to the various website-feedback addresses.	Data from Google Analytics; correspondence from the public to Foras na Gaeilge.
A1: 11a Meet educational needs at primary and post-primary level by providing publications and school resources focused on	Provision of project funding to the Áisionad.	Provision of specifically designed resources for Irish-medium schools.	Improved resource provision (in	End of Project Report

the relevant curricula, <u>by organising quarterly monitoring meetings with An tÁisaonad to monitor the progress of the work plan for 2023.</u> <u>Receive an application for annual funding from An tÁisaonad, assess the application, recommend a grant and for it to be approved by the board to agree a work plan for 2024</u>	Facilitation of Irish-language acquisition and learning through Irish by providing high-quality publications.	Preparing and publishing the publications.	terms of quality). Increased resource provision. Feedback from teachers/pupils. Sales figures.	Internet traffic. Sales figures.
A1: 11b Meet educational needs at primary and post-primary level by providing publications and school resources focused on the relevant curricula. Continue to provide high quality publications and reading materials for Irish readers both young and old.	Facilitation of Irish-language acquisition and learning through Irish by providing high-quality publications and educational resources.	Provide a selection of publications and school resources that report on various aspects of the primary/post-primary curricula. Publish a selection of reading books for different age groups and target groups.	An increase in sales figures. Wider use is being made of the material that is already online. Feedback from teachers.	Sales figures. Internet traffic. Surveys and contact with teachers / schools at events / conferences etc.
A1: 12 Reprinting of school publications as necessary.	Provide additional funding to the Áisaonad when appropriate/possible.	Resources provided for Irish-medium schools. Publications being reprinted according to demand.	An increase in sales figures. Wider use is being made of the material	Sales figures. Internet traffic. Surveys and contact with teachers /

	Meet demand from teachers/pupils.		that is already online. Feedback from teachers/pupils.	schools at events / conferences etc.
A1: 13 Continue to develop and publish post-primary resources. Review the provision of post-primary resources. Make plans with stakeholders to ensure that the post-primary resources meet the needs of pupils and teachers. <u>Foster ongoing relationships and communication between the other stakeholders working in the field to ensure that the needs of the sector are being met.</u>	Set out plans alongside stakeholders in the sector in order to ensure: 1) that the post-primary resources to be published serve the needs of teachers and 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 between all stakeholders that provide post-primary resources.	An increase in sales figures. Wider use is being made of the material that is already online. Feedback from teachers/pupils.	Sales figures. Internet traffic. Surveys and contact with teachers / schools at events / conferences etc.

A1: 14 1) Review <i>Séideán Sí</i> to ensure the packages targets are in line with the Primary Language Curriculum. 2) Plans to prepare and submit to the Department of Education any material that needs to be rewritten or updated according to the review. 3) Begin planning to develop new resources.	Discussion with experts in the field of primary education, with teachers and 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.	The gaps between the current package and the new Primary Language Curriculum to be identified and a plan drawn up to bring the content of the program in line with the curriculum. A business case compiled to procure further funding for the project Department of Education. Feedback to be received from teachers regarding the suggestions/developments for improvement they would like to see in the package. Draw up a work plan according to those recommendations.	An increase in sales figures. Wider use is being made of the material that is already online. Feedback from teachers.	Sales figures. Internet traffic. Surveys and contact with teachers / schools at events / conferences etc.
A1: 15 Scheme for Suppliers of Specialised Irish-Language Training Courses for the Public Sector. <u>Supplier to be chosen in 2022 and targets to be agreed for the academic years 2022 to 2025.</u>	Offer services to the Gaeltacht community and to the Irish-language community so that public-sector staff in both jurisdictions will be	Provision of Irish-language courses to employees in the Public Sector. Plans and targets of the new supplier to be agreed with them for 2023 and beyond.	Increasing the number of employees in the public sector who are able to carry out their	A report from the body that will be responsible for running the courses.

	able to provide appropriate customer service.		duties through Irish. Figures will be sought for the number of people participating in the courses.	Feedback from the course participants .
--	---	--	---	---

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
A2: 1 Advise the DE (in the Irish Government's jurisdiction) regarding good practice in immersion education by representation <u>and input</u> on various forums <u>during 2023</u> 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.	Policy 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 through	A wider choice for parents in terms of pre-school provision.	An increased provision of Irish-medium pre-school education.	An increase in the number of services.	The Department of Education

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
Irish for their children by having representation during 2023 at meetings with stakeholder organisations in the education and pre-school sector.		Appropriate representation and attendance on the relevant committees and forums.		Information from Gaeloideachas.
A2: 3 Influence and advise the education departments and stakeholders in the education sector <u>by attending meetings and preparing submissions (as appropriate)</u> on collaboration forums.	Provide advice to the education departments by having regular meetings with them and by appropriate representation on the various forums.	Advice provided to the education departments. Appropriate attendance and representation on the relevant committees and forums.	Inclusion of advice from Foras na Gaeilge on Irish and decisions being taken on educational matters.	The education departments. 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 Gaelbhratach <u>during 2023. The effectiveness of Gaelbhratach will be assessed during 2023.</u>	Provide annual funding to run Gaelbhratach.	The Gaelbhratach project implemented in an agreed number of schools each school year. Increased daily 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 Gaelbhratach staff.
A2: 5 Provide support for potential tutors and teachers by giving advice and by <u>funding the work programmes of the following</u>	Provide advice to the education departments and to the other stakeholders.	Advice provided to the education departments.	More support available for potential teachers and teachers in terms of the Irish language (English-language	The education departments.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
<u>Lead-Organisations during 2023 and assessing applications and recommending funding for 2024 work plans</u> - 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).	Support Gael Linn and Gaeloideachas to complete their work programmes in these areas through the provision of grants each year.	Advice given to other stakeholders (e.g. An Chomhairle Mhúinteoireachta). The Lead Organisations' work programmes pertaining to this field implemented.	sector and Irish-language education sector).	
A2: 6 Develop the amount and variety of the range of facilities available to teachers and pupils by <u>monitoring An tÁisaonad's programme of work for 2023 as well agreeing a program of work for 2024 by assessing an application and making a recommendation to the board.</u>	Procide project funding to the Áisionad.	Specifically designed resources and training provided for Irish-medium schools.	Improved resource provision (in terms of quality). Increased resource provision.	End of Project Report Surveys on resource usage.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
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 <u>during 2023, focussed on principals and teachers.</u>	An increased awareness among the public and various specific groups about the work of Foras na Gaeilge. Give teachers/head teachers an opportunity to give feedback on the resources/publications that are provided. Presentation of resources and publications to teachers/head teachers.	Advice and materials shared with the public about resources and opportunities. An Gúm and Foclóir to have stands at conferences and events.	Number of people ordering resources, registering with www.forasnagaeilge.ie, following Foras na Gaeilge on social media. Number of visitors at stands/attendance at events. An increased demand for services, publications, schemes and information.	Monitoring and reporting on social media and internet sites. Feedback on the site, on social media and by email. Reporting from stakeholders. Publication sales (An Gúm/Foclóir) as appropriate.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
A3: 1 Increase the number of accredited translators and editors and improve the standard of translation and editing by providing support to the translation sector and contributing to the professionalism of the sector through the Córas Creidiúnaithe d'Aistritheoirí and Córas Creidiúnaithe d'Eagarthóirí. <u>One exam will be arranged for translators and a new accreditation system for editors will begin.</u>	Overseeing the Séala Creidiúnaithe d'Aistritheoirí and the Séala Creidiúnaithe d'Eagarthóirí.	Organise one examination per year. New accreditation system for editors begun.	Increased number of people with the Séala.	Feedback from the participants. End of period report from grantee.
A3: 2 Provide additional support to the translation sector through the <i>Freagra</i> service and the website www.aistear.ie	Translation services available to the public. Training and resources available to	Service is available. A new 3-year contract will be put in place from 2023 to 2025. Service is available.	Feedback will be sought from people who use the service. Feedback will be sought from people who use the service.	End of period report from <i>Freagra Nua Teo</i> .

	translators, editors and those who deal with written Irish.			End of period report from <i>Aistear</i> .
--	---	--	--	--

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B1: 1 Develop these areas through a pre-agreed programme of work with the Irish language Lead-Organisations for 2023 and provide an annual allowance in respect of such: 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). <u>Quarterly monitoring meetings with the lead organisations to monitor the</u>	Provide grants for specific programmes alongside Glór na nGael, Conradh na Gaeilge, Oireachtas na Gaeilge and Cumann na bhFiann.	Satisfactory completion of Lead Organisation work programmes. 4 monitoring meetings with each Lead Organisation. 4 meetings of the Partnership Forum.	Evaluation of progression on the implementation of agreed functions. Regular meetings of the Partnership Forum.	End of year report for the relevant Lead Organisations. Quarterly reports from the relevant Lead Organisations. Monitoring meetings.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
<u>progress of the work plans for 2023.</u> <u>Receive an application for annual funding from the above-mentioned lead-organisations, assess the application, recommend a grant and for it to be approved by the board to agree a work plan for 2024</u>				
B1: 2 Facilitate opportunities for young people to use Irish by administering funding schemes so that a wide range of groups can hold summer camps (90) & youth events (80) <u>during 2023.</u>	Provide funding for the Summer Camps Scheme for groups each year. Provision of funding for the Youth Events Scheme for groups each year.	Funding administrated for Summer Camps Scheme. Opportunities provided for young people to use Irish during the summer. Funding administrated for Youth Events Scheme. Opportunities provided for young people to use Irish during the school year.	90 camps funded each summer and 75 youth schemes funded, and an increase in the number of Irish-language speakers in those areas.	End of year report. Monitoring visits

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B1: 3 Increase use and awareness of Irish by providing support for community-based projects funded through the Scéim Forbartha Líonraí Gaeilge. <u>Thirty-six grantees in total will be supported under this scheme in 2023.</u>	Provide funding for SFLG (Scéim Forbartha Líonraí Gaeilge) grants.	Funding for the 36 grantees administrated. Community-based opportunities to develop the Irish language provided in 36 areas. Site visit carried out with at least 10 grantees.	Number of areas into which funding support was provided. Number of Irish-language community employees. Evaluation of 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 and support it in GSTs and Irish language networks by providing funding and advice to the selected lead-organisations to prepare or implement a language plan. <u>By the end of 2023 5 networks and 13 GSTs will be completing language plans alongside Foras na Gaeilge's language planning advisors.</u>	Implementation of the Department's agreed LPP programme. Expenditure of the LPP allowance from the Department in accordance with the agreed Work Programme. Implementation of the Lead Organisations' language plans.	Authorised funding for the grantees administrated. Development of other opportunities within the field of LPP. Public meetings in relevant LPP areas.	Irish-language Networks and Gaeltacht Service Towns implementing agreed language plans. Meetings with the relevant local authorities. Usage of the Gaelphobal site and of the LPP social media.	Quarterly reports. End of year report. Language Planning Viewer. Statistics from the Gaelphobal site and the LPP social media.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
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). <u>Foras na Gaeilge will be working with 20 grantees on the Irish Network Development Scheme to prepare them to apply for official status as networks when the DTCAGSM announces the next call for Irish Networks.</u>	An increase in the number of Irish-Language Networks under LPP. Potential Irish-language Networks candidates through the next round of SFLG.	Second round of the Irish Language Networks Scheme administrated. Second round of SFLG administrated.	Successful candidates approved through the Irish Language Networks Scheme Number of new grant recipients in the second round of the SFLG at the mid-stage.	Level of interest and number of applicants in the second round of the Irish Language Networks Scheme administrated.
B1: 6 Support Irish-language community radio stations (with a valid broadcasting license) by providing funding and advice to both the current grantees through the Community Radio Scheme, based in Dublin and Belfast, to deliver a full time Irish language broadcasting programme in both cities and online.	Fully Irish language community radio-broadcasting schedule (24/7) provided in the cities of Belfast and Dublin (and through the two stations' internet sites).	The annual programme and authorised funding to the grantees administrated.	Number of people delivering programmes. Number of people on apprenticeship or in training in the field of radio broadcasting.	Quarterly reports. Relevant public sources. End of year report.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B1: 7 Support for the Irish-language books reading market by administering the publishing awards, Gradam Uí Shúilleabháin (Irish language books for adults), Gradaim Réics Carló (Irish language books for young people) and Gradam de Bhaldrathe (books translated to Irish). The winners of the 3 awards will be announced at a particular publicity event during 2023.	Administration of the publishing awards (Gradam Uí Shúilleabháin, Gradaim Réics Carló & Gradam de Bhaldrathe).	An annual review of the system alongside representatives of the sector. 3 award winning books announced in October.	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. Level of publicity. A report from the organisation managing the process.
B1: 8 Provision of reading material and information for the Irish-speaking community by providing funding to the current grantees of the Irish-Media Sector Schemes, an Scéim Nuachtáin ar Líne (Tuairisc.ie), an Scéim Irise Stíle Maireachtála (NÓSmmedia) and Scéim Iris Ghaeilge (Comhar).	Ongoing provision for an online Irish-language newspaper - Tuairisc.ie A lifestyle magazine (online) available and updated monthly - NÓS. A special interest magazine (in hard-copy format as well as online access) - Comhar.	Administration of the main selected Irish-language media organisations (written & online). Electronic version of the online newspaper updated daily. Electronic version of the lifestyle magazine published monthly.	Statistics on the number of readers/users/followers. Growth trends.	Reports (regular and annual) on the number of readers followers of each publication. Regular monitoring meetings.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
		Hard copy of the special interest magazine published monthly.		
B1: 9 Provide support to writers, publishers and the reading community through the following schemes: a. Publishing Scheme b. The Commission Scheme c. Literature Projects Scheme	Publishing Scheme Provide high-quality works to the public and Irish-language readers. The Commission Scheme Commission a fund that would support publishers and writer(s) to write a specific piece of work. Literature Projects Scheme The Mentoring Scheme. A fund to support writers at the	13 publishers funded through the scheme. Ongoing review process established to develop a review scheme. Comórtas na Leabhar Gaeilge [Irish Language Book Competition] held via newsletter, site & social media on a monthly basis, to support publishers. The Commissions Scheme 2023-24 announced for the first time since 2019. Up to 8 commissions awarded. 9 literature projects funded under the scheme. Ongoing review process established to	The number of books published, the reading material of the books, the reviews of the books, the monitoring process of the scheme, the number of applications for the competition. Number of commissions, the schemes monitoring process. Number of literature projects, the scheme's monitoring process. Number of participating writers/mentors, the schemes monitoring process, participants' feedback.	Applications and reports of the publishers; CNLG reviews of books published under the scheme. Campaign Monitor. Applications and reports of the publishers; Applications and reports of the grantees. Applications and reports of the writers/mentors; reviews of the scheme etc.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
d. The Mentoring Scheme.	beginning of their writing journey.	develop a review scheme. Mentorings funded through the scheme. Support workshops being organised for participants of the scheme.		
B1: 10 Publication of reading books. Publish picture books for young people. Plan to write/translate new books for teenagers (to be published in 2024). Prepare and publish new editions of classics in high demand.	Promotion of reading and writing by providing a wide range of publications: provision for specific age groups; reprints of classics, etc.	Provision of a wide range of publications. Publish a series of new books for young people in 2023, from picture books for young children to books suitable for secondary school children. Make plans with consultants and external parties/stakeholders regarding the areas that need to be pursued and plan to provide books that fill those gaps.	Public feedback. Comments on social media Critical reviews. Sales figures.	Internet traffic. Sales figures.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
		Continue working with external editors to prepare new editions of old classics. Publish another title with Cathal Ó Sandair.		
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 books from Áis.	Investment in the resources and technology of Áis.	Sales figures, stakeholder feedback - especially from publishers and bookshops. Feedback from customers from the reading community. Sales-attendant feedback.	Sales reports, stakeholder feedback .

Action in 2023	Results	Indicators in 2023	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 by enhancing the existing dictionary and terminology resources online. This will include a redesign of the public sites.	Provision of further materials on the lexicography and terminology sites.	Both dictionary apps to be updated and additional functions to be added to the Draoi Gramadaí [<i>Grammar Wizard</i>] in 2023. 10 meetings of the Terminology Committee per year. Organise tender competitions for the hosting and development of the téarma.ie site for the	Feedback from the public to the various website-feedback addresses.	Data from Google Analytics; correspondence from the public to Foras na Gaeilge.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
		2024-2026 period, with a view to having contracts ready to be signed in Q1 2024.		
B2: 2 Foster an ongoing partnership between Foras na Gaeilge, World Book Day and Children's Books Ireland to ensure that Irish language books, support aids for reading Irish as well as a bilingual approach to publicity and marketing will be promoted during World Book Day 2023.	Provide Irish-language books as part of the major World Book Day campaign.	Irish-language books will be available as part of World Book Day. A comprehensive marketing plan will be implemented along with Children's Books Ireland and World Book Day. Information packages and vouchers will be developed bilingually for all schools and Irish will be central to the campaign in Ireland. A call for applications will be organised with the publishers to nominate an Irish-language book for 2024.	The number of orders from the bookshops, analysis on internet activity, social media and communication media, publisher feedback, Children's Books Ireland and World Book Day.	Statistics from Áis, Argosy Books, Nielsen Book Scan Data, the publisher, Children's Books Ireland and World Book Day regarding orders, sales and the impact of marketing activities.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B2: 3 Encourage and develop the visibility and practical use of Irish (in the form of signage, branding material, marketing material and packaging material) in the business environment by providing advice and funding to small and medium-sized enterprises through the Business Support Scheme. <u>Funding will be provided for up to 50 SMEs during 2023.</u>	Up to 50 SMEs to benefit from the Business Support Scheme.	Administration of the Business Support Scheme. Up to 50 successful applicants. Visibility of Irish increased in up to 50 SMEs.	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 bilingually on a high level basis by awarding the ISO Accreditation System (controlled by the NSAI) with the Q-Marc Gnó le Gaeilge Seal to successful candidates. Up to 10 companies will be audited during 2023.	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 interest enquiries through the Q-Marc site and Glór na nGael. Assessment visits and quarterly meetings. Up to 10 companies selected for audit in 2023.	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	Increase the collection of	Preparation of electronic versions of publications.	Internet traffic.	Internet traffic. Sales figures.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
the Irish-speaking community in the virtual world by publishing more electronic versions of Irish-language publications.	publications that are electronically available to the public.		Commentary on social media Critical reviews.	Public feedback.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B3: 1 To increase usage opportunities for the Irish language community by providing funding support for the development and provision of specific infrastructure for the Irish language as 'safe havens' in communities to encourage the use of Irish along with the current grantees of the following schemes/projects:	Increased usage opportunities in the community.	Funding administered for 19 centres outside the Gaeltacht. The number of Irish-language community centres that are open to the public.	Number of open centres.	Mid-year reports. End of year report.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
a. The Support Scheme for Irish-language Centres • <u>16 grantees in 2023</u> b. Cultúrlanns Scheme • <u>2 Cultúrlanns being funded under this scheme in 2023, Cultúrlann McAdam/Ó Fiaich and Cultúrlann Uí Chanáin</u> c. <i>Turas.</i> • <u>This strategic project will</u>				

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
<u>continue to be funded during 2023</u>				
B3: 2 Add to the number of Irish-language networks in the community by providing funding for Oireachtas na Gaeilge's networking programme, appointed as a lead-organisation with responsibility in the field.	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.
B3: 3 Develop Irish-language communities, Irish-language entrepreneurship in the community, and raising families with Irish by providing funding for Glór na nGael agreed work plan, appointed as a lead-organisation with responsibility in the field.	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.
B3: 4 Add to Irish-language networks and opportunities for using Irish through the Festivals Scheme. <u>Funding will be provided for up to 65 festivals during 2023.</u>	Provide funding to committees to hold arts festivals or aspects of festivals.	The Festivals Scheme will be held every year. Funding will be provided for up to 65 festivals during 2023. The number of people attending them.	Number of beneficiaries and attendees at festivals.	Feedback from grantees: application form claim form for payment, end of period report. Monitoring visits and subsequent reports.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
		Publicity of the festivals.		
B3: 5 Raise the status and visibility of Irish in society through the Major Arts Events Scheme. <u>Funding will be provided for up to 7 major arts events during 2023.</u>	Scheme administered on an annual basis.	Funding will be provided for up to 7 major arts events during 2023. Feedback from the grantees regarding the number of people who attended the Irish-language events.	Number of beneficiaries. The standard of provision for the Irish language during the major events. Publicity for the Irish language.	Feedback from grantees: application form, claim form for payment, end of period report, appropriate public sources. Foras na Gaeilge representatives will go on monitoring visits and reports based upon these visits will be written.
B3: 6 Increase networks and opportunities to use Irish by providing support to drama companies through the Drama Companies Scheme. <u>Funding will be provided for up to 18 drama companies, both professional and amateur, during 2023.</u>	Provide support to Irish-language drama companies.	Number of companies, funding provided for up to 18 companies.	The number of productions; The number of attendees at the productions; The standard of productions. Publicity for the productions.	Feedback from grantees: application form claim form for payment, end of period report. Monitoring visits from FnaG and written reports based on these visits.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
B3: 7 Provide collaboration opportunities, partnership opportunities and learning opportunities for the Irish-language community and the Scottish Gaelic community through the Colmcille Schemes.	Bring together Irish and Scottish Gaels. 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 areas as specified by both governments by following the major strategies of both governments in various key areas.	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 in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C1: 1 Ensure the continuous development of Irish-language lexicography by establishing a partnership with relevant stakeholders. <u>Continuous cooperation with IDM and Lexical Computing.</u>	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. Work placements with 3rd-level institutions. Participation in national and international conferences. Comórtas Aistí Néill Uí Dhónaill to be held again to strengthen cooperation with the universities.	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 awareness of the lexicographical sector within the relevant 3rd-level institutions.	Foras na Gaeilge's internal project documents.
C1: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme for the	Effective advocacy 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.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
agreed work plan with the lead-organisation appointed with responsibility in this field. 6 sessions of Caint agus Comhrá organised in the Houses of the Oireachtas and the Assembly. Regular meetings organised with the relevant ministers regarding the Irish and Gaeltacht campaigns and information days and ongoing meetings organised with politicians from both jurisdictions and from Europe. Monitoring being carried out on proposed bills in both jurisdictions.		6 sessions of Caint agus Comhrá organised in the Houses of the Oireachtas and the Assembly.		Monitoring meetings. Meetings of the Partnership Forum.
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 a targeted strategic project, <i>Turas</i> . A series of Irish language classes will be held,	An improved awareness of the shared Gaelic heritage of Ireland and Scotland in the PUL community in the jurisdiction of the Executive.	Progression of the work programme's targets. Provide a full programme of language and culture classes as well as opportunities for using the language socially.	Number and type of activities. Good-publicity output on social media.	Mid-year reports. End of year report. Monitoring meetings.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
at all levels, during 2023 as well as cultural classes (music, dance etc.) and events and opportunities for using the language socially.				

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C2: 1 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme for the agreed work plan with the lead-organisation appointed with responsibility in this field.	Effective advocacy for the Irish language and the Irish-language community.	Agree a work programme with Conradh na Gaeilge as a Lead Organisation with responsibility for advocacy.	Number and type of relevant activities under the functions.	Quarterly reports. Relevant public sources. End of year report.
C2: 2 Partnership on awareness projects for Irish.	The Irish language put before various groups through partnership with stakeholders.	Opportunities available to use and participate.	Number of participants. Number of followers and impressions on social media. Number of subscribers.	Monitoring and reporting on social media and internet sites. Reporting from stakeholders.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
			Number of visitors to the internet sites.	
C2: 3 Feachtais feasachta ar na meáin shóisialta.	Feasacht ardaithe faoin nGaeilge agus seirbhísí Fhoras na Gaeilge	Opportunities available to use and participate. Public availability of information and sources of information about Irish and about Foras na Gaeilge.	Líon leantóirí, idirghníomhaíochtaí agus imprisean ar na meáin shóisialta Líon orduithe Líon síntiúsóirí 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: 4 Sponsorship and advertising to raise awareness about Foras na Gaeilge's role and about the Irish language.	Eolas faoi ról Fhoras na Gaeilge roinnte leis an bpobal	Próifíl Fhoras na Gaeilge ardaithe Feasacht faoi ról agus seirbhísí Fhoras na Gaeilge ardaithe	Tinreamh ag ócáidí. Líon leantóirí, idirghníomhaíochtaí agus imprisean ar na meáin shóisialta Líon iarratasóirí, síntiúsóirí, cuairteoirí chuig na suíomhanna gréasáin, feasacht agus spéis sa Ghaeilge agus i seirbhísí Fhoras an Gaeilge.	Monitoring and reporting on social media and internet sites. Relevant public sources.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C2: 5 Public Relations Programme.	A raised presence of Foras na Gaeilge amongst the public.	Publicity of advertisements, launches, services, publications, schemes through events, meetings and material online.	Attendance at events. Number of followers, interactions and impressions on social media. Number of applicants. Number of subscribers. Number of visitors to the internet sites.	Monitoring and reporting on social media and websites. Feedback on social media and by email.
C2: 6 Increase relationships and partnership with Scotland by providing advice and facilitation to groups and organisations through the Colmcille work plan. <u>A series of meetings will be organised with language organisations in Scotland during 2023.</u>	Increased east-west understanding and interaction.	Further activity and communication in this area.	More applications to projects and more exchanges of information in both directions.	Monitoring on the number and nature of applications, specific research.
C2: 7 Provide learning opportunities for Irish and Scottish Gaelic through the Colmcille Bursary Scheme. <u>Up to 30 bursaries will be provided for learners during 2023.</u>	Organise a bursary scheme in partnership with learning organisations in Scotland.	Bursary scheme advertised. <u>Up to 30 bursaries will be provided for learners during 2023.</u>	Number of bursaries awarded.	Feedback from applicants. Reports from Sabhal Mòr Ostaig.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C3: 1 Influence relevant organisations around education (including statutory organisations), by facilitating meetings and / or preparing submissions. Supporting the main educational organisations, Gaeloideachas and Gael Linn and Conradh na Gaeilge to influence statutory educational organisations and strategies and legislation in both jurisdictions.	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. Monitoring meetings with the Lead Organisations Lead Organisations end of period reports.
C3: 2 Ensure advocacy for the Irish language by funding Conradh na Gaeilge's advocacy programme for the agreed work plan with the lead-organisation appointed with responsibility in this field. See C1:2 above.	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 (COFG) (in the local	Effective and regular meetings of the Joint Committee of Irish-language Officers being organised.	An agreed work programme with the Joint Committee of Irish-language Officers, the Association of Irish-	Number and type of activities. COFG membership.	COFG end of year report.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
councils). Funding will be provided for COFG to complete a one-year plan.	FnaG's influence on the work of the officers and of Local Authorities regarding Irish.	language Development Officers, support and spokesperson network for Irish-language Development Officers in the Public and State Sector on the island of Ireland. COFG annual general meeting organised. Work programme implemented.		
C3: 4 Support the development of the Irish language in local authorities in the jurisdiction of the Executive through the Irish Language Officers Scheme. <u>During 2023, the impact of the new legislation in the jurisdiction of the Executive will be assessed and public consultation on the future of the scheme will be organised, considering the legislation.</u>	Irish being continually developed in the local authorities in the jurisdiction of the Executive.	Administration conducted on the scheme. Public consultation carried out.	Number of councils taking part in the scheme. Review of the scheme. A public consultation on the future of the scheme.	Officer reports. The review results. The consultation results.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C3: 5 Support the policies from both governments as regards the language through representation 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 issue of Irish-language among leaders of the cultural bodies through a series of high-level meetings with leaders of state organisations. <u>The Cultural Organisations Forum [Fóram na nEagraíochtaí Cultúrtha] will be developed during 2023 building on Foras na Gaeilge's One-Day Seminar: Cultúr le Gaeilge Re-strengthening of Irish in the Culture Sector, which was organised in 2022.</u>	Influence affected upon cultural bodies in regard to their servicing the Irish language and the public.	2 meetings of the forum organised. Improved provision for the Irish language.	Actions arising from the meetings. Influence on the usage and place of Irish in the cultural bodies. Forum for Cultural Bodies established.	Feedback from the meetings. The Forum of Cultural Bodies. The Language Commissioner's Report.
C3: 7 Add to the understanding of politicians on major questions relating to the development of the Irish language through meetings; appear before Oireachtas and Assembly committees.	Influence on politicians regarding the two states' provision for Irish.	Opportunities to have 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 financing of FnaG and of the Irish-language Sector.	Reports from committees. The budgets of FnaG and of other groups in the sector. The policies of both governments in relation to Irish.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
A series of meetings will be organised with Irish language and education spokespersons from the major political parties during 2023.		20 meetings organised with 8-10 parties.		
C3: 8 Increase understanding of the language planning approach at a local authority level through a series of high-level meetings with leaders of local authorities. A forum of chief executives of local authorities in the Irish Government's jurisdiction that have language planning units in their area. Individual meetings organised with the chief executives of the authorities that have agreed a new language plan in their area. Continuation of a series of meetings with the chief executives of the local authorities in the jurisdiction of the Executive.	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. Meetings organised	Actions arising from the meetings Influence on the usage and place of Irish in the local authorities.	Feedback from the meetings. Feedback from Lead Organisations in the networks and the service towns.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
C3: 9 Add to understanding among the major institutions in both states on the development of the Irish language through strategic meetings, submissions and representation. Meetings with heads of the major state institutions (RTÉ, GAA, Ladies Gaelic Football Association, CCÉ, Abbey Theatre, ÚnaG, the Language Commissioner, both arts councils).	An improvement in the understandings of major institutions in both states on the development of Irish. Meetings with government ministers and 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 in 2023	Results	Indicators in 2023	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	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-	The online system. Annual reports from auditors (internal and from the Comptroller). A survey of grant recipients.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
The number of schemes on the new system will be increased as they arise during 2023.	service to applicants and grantees.	standardised across the organisation. A centralised grant process. Automatic filing.	completion process for the public.	
D1: 2 Provide annual reports and accounts on a timely basis. Moving the 2021 annual report and accounts through the certification and publication system. Provide drafts of the 2022 Annual Report and accounts in a timely manner to the relevant authorities in 2023.	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 legislative responsibilities in regard to financial affairs and corporate governance. Implementation and reporting in accordance with legislation and best practice across a wide range of specialist areas:	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.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
Dáil and Assembly issues; prepayments; freedom of information; data protection; and minute recording.				
D1: 4 Include policies and practices within 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 both jurisdictions and 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 Have an appropriate supply of resources 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 implemented 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, internal and external auditors.	Internal and external reports.
D1: 7 Provide draft business plans (1yr) and draft corporate plans (3yr). 2023 Business Plan and 2023-2025 Corporate Plan 2023-2025 to be approved by the NSMC or permission to	Prepared and approved plans according to the guidance of the two sponsoring departments and the NSMC.	Plans prepared and approved.	Feedback from monitoring meetings / feedback from the departments.	Guidance from the Sponsoring and Finance departments.

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
implement it obtained from the appropriate authorities before the start of the implementation period. Develop the 2024 Draft Business Plan in accordance with the guidance released.				

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
D2: 1 Measure the use of new terminology among the public by compiling and approving modern corpora, and establish plans to 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.	Carry out 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 on 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 in terms of changing language behaviours in the	Measurement of work development and impact through baselines and	Provision of occasional reports for the organisation and stakeholders on the effectiveness of schemes	Usage of relevant indicators to measure progression in a range of activities.	Quantitative and qualitative research (in-house and/or commissioned).

Action in 2023	Results	Indicators in 2023	Impact Assessment	Information sources
community through a schedule of annual research. Continue a research project influenced by a range of schemes and projects started in 2022 to the reporting stage and provide recommendations.	comparative information. Enhanced effectiveness of Foras na Gaeilge's schemes and projects in terms of changing language behaviours in the community.	in terms of the community's language behaviour. Reports provided for 6 projects, and prepared action plans based on them.	Reports from independent evaluators.	
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	Increase the usage of Irish in a way that	Number and / or quality of technology projects	Increase and diversify participation (in terms of	Reports on current work as a basis of recognising

Action	Results	Indicators	Impact Assessment	Information sources
technology through our funding pots.	could not be achieved without technology.	supported through funding pots.	numbers, geography, specific communities and subsections of the community etc.).	opportunities and / or a specific demand.

6. Financial Information

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													

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 Sí	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										
Nil 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													

7. 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 Ionchuimsitheach 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 major areas of work</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> Glór na nGael <i>Community and economic development</i> Oireachtas na Gaeilge <i>Opportunities which support the use of Irish and the establishment of networks for adults</i> Conradh na Gaeilge <i>Awareness raising, language protection and representation (on behalf of the language with state authorities)</i> Cumann na bhFiann <i>Development of opportunities to use Irish and of networks for young people</i>
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

Abbreviations	Explanation	Details
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/leagangaeilge/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
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.nsai.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 Irish Government's jurisdiction) 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>	An Irish Government policy to promote the Irish language in a holistic, integrated manner in line with international best practice in nine action-areas: 7. <i>Education;</i> 8. <i>The Gaeltacht;</i> 9. <i>The Family Passing on the Language – Early Intervention;</i> 10. <i>Administration, Services and Public;</i> 11. <i>Media and Technology;</i> 12. <i>Dictionaries;</i> 13. <i>Legislation and Status;</i> 14. <i>Economic Life;</i> 15. <i>Broad Initiatives.</i> https://www.gov.ie/ga/eolas-polasaithe/an-straiteis-20-bliain-don-ghaeilge-2010-2030/ and https://assets.gov.ie/88781/d586a02a-1395-4f0e-88c0-835b9b236654.pdf
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 Irish Government's jurisdiction.

^[4] There is a list of abbreviations used at the end of the document.