



Financial Justice Ireland  
**Strategic Plan**  
2025-2029

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**“Economics is fundamental to everyone’s lives. It matters hugely... the impact of economic processes and economic policies is so significant on everyone’s lives that it’s too important to be left to economists.”**

**“Ultimately economics is about power, and therefore politics. It is presented as this ‘technocratic’ discipline, but that is a smokescreen for hiding the real power imbalances at play.”**

Professor Jayati Ghosh, Economist

## Introduction – Process

The development of our 2025-2029 Strategic Plan coincided with a period of organisational transition at Financial Justice Ireland (FJI).

We undertook a comprehensive review, evaluation, and stakeholder consultation process to ensure the plan’s relevance, participation, and ownership. This process included internal workshops to review projects and partnerships, outreach and consultations with former staff and members, and extensive engagement with current stakeholders through surveys, focus groups, and interviews. We also gathered input from outside experts and received assistance from two external consultants at different stages of our process. Additionally, we conducted bilateral consultations with partners both in Ireland and abroad; and we participated in the Irish Development Education Association (IDEA) working group to develop a Theory of Change/Impact for the global citizenship education (GCE) sector in Ireland. Given the complexities of the rapidly changing world we live in, this plan will undergo regular reviews over the next five years and will be updated as necessary.



## Results – 3 Years in Numbers

In the last three years FJI has worked with a diverse range of groups and communities around the country, including:

**35 members of our Community of Trainers** supported with capacity building for the integration of economic and financial justice into their work, including co-delivery of activities

**915 participants** in our courses from youth and community groups; and **12 different groups** now integrating GCE for economic and financial justice into their work;

**2 continuous professional development courses** delivered with local development companies

**14 seminars delivered to 542 participants** on various aspects of economic and financial justice

**27 training workshops to 591 secondary school teachers; 2 new teacher resources** published; workshops with **300 secondary students**; submissions to **3 curriculum consultations**

**6 university partners:** working directly with **187 students and 4 lecturers**; and with **972 student teachers** who will now go on to incorporate GCE for financial justice in their work in schools

**4 research projects**, and **16 new or updated resources/materials** for use by target groups

**70 community arts educators and practitioners** supported in incorporating GCE for economic and financial justice into their work, including micro bursaries for exploring innovative formats

**26 participants** active in a strategy and campaigning capacity building group

**Published 22 Videos** and mailing lists increased from **591 to 2,010**



## External context

The current dominant model of economic development, based on endless growth, is causing climate breakdown, biodiversity loss, and ecosystem degradation alongside a sharp rise in attacks on democracy, international law, and multilateralism.

The injustices of extreme inequality—both within and between countries—are being exploited to scapegoat and undermine the rights of minorities and authoritarianism is on the rise. Recent trends in (the long human history) of migration and the movement of people have prompted reactionary responses, including militarisation, border violence, and the curtailment of rights.

Right-wing governments push agendas threatening multilateralism, a rights-based approach to development and global redistributive justice. At a local level, we see similar dynamics playing out as communities are pitted against each other to fight for resources by fringe actors motivated by anti-equality ideology, evidenced by the frequency of arson attacks and violence against minorities.

The global economy continues to function in ways that concentrate levels of wealth at the top at ever-increasing rates. Billionaire wealth accelerated three times faster in 2024 than in 2023, creating four new billionaires every week, and we are on track to create the world's first trillionaire within a decade. In 2024, members of the top 1% made in five days what the average person in the bottom 50% makes all year. Alongside this, there is growing public interest in wealth taxes, as a key form of redistribution, and some examples of implementation. Although there have been some successes, the broad pattern of the economy being captured by the interests of a tiny elite remains.



Tolerance of tax avoidance and the role of tax havens continues to wane, as evidenced by the 10th September '24 ECB Apple Tax ruling. Ireland's foreign direct investment model and the risks associated with a dependence on a small number of American multinationals for corporation tax receipts are being widely debated; less discussion has taken place, however, about the impact of Ireland's model on other countries and the role Ireland is playing in international negotiations. After years of hard work led by the Africa Group and the G77 at the UN, negotiations are underway to draft a UN Framework Convention on International Tax Cooperation following the successful campaigning and advocacy of global tax justice networks.

Sovereign debt crises are worsening, with low- and middle-income countries spending, on average, nearly half of their national budgets on debt repayments, far outstripping their combined investment in education and healthcare. As the climate crisis worsens and resources must be mobilised urgently in response, debt remains one of the most significant constraints on national budgets. The G20's sovereign debt architecture reform agenda continues to prioritise debt servicing and creditors' interests. There are growing calls for reforms that would deliver on sufficient debt restructuring and cancellation, including audits to identify illegitimate and unsustainable debts, that would allow borrowing countries to fulfil international human rights obligations and meet climate finance needs.

The Fourth UN Conference on Financing for Development (FfD4) took place in Seville, Spain, in June 2025. FFD4 is the only space where global economic and financial matters are discussed transparently and inclusively, where all countries participate on an equal footing. In a context of restricted access and participation for civil society, the official conference only delivered vague commitments for multilateral action that seem to depend heavily on the discretion of the IMF and the World Bank -the Western (creditor nation) dominated institutions that have gotten us to the current situation.



Despite this, the parallel civil society and social movements meetings were vital spaces for continuing discussions and sharing analyses and alternative proposals.

The question of peace and justice remains central as solidarity movements increasingly draw attention to the complicity of Western governments and economic and financial interests in the genocide of the Palestinian people. Debates about Ireland's defence, its role in conflict resolution, its military spending and membership of military alliances figure prominently. Threats to Irish neutrality have mobilised communities across Ireland to protect the Triple Lock mechanism, opening up new political possibilities in which the struggle for peace and economic justice in Ireland is increasingly connected to global movements for a more just international order.

At the same time, the growing threat of shrinking civic space and politically motivated attacks on organised civil society groups is a worrying trend. Whether in the form of funding cuts to the aid and other sectors, restrictions on freedom of speech and assembly, data capture and mass surveillance, or public smears and attacks, they are resulting in a very real chilling effect and an erosion of democratic participation, particularly of marginalised groups in public life. The tensions between the entrenched interests of those with most to lose from a more just and sustainable economic and financial system and the institutions of liberal democracy are increasingly evident.

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**“What moves us, reasonably enough, is not the realisation that the world falls short of being completely just, which few of us expect, but that there are clearly remediable injustices around us which we want to eliminate.”**

Economist and philosopher Amartya Sen

## FJI organisational context

FJI (formerly the Debt and Development Coalition Ireland) has undergone many transitions over its 30+ year history.

In the last 4 years, it has undergone another significant transition. We have a new team in place, a new office space, new projects underway, and with this new strategic plan, and the extensive consultations with partners and stakeholders that it entailed, we are well positioned to continue to carry forward the mission of the organisation in ways that both respect and honour its past trajectory while being responsive to the needs of today.

As a small organisation, the impact and reach of our work is dependent on our broader network of activists, educators and supporters, both individually and as part of groups and organisations. Our 30th anniversary gave us an opportunity to reconnect with the organisation's historical network, and several strategic collaborations have grown out of this, and we expect more to follow. We have also been building our links to a core community of educators, scholars and activists - some of whom have long-standing links to the organisation, and others who are getting to know us for the first time. Through this process, we are learning all the time by adapting our programmes to the needs of our partners, while providing support to build capacity and confidence to incorporate a substantial economic and financial justice focus into their work. We have also been building our links across Europe and internationally in ways that both draw on the most up-to-date research and analysis while positioning us to join forces to advance the demands and priorities we share with broader global justice movements.

Over the 5 years of the plan, our goal will be to continue building sustainably and to strengthen the organisation in ways that allow us to deliver on our mission while adapting to the changing context of our work.



# Values



## Justice

We work to address poverty and inequality as a lasting outcome of colonial injustice and unequal power structures, linked to broader struggles for gender, racial, class, and environmental justice.

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## Solidarity

Building on our organisation's history of North–South solidarity, we strive to learn with and from partners in the Global South, challenging charity-based approaches, and building relationships based on equality and shared purpose.

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## Praxis

We practise continuous reflective learning. By staying in dialogue with our partners and centering the experiences and voices of those most affected by inequality, we strengthen our approach to long-term change.

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## Integrity

We place care, respect, openness, and compassion at the centre of our work. We aim to honour these values in all our relationships—with participants, partners, and collaborating organisations.

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## Collective Power

We believe in the transformative strength of people working together. When diverse groups shape decisions collectively based on a shared analysis and shared interests, meaningful change becomes possible. We support democratic processes that empower communities and individuals to challenge and transform financial systems.

## What is our vision?

At FJI, we envision a world where peoples' needs are a priority, where communities thrive, and where ecosystems regenerate and flourish. Achieving this future depends on an economic and financial system that operates in ways that are just, sustainable, and aligned with the wellbeing of people and the planet.

Our vision of a just and sustainable financial system means:

- The institutions and rules that govern the financial system are fair, transparent, and accountable to the needs of people, communities, and the planet.
- The economy functions within our planetary boundaries.
- Care provision is recognised as a fundamental social good (that the economic and financial system cannot function without). It is recognised, resourced and prioritised accordingly in public policy and service provision.
- Human rights and people's needs are central.
- The perils to our democracies inherent in the extreme concentrations of power and wealth in the hands of a tiny minority of billionaires are challenged through redistributive policies and the building of collective institutions/power.
- Regulation strengthens, rather than weakens, democratic accountability.
- Colonial legacies are recognised, and international agreements are based on the principles of historical responsibility and common but differentiated responsibility.
- All countries have meaningful economic sovereignty to chart their own paths and shape the financial rules that affect them.
- All countries can access and manage the financial (and other) resources to enable them to meet the needs of their people and realise their developmental goals.



## How can it be achieved?

### Our Theory of Change

**Summary:** *To fight for and win a fair and sustainable financial system, we need a global movement of people acting in solidarity to shift the prevailing consensus, challenge the power of dominant economic actors, and build justice-centred alternatives that meet the needs of both people and the planet.*

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People must feel confident in their understanding of how the financial system works currently and the historical and political context for how this has come to be. Action-focused education for economic and financial justice must adapt methodologies that connect local economic and financial injustice to global structural inequalities, and nurture the ownership, agency, and empowerment of individuals and communities.

Governments and politicians must be held accountable for how the financial system affects people's lives in Ireland and throughout the world. Policy makers and decision makers must have access to the knowledge and expertise to implement justice-centred economic and financial policy at both national and international levels, and they must be pressured to do so by broad-based civil society campaigns.

FJI aims to contribute to this by providing groups and organisations with access to capacity-building opportunities for strategic campaigning and advocacy rooted in theories of change and power that map out realistic pathways to winning campaigns and building movements for broader change.

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**“The people are learning that you cannot leave decisions only to leaders. Local groups have to create the political will for change, rather than waiting for others to do things for them. That is where positive, and sustainable, change begins.”**

Wangari Maathai

# What is our role?

## Our mission

**Summary:** *Our role is to challenge the injustices of the current economic and financial system through education, campaigning, and evidence-based research; to promote alternatives to existing policy that are significantly fairer, more inclusive, and sustainable; and to work as part of broader campaigns and social movements in Ireland and internationally to bring about these changes.*

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We work to demystify and democratise knowledge and understanding of the economic and financial system through: the development of accessible educational materials and the adaptation of FJI's Econowha? programmes to the needs and contexts of the groups we work with; supporting community arts practitioners in the development of innovative materials and methodologies; creating opportunities for dialogue, exchange and solidarity connecting financial justice issues to other issues that people are affected by, and focusing their activism on, such as housing, healthcare, environment, agriculture, anti-racism and others.

We conduct our own research and commission external experts to update and strengthen the evidence base for our education and campaigning work, in ways that are responsive to the changing context.

We actively participate in global justice networks and movements in solidarity with those most affected by the injustices and inequalities of the economic and financial system, while contributing to the creation of sustainable, people-centred alternatives. We facilitate links between our target groups in Ireland and our international networks through: up-to-date research; speakers at our seminars and capacity building events; and linking local and international campaigning opportunities.

We provide space and opportunities for groups and organisations to access capacity-building for campaigning and advocacy rooted in theories of change and power, mapping out realistic pathways to winning campaigns and building movements for broader change.



## How we work?

### Our strategic approach

**Global Citizenship Education (GCE)** - To consistently shine a light on the structural inequalities in how the global economy operates and the root causes and consequences of these inequalities, we use GCE for economic and financial justice. Through participatory methodologies that link local to global issues, we aim to move people from a charity-based perspective on poverty and development to one framed by solidarity and justice.

**Multiplier Strategy** - To maximise our reach and impact, FJI works with a community of educators, scholars, and activists in NGOs, schools and universities, trade unions, and community groups across the GCE and related sectors in Ireland. We create space for peer learning and provide accompaniment and support as members build their confidence and expertise to incorporate an economic and financial justice focus into their work.

**Bridging Networks** - For 30 years, our organisation has worked to coordinate, build capacity and strengthen the networks we are part of. We have a well-established reputation for doing so with integrity. Our position within multiple overlapping networks remains one of our key strengths, and we will continue to make connections across different thematic and geographic areas. Acting as a bridge between international movements and campaigns and relevant scholars, activists and educators working in Ireland will remain an important part of our work.

**Partnerships** - We support organisations and institutions in embedding global citizenship education for economic and financial justice through capacity building, curriculum development, and the provision of educational materials and resources. Careful relationship building, while time-consuming and often under-resourced through projects, is essential for building the trust and shared understanding that are preconditions for this kind of work and the sustained, long-term impact it aspires to.

**GCE for All** - We aim to prioritise working with under-represented and marginalised groups who are feeling the harshest effects of the injustices in our economic and financial system. In the face of bad-faith actors sowing division and disinformation, economic and financial justice education plays a crucial role in building solidarity and community at the grassroots level.

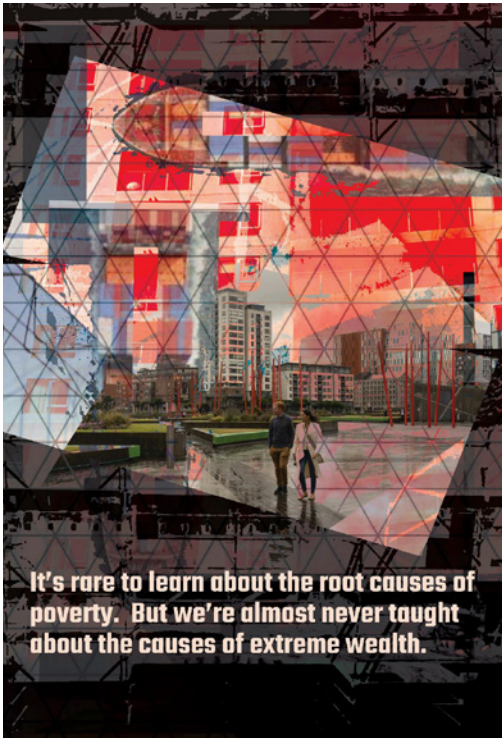
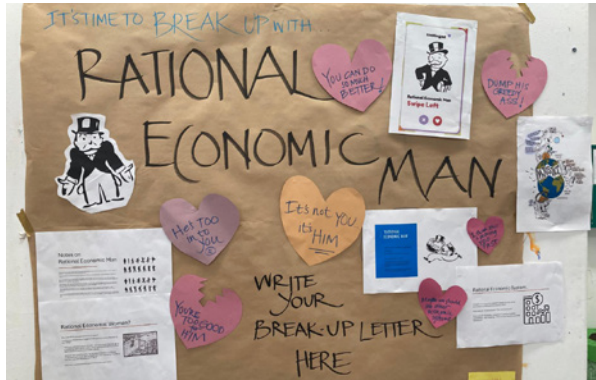
**Power Analysis** - With the growing emphasis on decolonial approaches to education and campaigning, part of our contribution is to assist groups in exploring the current [neo-colonial] economic and financial systems and the actors, policies and institutions that must be challenged to decolonise the financial system and bring about transformative change. This includes facilitating access to approaches and methodologies for power analysis, strategic campaigning, and movement building.

**Cycles of Praxis and Organisational Learning** - creating space for reflection on our work, lessons learned, and exploring ways of incorporating those lessons into updated educational approaches and methodologies is an essential part of how we work. This is in order to remain responsive to the evolving context and the needs of the communities we work with, and to continue to strengthen our Monitoring, Evaluation, Accountability, and Learning (MEAL) strategy in line with our overall organisational aims

**Creative practice** - Activating new channels and exploring new methods for communicating on complex themes is important for breaking down the perceived very high barrier to entry for people to work on financial justice issues. We are building our network of community arts practitioners, supported to develop innovative approaches to education and to campaigning materials and methodologies, to maximise the impact of our work and reach broader audiences.

**Amplify Demands** - Working in solidarity with international networks keeps us connected to the demands and priorities of global south-led movements. Our communications strategy focuses on leveraging our position and platforms to amplify these demands and priorities, including by incorporating them into the formulation of our own justice-centred economic and financial policy positions. Conversely, highlighting the impact that policy and practice in Ireland have on countries in the Global South is at the core of our mission as a global justice organisation.

**Economic literacy** - our Plain English Economics and popular education strategies are rooted in Freirean & feminist principles, using creative and participatory approaches to demystify and democratise economic knowledge through a systems-thinking and root-cause analysis approach.



## Our Approach to Measuring Success

During the consultation for this plan, FJI collaborated with an expert consultant to conduct a comprehensive review of our Monitoring, Evaluation, Accountability, and Learning (MEAL) strategy.

As a result, we have improved and updated our overall MEAL approach, and the combination of quantitative and qualitative tools and processes used throughout the organisation. This includes various methods for gathering feedback from participants, such as surveys, testimonies, focus groups, and one-on-one consultations. We also monitor the reach of our platforms and resources through media, social media, and web monitoring. Additionally, we emphasize providing time and space for reflective practice and integrating learning into the revision of methodologies and approaches, using techniques like activity debriefs and quarterly reviews. Our presentation of results is enhanced through qualitative feedback compilations, and we utilise specific tools, such as our organisational IDEA CODE tracker, to incorporate principles and indicators from key sector frameworks into our work. This MEAL review, along with the resulting improvements to our tools and processes, enables us to maintain a strong results-focused approach while effectively responding to changing contexts.

## What will we do?

FJI's strategy focuses on strengthening capacity to deliver critical Global Citizenship Education in formal and informal sectors in Ireland; building on the current knowledge base by promoting research and policies that support a fair and sustainable global financial system; and by partnering with national and international justice movements to empower people to take collective solidarity action to create meaningful change.

Our strategy identifies 5 key action areas:

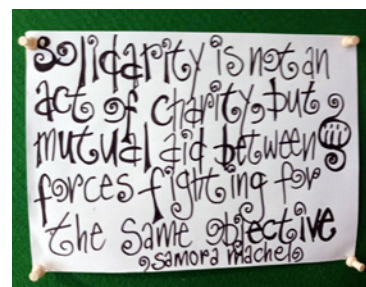
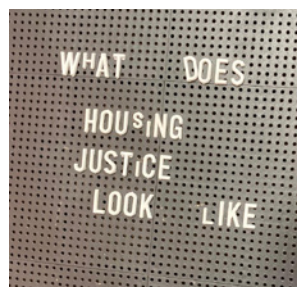
1. Global Citizenship Education with the youth, adult and community sectors
2. Global Citizenship Education in Formal Education,
3. Research and Knowledge Building
4. Policy, Advocacy, and Campaigning
5. Organisational Development

# 1

## Action area 1: FJI will deliver and facilitate global citizenship education with the youth, adult and community sector.

FJI will work with interested adult, youth and community groups across Ireland to build their knowledge of and engagement with financial justice issues, and to build their capacity to take action to bring about change. We will provide high-quality, accessible capacity-building workshops and training programmes that demystify economic and financial justice issues and encourage broad-based critical engagement as active global citizens.

**What will success look like?** A greater number of adult, youth and community groups in Ireland understand the local-to-global nature of financial justice issues and their link to progress on development, poverty and inequality. Members of adult, youth and community groups who have engaged with our training are more engaged with a range of individual and collective solidarity actions and approaches for structural change.



## 2

### **Action area 2: FJI will work with the formal education sector to embed global citizenship education for economic and financial justice across second and third levels, supporting and complementing the curriculum, initial teacher education, and continuous professional development.**

FJI will design, produce and promote curriculum-aligned training and resources so that teachers can, in turn, equip second-level students to understand and engage with financial justice issues. FJI will also support teachers in building their capacity to use these educational materials and methodologies.

FJI will make submissions (individually or as part of sector working groups) on curriculum development when updating or implementing new subject curriculum specifications in our areas.

FJI will work with students, student groups, and third-level institutions to deepen understanding of financial justice issues. FJI will support sector-wide efforts to embed GCE at the third level through participation in research, provision of appropriate educational materials and support and capacity building for third-level educators.

FJI will work with the teachers of tomorrow by collaborating closely with Initial Teacher Education with our University partners. This is a strategic opportunity to introduce and promote critical GCE and development issues through economic and financial justice and solidarity perspectives for future teachers, and to provide teaching materials and resources that will support them in integrating this into their future teaching practice.

**What success looks like:** Teachers and lecturers in Ireland feel confident embedding (local to global) financial justice issues in their teaching. Students are informed about and empowered to take action for economic and financial justice at both local and global levels. FJI has established relationships with educational institutions and student organisations, helping to embed GCE across the third-level sector.

# 3

## **Action Area 3: FJI will produce and commission high-quality research to strengthen the evidence base for our education and campaigning work and to inform our policy positions; we will facilitate access to, and dialogue with, international researchers and experts.**

We will conduct our own research and commission external experts to update and strengthen the evidence base for our education and campaigning work in ways that are responsive to the changing context. We will produce briefing papers and reports on key areas in line with our thematic focus and in furtherance of our organisational mission.

Ongoing research will inform the development of our educational resources for the formal and informal education contexts (e.g. doughnut economics and post-growth futures); regular, smaller thematic research initiatives will allow us to continue to explore new areas and their links to economic and financial justice as our context evolves (e.g. militarism, technology, virtual currencies). We will conduct regular research initiatives to assess the needs and priorities of our target groups (e.g., development education and neoliberalism).

As part of our role in embedding root cause analysis of the economic and financial system across the GCE and related sectors, we will connect with international speakers, including representatives of global south organisations and movements; create spaces for dialogue and critical reflection; and facilitate access to specialist international research.

***What will success look like?*** FJI produces high-quality research that offers a perspective on financial justice otherwise missing from the debate in Ireland. This research strengthens the evidence base for our education, campaigning and advocacy work, as well as supporting public discussion on these issues. This research is made available in formats that are accessible and appropriate to our partners' needs and priorities.

# 4

**Action Area 4: FJI will develop and advocate for justice-centred economic and financial policy positions that align with our thematic focus and organisational mission, informed by local and international partners; and we will facilitate capacity building for activism, advocacy, and strategic campaigning to support these positions.**

Based on up-to-date analysis and research, and in coordination with local and international partners, we will advocate for justice-centred economic and financial policies, make submissions to public consultations on relevant issues, and engage policymakers and those in positions of power through advocacy and public campaigns. We will work to ensure that policymakers and decision-makers have access to those policy proposals at both national and international levels.

We will build the capacity of our members and communities in strategic campaigning, advocacy and activism for economic and financial justice by providing and resourcing training opportunities rooted in theories of change and power that map out realistic pathways to winning campaigns and building movements for broader change.

FJI will use our position within multiple overlapping networks to act as a bridge across themes and campaigns, and between international (particularly global south-led) movements and relevant scholars, activists, and educators working in Ireland, to strengthen the movement for financial justice. We will use our organisational platform to amplify the demands and priorities of global south-led movements, including by incorporating these priorities into the formulation of our own policy positions and campaigns.

### ***What will success look like?***

FJI communicates a critical perspective on financial justice issues to policymakers and those in positions of power who have increased awareness of the justice component of these issues and take positive action as a result. There is increased capacity for activism on financial justice issues with local-global connections in Ireland. FJI is part of a more active and confident movement which knows how to take action to bring about change. FJI has a theory of change/impact working group for ongoing discussion and review of the assumptions inherent in our strategic approaches.



## **Action area 5: Organisational Development – FJI has a sustainable funding base, a strengthened staff team, and a committed Board working to ensure sector best-practice and up to date internal policies across the organisation**

FJI is committed to continuously strengthening its governance, safeguarding, human resources, financial, and risk management systems to uphold the highest standards of transparency and accountability while ensuring compliance with sector Codes of Practice.

FJI will implement this strategic plan using a results-based management approach, embedding continuous monitoring, evaluation, and learning to ensure that resources and capacities remain adaptive to changing contexts and consistently aligned with achieving the intended impact.

FJI will continue to implement its dynamic fundraising strategy focused on diversifying income streams, adopting a cost-recovery approach, and pursuing new funding opportunities to drive the successful delivery of this strategy.

FJI will continue to update our communications strategy to align with the mission and action areas outlined in this plan, and to incorporate continuous learning from our work so that the strategy remains a driving force in maximising our reach and impact.

### ***What will success look like?***

FJI is growing sustainably and able to respond to emerging needs and opportunities with our partners. Governance and oversight systems are aligned with sector best practice and the organisation's scale, while ensuring transparency and accountability. The organisational profile is enhanced through strategic communication.





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