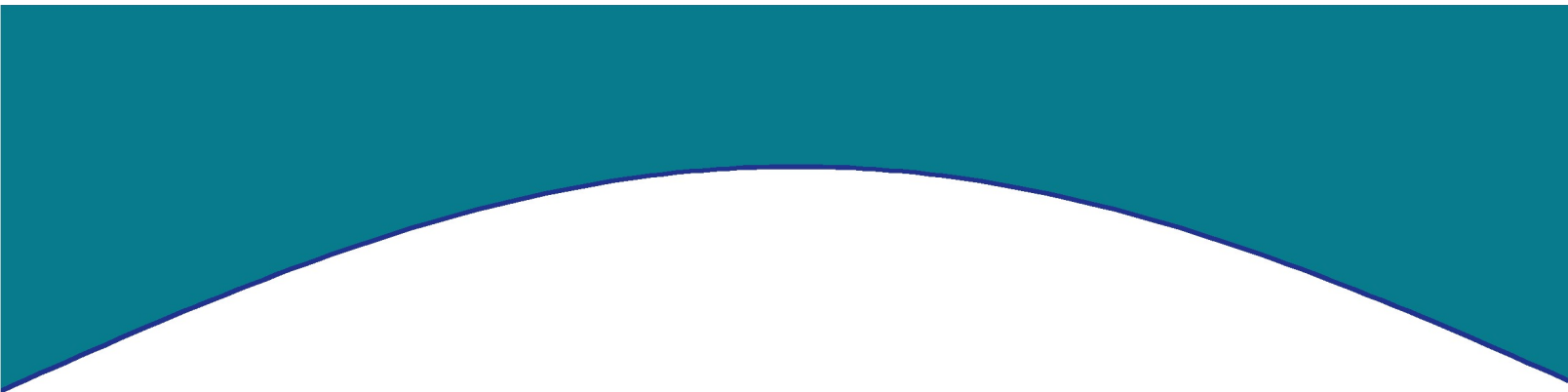




CAD-HR
Development
Human Rights

MIGRANT COMMUNITIES WEALTH BUILDING STRATEGY

2027 – 2030

Advancing Community Law, Development, Research and Institutional Leadership
for Migrant Communities

Table of Contents

Foreword.....	3
Executive Summary.....	3
Introduction.....	5
Context and Rationale.....	6
Vision.....	9
Mission.....	9
Values.....	9
Strategic Ambition for 2030.....	11
Human Rights, Community Law and Law-and-Development Rationale.....	13
Strategic Pillars.....	15
Pillar One: Human Rights Advancement through Community Law.....	15
Pillar Two: Development Advancement and Migrant Communities Development.....	18
Pillar Three: Research, Publications and Thought Leadership.....	19
Pillar Four: Education, Training and Leadership Development.....	21
Pillar Five: Institutional Capacity, Governance and Sustainability.....	22
Implementation Framework.....	24
Phase 1: Consolidation and alignment (2027).....	24
Phase 2: Development and demonstration (2028).....	25
Phase 3: Expansion and institutionalisation (2029).....	25
Phase 4: Review and next-cycle preparation (2030).....	25
Timeline to 2030.....	26
Governance and Accountability.....	26
Monitoring and Success Indicators.....	27
Funding and Sustainability Approach.....	27
Conclusion.....	28



Appendix A: Chair’s Summary.....	29
Appendix B: Board Resolutions.....	29
Appendix C: Board-Level Risk Register.....	30
Appendix D: Annual Board Dashboard Template.....	31

Foreword

CAD-HR stands at an important moment in its institutional development. Over recent years, its work has grown beyond the boundaries of a service-delivery charity and has increasingly taken shape as a wider institutional project concerned with human rights advancement, Community Law, development advancement, research, education, and community-rooted institution building.

This strategy paper has been prepared to give that transition a clearer direction. It sets out a coherent framework for the period 2027–2030 and presents CAD-HR's next phase as one grounded in migrant communities wealth building, understood in a broad and serious sense. Wealth building here does not refer only to income or finance. It refers to the wider capacity of migrant communities to build institutions, retain value, strengthen leadership, improve wellbeing, deepen legal empowerment, and shape more secure and prosperous futures through collective organisation and long-term development.

The strategy therefore places wealth building within a wider institutional architecture. Human rights advancement remains central through the Community Law Initiative. Development advancement remains central through the building of practical pathways, community institutions, and developmental ecosystems. Research and publication remain central because serious institutional work must also produce serious ideas. Education, training, and leadership remain central because fields do not endure without people capable of carrying them. Governance and sustainability remain central because ambitious work cannot rest on aspiration alone.

The purpose of this document is to provide CAD-HR's board, leadership, partners, and supporters with a shared strategic frame. It aims to clarify what CAD-HR is seeking to become, what it will prioritise over the period to 2030, and how its different strands of work fit together within a single institutional direction.

Executive Summary

This strategy sets out CAD-HR's direction for the period 2027–2030. It is framed as a migrant communities wealth-building strategy because CAD-HR's work increasingly recognises that migrant communities should not be understood only as recipients of services or subjects of intervention, but also as builders of institutions, generators of value, and active participants in their own long-term development. The strategy therefore places wealth building within a broader institutional framework that links human rights advancement, community-based legal development, research, education, leadership formation, and institutional sustainability.

The strategy reflects CAD-HR's transition from a charity primarily associated with service delivery into a broader institution seeking to act as a recognised centre for Migrant Communities Development and Community Law. It builds on work already undertaken through the Community Law Initiative, development advancement activity, the building of the MRU Community, and related research and institutional work. In doing so, it aims to provide a coherent framework through which CAD-HR can organise its ideas, priorities, partnerships, and practical initiatives over the coming years.

The strategy is organised around five pillars. The first is Human Rights Advancement through Community Law, through which CAD-HR seeks to strengthen access to justice, advance a community-rooted legal framework, and contribute to the formalisation of Community Law as a serious field of practice and thought. The second is Development Advancement and Migrant Communities Development, through which CAD-HR seeks to support wider community-based pathways to security, institutional resilience, asset building, and shared prosperity. The third is Research, Publications and Thought Leadership, through which CAD-HR will seek to generate ideas, evidence, and written work that deepen its institutional contribution and shape wider debates. The fourth is Education, Training and Leadership Development, through which CAD-HR seeks to build the human infrastructure needed for long-term field formation and institutional continuity. The fifth is Institutional Capacity, Governance and Sustainability, through which CAD-HR aims to strengthen its internal systems, credibility, and resilience so that its wider mission can be carried with discipline and durability.

A key feature of this strategy is that it does not treat wealth building in narrow or purely financial terms. Instead, wealth building is understood as part of a broader process through which migrant communities can build institutions, develop leadership, strengthen governance, generate enterprise, retain value, improve wellbeing, and shape their own futures more effectively. In that sense, the strategy is not only about projects, but about institution-building.

The MRU Community Wealth Building Initiative provides a leading example of how this wider strategy can be expressed in practice. It demonstrates how membership structures, enterprise support, investment mobilisation, community finance, payment systems, health and housing pathways, and community-owned businesses can be thought of as part of one integrated ecosystem rather than as isolated interventions. Within this strategy, however, the MRU Community Wealth Building Initiative is presented as a leading example of CAD-HR's wider approach rather than the whole of that approach.

Over the period to 2030, CAD-HR seeks to consolidate its identity as a serious institution working at the intersection of human rights, development, research, education, and community wealth building. The ultimate aim is to strengthen the long-term conditions through which migrant communities can achieve greater justice, security, institutional capacity, and shared prosperity, while also helping to shape the wider fields of Community Law and Migrant Communities Development in which this work is situated.

Taken together, these elements provide CAD-HR with a coherent framework for the period 2027–2030. The sections that follow set out the context, rationale, strategic pillars, implementation approach, and board-level governance provisions through which this direction will be carried in practice.

Introduction

This strategy sets out CAD-HR’s strategic direction for the period 2027–2030. It has been prepared at a time of important organisational transition, when CAD-HR is moving beyond a narrower service-delivery identity toward a broader institutional role with ambitions in human rights advancement, development, research, publication, education, and field-building. The purpose of the strategy is to provide a coherent framework capable of bringing these strands together into one institutional direction.

The strategy is deliberately framed around migrant communities wealth building. This framing reflects the view that migrant communities must be understood not only through the lens of disadvantage or unmet need, but also through the lens of capability, contribution, organisation, ownership, and long-term development. Many migrant communities already generate significant forms of value through labour, enterprise, care, transnational connection, and mutual support, yet often lack sufficient access to the institutional structures through which that value can be retained, coordinated, and converted into lasting community benefit. This strategy responds to that gap.

At the same time, CAD-HR’s work is not limited to economic questions alone. The organisation’s direction is equally shaped by the need to advance access to justice, strengthen human rights protection, contribute to the development of Community Law, generate research and ideas, and build institutions capable of serving communities in more durable ways. For this reason, the strategy presents wealth building as part of a wider institutional and developmental framework, rather than as a stand-alone economic agenda.

The period from 2027 to 2030 is understood as a phase of consolidation, field-building, and strategic institutional growth. During this period, CAD-HR will work to strengthen its public identity, deepen its practical models, support the emergence of new community-centred institutions, expand its intellectual and policy contribution, and position itself more clearly as a recognised centre and leading institution in the fields of Migrant Communities Development and Community Law.

A leading example within this strategy is the MRU Community Wealth Building Initiative. That initiative illustrates how migrant communities wealth building can be developed in practice through coordinated structures for community membership, enterprise development, democratic finance, investment mobilisation, housing security, payment systems, and reinvestment into community wellbeing. Within this strategy document, the MRU Community Wealth Building Initiative is presented not as the whole of

CAD-HR's strategy, but as a working example of how CAD-HR's wider institutional approach can be designed and implemented in practice.

The document therefore brings together several strands of work that have often developed in parallel. These include the Community Law Initiative, wider development advancement activity, the growth of the MRU Community, the emergence of wealth-building models and platforms, and the development of CAD-HR's research and intellectual agenda. By placing these elements within a single strategy, CAD-HR seeks to clarify its purpose, sharpen its institutional identity, and provide a clearer basis for partnership, implementation, and long-term growth.

This strategy is both practical and directional. It is intended to guide decision-making, support governance, communicate CAD-HR's priorities to partners and funders, and provide a coherent basis for action over the three-year period. At the same time, it reflects a longer horizon: the gradual building of a durable institution capable of contributing to justice, wealth building, development, and institutional leadership for migrant and underserved communities over the long term.

The next section sets out the wider context and rationale for this strategic direction, including the structural challenges facing migrant communities and CAD-HR's evolving institutional role.

Context and Rationale

CAD-HR's Migrant Communities Wealth Building Strategy 2027–2030 arises from a growing recognition that many migrant communities continue to experience exclusion not only in relation to law, rights, and public services, but also in relation to the economic, institutional, and developmental systems through which long-term security and prosperity are built. Across many contexts, migrant communities contribute significantly to local economies, sustain transnational family and social networks, create businesses, support care systems, and invest in collective wellbeing, yet often do so without fair access to the institutional infrastructures that enable wealth to be retained, protected, and multiplied within their communities.

In practice, this exclusion is multidimensional. Migrant individuals and families may face barriers in access to justice, unstable housing pathways, limited access to affordable and culturally trusted finance, weak business support systems, fragmented community representation, and underdeveloped routes for collective investment and asset-building. Even where communities demonstrate strong entrepreneurial energy, social solidarity, and informal economic cooperation, those strengths are too often left without the institutional scaffolding required to convert effort into durable community wealth.

When migrant communities are addressed only through short-term services, crisis interventions, or isolated projects, the deeper structures of inequality remain largely untouched. Support may relieve

immediate pressures, but it may not produce the legal power, institutional confidence, economic leverage, and community-owned infrastructure necessary for long-term transformation. For this reason, CAD-HR understands migrant communities wealth building as a structural and institutional agenda rather than a narrow programme of income-generation activities.

Within this strategy, wealth building refers to the development of systems through which migrant communities can accumulate, govern, circulate, and reinvest value in ways that advance both collective wellbeing and long-term autonomy. This includes, but is not limited to, community-centred finance, housing and asset pathways, enterprise formation, payment infrastructure, investment mobilisation, legal empowerment, health and wellbeing systems, leadership development, and institutional coordination. Wealth, in this sense, is not treated simply as private accumulation; it is understood as the organised capacity of communities to create security, opportunity, resilience, and intergenerational advancement.

CAD-HR's rationale for this strategy is also shaped by its own organisational development. Over time, CAD-HR has evolved from a charity focused primarily on support and service provision into a broader institution concerned with human rights advancement, Community Law, development advancement, research, and the building of more durable community-centred structures. That evolution has made clear that legal empowerment and development advancement cannot be treated as separate fields. Communities that lack access to justice often also lack access to the institutional and economic mechanisms through which development becomes sustainable; equally, communities that remain economically marginalised are often more exposed to legal vulnerability, exclusion, and disempowerment.

For CAD-HR, this means that wealth building must be understood as part of a wider framework of rights, development, and institution-building. The strategy therefore sits alongside CAD-HR's work in Community Law and research, rather than in competition with it. It reflects the view that migrant communities require not only advocacy and support, but also stronger representative institutions, better development models, and practical mechanisms through which community resources can be organised into lasting forms of security and prosperity.

The MRU Community Wealth Building Initiative offers a leading example of why such a strategy is needed. As it has developed, the initiative has demonstrated that migrant communities wealth building can be approached not as a disconnected set of services, but as a coherent community-owned ecosystem. Within that ecosystem, structures such as community membership, democratic finance, enterprise support, investment platforms, housing pathways, payment systems, and reinvestment into collective wellbeing become mutually reinforcing rather than isolated. This example is important not because it exhausts CAD-HR's strategy, but because it helps show in practical terms how the wider strategic approach can be designed and implemented.

MRU COMMUNITY WEALTH-BUILDING ECOSYSTEM



Figure 1. The MRU Community Wealth-Building Ecosystem.

The rationale for this strategy is therefore both practical and institutional. Practically, there is a need for more coherent and community-centred mechanisms through which migrant communities can build economic strength and social resilience. Institutionally, there is a need for CAD-HR to clarify its role in shaping, supporting, and advocating this field of work over time. The strategy responds to both needs by setting out a framework through which CAD-HR can contribute to migrant communities wealth building as a matter of justice, development, research, and long-term institution-building.

Vision

CAD-HR's vision is of migrant communities that are better able to achieve justice, build and govern their own institutions, strengthen their collective capacities, and participate more fully in long-term processes of development, security, and shared prosperity. It is also a vision of an institutional landscape in which Community Law and Migrant Communities Development are recognised as serious and necessary fields of practice, thought, and public contribution.

Mission

CAD-HR's mission is to advance human rights, Community Law, Migrant Communities Development, research, education, and institutional capacity in ways that help migrant communities build stronger foundations for justice, resilience, ownership, and long-term wellbeing. Through community-rooted legal development, developmental practice, knowledge production, leadership formation, and institutional stewardship, CAD-HR seeks to act as a serious centre of advancement for both people and the institutions that serve them.

Values

The work of CAD-HR during the period 2027–2030 will be guided by the following core values. These values are intended to shape not only what the organisation does, but also how it works, whom it centres, and what kinds of institutions it seeks to build.

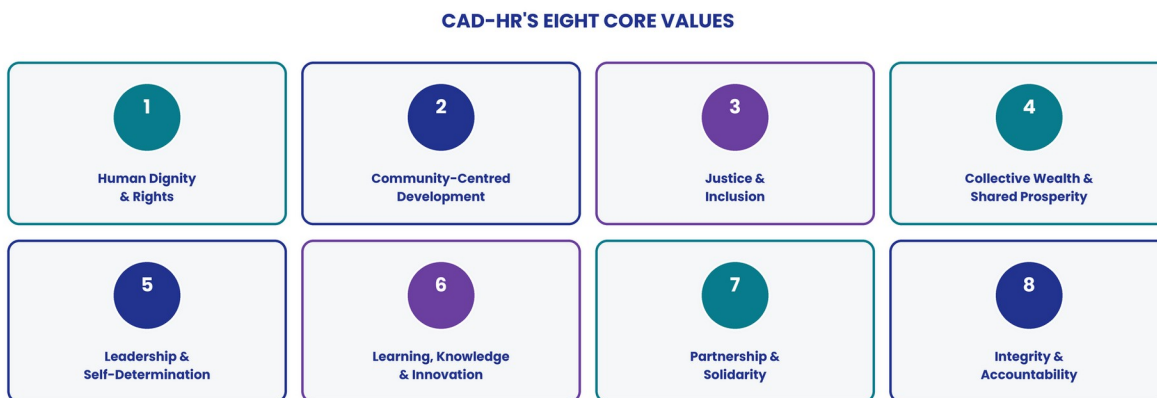


Figure 2. CAD-HR's eight core values.

1. Human Dignity and Rights

CAD-HR begins from the conviction that every person and every community possesses inherent dignity and should be able to live with security, recognition, fairness, and meaningful access to justice. Wealth building, in this context, is not separated from rights; it is part of the conditions through which dignity can be protected and exercised in practice.

2. Community-Centred Development

CAD-HR believes that development is strongest and most legitimate when it is rooted in the aspirations, knowledge, experience, and collective agency of communities themselves. For migrant communities, this means building systems with communities and through communities, rather than treating them only as recipients of externally designed interventions.

3. Justice and Inclusion

CAD-HR is committed to challenging the legal, economic, and institutional exclusions that prevent migrant communities from participating fully in society. This includes not only responding to inequality but also creating structures through which communities can access resources, representation, and opportunity on fairer terms.

4. Collective Wealth and Shared Prosperity

CAD-HR holds that wealth should be understood not merely as individual gain, but as the capacity of communities to build, hold, circulate, and reinvest value for collective benefit. This value informs the organisation's interest in community-owned institutions, democratic finance, enterprise ecosystems, and practical mechanisms through which prosperity can become more broadly shared and more socially rooted.

5. Leadership and Self-Determination

CAD-HR values leadership that emerges from lived experience, community trust, and long-term commitment. It seeks to support migrant communities not only to access services, but to exercise authorship over institutions, strategies, and futures that affect them.

6. Learning, Knowledge, and Innovation

CAD-HR recognises that durable change requires both practical action and serious thinking. The organisation therefore values research, reflection, publication, experimentation, and the development of new models capable of advancing Community Law, migrant communities development, and wealth building in more coherent and effective ways.

7. Partnership and Solidarity

CAD-HR works from the understanding that lasting change requires collaboration across communities, institutions, sectors, and disciplines. It therefore values principled partnership, mutual respect, and solidarity-based forms of working that strengthen collective capacity rather than reproduce dependency or fragmentation.

8. Integrity and Accountability

CAD-HR is committed to acting with honesty, responsibility, and care in the exercise of its work and leadership. As the organisation grows, it intends to strengthen governance, institutional discipline, evidence use, and accountability to the communities, partners, and stakeholders with whom it works.

Strategic Ambition for 2030

By 2030, CAD-HR intends to be recognised not simply as a charity that delivers support, but as a serious and credible institution with a distinctive contribution to the advancement of human rights, Community Law, and Migrant Communities Development. The strategic ambition of this period is therefore institutional as well as programmatic: it is concerned not only with what CAD-HR will do, but with what CAD-HR will become.

At the heart of this ambition is the goal of positioning CAD-HR as a recognised centre and a leading institution in the fields of Migrant Communities Development and Community Law. This means building an organisation that is known not merely for responding to need, but for generating ideas, shaping models, convening partnerships, supporting institution-building, and helping define the terms of a wider field of practice and thought. By 2030, CAD-HR should be able to demonstrate both practical credibility and intellectual leadership.

In practical terms, this ambition requires CAD-HR to consolidate and deepen several strands of work that have already begun to emerge. It requires the strengthening of Community Law as a people-centred framework for advancing justice and rights; the development of migrant communities wealth-building models that support economic participation, institutional confidence, and collective prosperity; the growth of research, publication, and thought leadership; the formation of leadership and training pathways; and the strengthening of organisational governance, systems, and sustainability. The strategy period is therefore intended as a phase in which these strands are brought into clearer relation and developed with greater coherence and institutional purpose.

By the end of the strategy period, CAD-HR should be able to point to more than a collection of activities or projects. It should be able to show the contours of a recognisable institutional model: one in which legal empowerment, development advancement, wealth building, research, and community-rooted

leadership are connected within a single organisational direction. This is important because the long-term value of CAD-HR's work will depend not only on immediate outputs, but on whether it succeeds in creating durable frameworks and institutions that can influence practice well beyond individual interventions.

A key dimension of this ambition is the development of migrant communities wealth building as a serious strategic field rather than an incidental theme. CAD-HR aims to contribute to a shift in how migrant communities are understood: not only as communities in need of support, but as communities capable of building institutions, governing assets, mobilising capital, sustaining enterprise, and creating systems of shared prosperity. In this regard, the strategy seeks to move beyond fragmented or short-term economic interventions and toward more coherent community-owned infrastructures for long-term advancement.

The MRU Community Wealth Building Initiative is significant within this ambition because it offers a living example of the kind of ecosystem CAD-HR is seeking to help cultivate. Through structures linked to community membership, democratic finance, enterprise support, investment, payment mechanisms, health and wellbeing, and reinvestment into community advancement, the MRU model helps illustrate how wealth building can be approached as a connected institutional system rather than a loose grouping of economic activities. By 2030, CAD-HR's ambition is not simply to reference such models, but to refine, strengthen, document, and expand their significance as part of a wider body of practice and learning.

Another dimension of the 2030 ambition is reputational and intellectual. CAD-HR seeks to become an organisation whose work is taken seriously by communities, funders, policymakers, researchers, practitioners, and institutional partners. This requires clarity of purpose, quality of delivery, stronger documentation, better evidence, thoughtful publication, and the confidence to articulate a distinct institutional voice. It also requires CAD-HR to act as a steward of ideas and models that may have significance beyond its own immediate programmes.

The ambition for 2030 is therefore best understood as the transition from fragmented promise to recognised institutional form. CAD-HR aims to emerge from this strategy period with a clearer public identity, a stronger body of work, more coherent systems, more demonstrable models, stronger partnerships, and a more credible claim to long-term leadership in Migrant Communities Development and Community Law. If this ambition is realised, CAD-HR will stand not only as an organisation that has supported communities, but as one that has helped build the frameworks, institutions, and knowledge through which communities can secure justice, build wealth, and shape their futures on more equal terms.

The strategic ambition outlined above is given practical form through the five pillars that follow. These pillars translate the ambition into a structured framework for access to justice, development

advancement, knowledge production, leadership, and institutional capacity across the 2027–2030 period.

Human Rights, Community Law and Law-and-Development Rationale

FROM RIGHTS TO SHARED PROSPERITY — THE STRATEGIC LOGIC

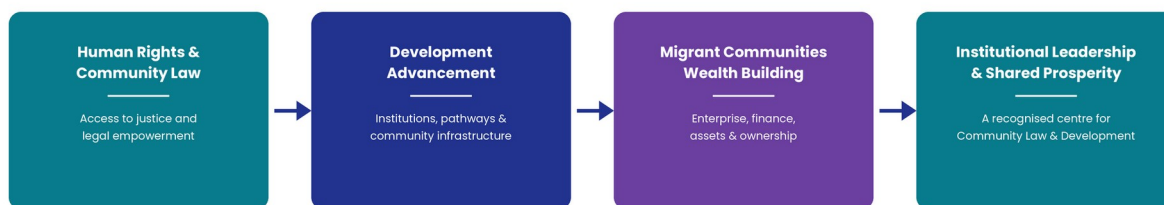


Figure 3. From rights to shared prosperity — the strategic logic.

CAD-HR’s strategy is grounded in the understanding that human rights and development cannot be treated as separate or unrelated fields when responding to the realities facing migrant communities. In practice, communities do not experience injustice in neatly divided categories. Problems of insecure status, poverty, exclusion from services, housing instability, weak access to legal remedies, poor institutional representation, economic marginalisation, and limited opportunities for long-term asset building often overlap and reinforce one another. A serious institutional response must therefore be capable of working across these connected experiences rather than approaching them through fragmented interventions alone.

From a human rights perspective, this means recognising that rights are not made meaningful simply by formal legal existence. Rights become real only where individuals and communities can understand them, access them, enforce them, and live under social and institutional conditions that make their exercise possible in practice. Where communities face persistent barriers to legal advice, representation, language access, institutional trust, income security, community infrastructure, and collective voice, rights can remain formally present yet materially weak. CAD-HR’s strategy therefore proceeds from the view that human rights advancement requires practical, institutional, and developmental work as well as normative commitment.

This is one of the reasons Community Law has become central to CAD-HR’s institutional direction. Community Law is important because it offers a way of rethinking access to justice from the standpoint of communities that are poor, marginalised, underserved, or structurally excluded from mainstream

legal systems. Rather than waiting for crises to escalate or relying solely on distant and highly formal legal pathways, Community Law points toward more rooted, preventative, accessible, and trust-based approaches through which legal support can be embedded within community life. It is therefore not only a service concept but part of a broader attempt to reshape how law is organised in relation to vulnerable and underserved communities.

Yet CAD-HR's strategy also recognises that legal access on its own is not enough. Even where communities obtain legal advice or partial remedies, they may continue to face the wider developmental conditions that reproduce insecurity: weak economic infrastructure, low asset ownership, limited community institutions, fragile enterprise pathways, underdeveloped systems of collective finance, and the absence of structures through which value can be retained within the community. In this sense, the human rights challenge is inseparable from a development challenge. Justice requires not only remedies for harm, but stronger conditions for long-term security, dignity, participation, and institutional self-determination.

This is where the law-and-development dimension becomes especially important. CAD-HR's work increasingly reflects the view that law should not be understood only as a mechanism for dispute resolution or compliance, but also as part of the wider architecture through which development can be enabled, structured, and protected. Legal forms, organisational models, governance rules, financing structures, regulatory pathways, and institutional design all shape whether communities are able to build lasting systems of support, enterprise, investment, care, and collective advancement. From this perspective, law and development are not separate conversations; they are deeply intertwined.

CAD-HR's evolving work on Migrant Communities Development and wealth building emerges directly from this insight. If migrant communities are to move beyond patterns of recurring precarity, they need more than episodic support or small-scale intervention. They need institutions, pathways, and systems that help convert community effort, contribution, and trust into longer-term forms of economic security, organisational capacity, and shared prosperity. This is why the strategy frames wealth building not as a narrow financial project but as part of a wider developmental agenda linked to justice, governance, health, leadership, ownership, and institutional resilience.

The MRU Community Wealth Building Initiative illustrates this logic in practical form. It shows how structures relating to membership, enterprise, investment, finance, payments, health pathways, and community-owned activity can be connected within a wider system aimed at retaining value and strengthening community capacity over time. In that sense, it is not simply an example of community enterprise; it is an example of how law, development, organisation, and institutional design can be brought together within a community-rooted framework. Within this strategy, however, that example is used to illuminate CAD-HR's wider institutional direction rather than to define it exhaustively.

This rationale also helps explain why CAD-HR's strategic transition matters. An organisation that seeks to work seriously at the intersection of human rights and development cannot remain confined to a narrow

model of short-term service delivery. It must be able to think institutionally, generate ideas, build credible pathways of practice, support community-based systems, and contribute to the emergence of new frameworks where older ones have proved insufficient. CAD-HR’s development as a recognised centre for Community Law and Migrant Communities Development should therefore be understood as part of the strategy itself, not merely as an organisational aspiration sitting outside it.

In this sense, the strategy is underpinned by a simple but important proposition. Human rights advancement requires more than legal principle; it requires accessible institutions, practical pathways, and developmental conditions that enable rights to be exercised meaningfully. Development advancement requires more than economic aspiration; it requires legal imagination, institutional design, and structures of accountability capable of supporting collective wellbeing over time. Community Law, Migrant Communities Development, and wealth building are therefore brought together within this strategy because each helps address dimensions of the same wider question: how migrant communities can secure justice, build capacity, and shape stronger futures through institutions of their own and with others.

On this basis, the strategy brings Community Law, Migrant Communities Development, and wealth building into a single institutional frame. The subsequent pillar sections describe how these interlinked ideas are translated into concrete strategic priorities and areas of work across CAD-HR’s portfolio.

Strategic Pillars



Figure 4. CAD-HR’s five strategic pillars, 2027–2030.

Pillar One: Human Rights Advancement through Community Law

Human rights advancement through Community Law forms a foundational pillar of CAD-HR’s strategic direction for the period 2027–2030. This is because CAD-HR’s wider work in migrant communities development and wealth building cannot be separated from the question of justice: communities cannot build security, participation, or prosperity on durable foundations where legal exclusion, unequal access to advice, weak representation, and systemic barriers to rights remain unaddressed. Community

Law therefore sits within this strategy not as a parallel concern, but as one of the essential means through which human dignity, community confidence, and structural inclusion can be advanced.

This pillar begins from the recognition that many migrant and other excluded communities experience law not as a reliable source of protection, but as something distant, inaccessible, expensive, intimidating, or episodic. Rights may exist in principle, but the pathways through which they can be understood, claimed, and enforced are often too weak or too fragmented to provide meaningful security in practice. This creates a profound gap between the formal language of rights and the lived reality of communities facing insecure status, poverty, discrimination, language barriers, unstable housing, family pressures, and institutional mistrust.

For CAD-HR, Community Law represents an important response to this gap. It offers a way of embedding legal support more directly within the social worlds of the communities that need it most, through models of practice that are more preventative, accessible, relational, and trusted. Rather than treating law as something reached only when crisis becomes acute or litigation becomes unavoidable, Community Law seeks to bring legal awareness, support, triage, and advocacy closer to everyday community life. In this respect, it is both a service approach and a wider institutional proposition about how justice can be organised more fairly.

This pillar therefore concerns both immediate and longer-term forms of advancement. In immediate terms, it is concerned with improving access to legal support, advice, referral, advocacy, and rights awareness for people who are otherwise poorly served. In longer-term terms, it is concerned with helping establish Community Law as a credible field of practice, thought, training, and institutional development. CAD-HR's role within this process is not only to provide or support legal help, but also to help articulate, develop, and steward the wider framework within which Community Law can mature.

A key strength of this pillar is that it links frontline legal need to broader institutional change. Community Law is not conceived merely as a branding exercise or as another advice model. It is increasingly understood within CAD-HR's work as part of a larger attempt to create a people-centred legal field capable of serving communities that have long been peripheral to mainstream legal design and provision. This includes thinking about hubs, practitioners, young community lawyers, practice standards, governance pathways, and the eventual educational and regulatory architecture that may be needed if Community Law is to become durable over time.

This pillar is also foundational because it secures the strategy's rights-based core. Without a clear human rights and justice dimension, CAD-HR's wider development and wealth-building agenda could risk being interpreted too narrowly or instrumentally. By placing Community Law first, the strategy makes clear that economic and institutional development are not substitutes for justice, but part of a wider effort to strengthen the conditions under which communities can live with dignity, enforce rights, and participate more fully in public and institutional life.

During the strategy period, CAD-HR will seek to advance this pillar in several interconnected ways. First, it will continue to develop and articulate the Community Law model as a distinct and credible contribution to access to justice. Second, it will strengthen the practical mechanisms through which Community Law can be delivered in community settings, including forms of legal triage, community-based support, referral pathways, and structures that connect primary legal care with more specialist legal services where needed. Third, it will support the maturation of the wider Community Law ecosystem through standards, training, governance concepts, and institutional thinking capable of sustaining the field over time.

An important feature of this pillar is that it links individual legal need to broader structural transformation. Community Law is not intended only to help resolve cases one by one, necessary though that is; it is also intended to reveal patterns of exclusion, strengthen community voice, and support more coordinated responses to systemic injustice. In this sense, the pillar contributes to human rights advancement not only by improving access to advice and support, but also by helping communities build the knowledge, confidence, and institutional pathways required to influence wider systems.

This pillar also has a direct relationship to the wider wealth-building strategy. Migrant communities cannot build stable enterprises, protect assets, secure housing pathways, access fair finance, or participate confidently in collective development if they remain exposed to unresolved legal vulnerability and weak access to rights. Community Law therefore provides part of the enabling environment for wealth building: it helps create the conditions in which communities can act with greater legal security, institutional trust, and strategic confidence. In that sense, human rights advancement through Community Law is not separate from development advancement; it is one of its necessary foundations.

By 2030, CAD-HR aims to have strengthened its role as one of the key institutions shaping this agenda. This includes deepening its identity as a pioneer and steward of Community Law, strengthening the credibility of the model, contributing to the maturation of its standards and institutional architecture, and ensuring that Community Law remains connected to the real needs and aspirations of migrant and underserved communities. Through this pillar, CAD-HR seeks to advance a vision of justice that is accessible, community-rooted, institutionally serious, and capable of contributing to wider social and developmental transformation.

Strategic aims under Pillar One

- To strengthen practical access to justice, legal awareness, and human rights advancement for migrant and other underserved communities.
- To support the development of Community Law as a people-centred and community-rooted framework for legal practice and justice delivery.
- To deepen CAD-HR's role in the development, stewardship, and advancement of the Community Law Initiative.

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- To contribute to stronger partnerships, learning pathways, and institutional structures linked to Community Law.
 - To ensure that CAD-HR's wider strategy remains grounded in justice, dignity, and rights-based advancement.

Pillar Two: Development Advancement and Migrant Communities Development

Development advancement and Migrant Communities Development form the second major pillar of CAD-HR's strategy for 2027–2030. If Pillar One is concerned with justice, rights, and Community Law, Pillar Two is concerned with the wider developmental conditions through which migrant communities are able to build stability, security, resilience, ownership, and long-term prosperity. It is under this pillar that CAD-HR's migrant communities wealth-building agenda is most directly located.

This pillar begins from the recognition that migrant communities often operate within social and economic systems that benefit from their labour, enterprise, care, and transnational contributions while offering them only limited access to the institutional mechanisms through which wealth, security, and long-term advancement are consolidated. As a result, many communities remain active and productive, yet under-institutionalised: they may generate value, create businesses, support networks across borders, and sustain local economies, but lack sufficient access to trusted finance, asset-building systems, development infrastructure, coordinated enterprise support, and representative economic institutions. Development advancement, in this context, means addressing that structural gap.

For CAD-HR, Migrant Communities Development is not conceived as a narrow programme of welfare support or enterprise promotion. It is understood as a wider field concerned with how migrant communities can build the institutions, infrastructures, and collective capacities needed to improve social and economic outcomes over time. This includes questions of community organisation, democratic participation, financial security, business ecosystems, housing pathways, health and wellbeing, investment mechanisms, mobility-linked systems, and the capacity to retain and circulate value within community life rather than constantly losing it to external structures.

Within this strategy period, CAD-HR aims to help articulate and advance Migrant Communities Development as a serious institutional and strategic field. This means moving beyond fragmented projects toward more integrated models through which communities can build practical systems of shared prosperity and long-term resilience. It also means strengthening the conceptual relationship between development and wealth building, so that the latter is understood not merely in financial terms but as part of a broader community-owned and community-directed development process.

A leading example within this pillar is the MRU Community Wealth Building Initiative. The significance of that initiative lies in its attempt to bring together a number of interdependent elements into a coherent

community-owned ecosystem. These include structures linked to community identity and membership, democratic finance, investment mobilisation, enterprise development, payment infrastructure, housing and health pathways, and the reinvestment of value into wider community wellbeing. In this model, economic activity is not treated as isolated from community governance or social purpose; rather, it is organised as part of a wider institutional architecture intended to strengthen the long-term prosperity of the community.

This pillar therefore gives CAD-HR a framework for thinking about development in systemic rather than piecemeal terms. It allows the organisation to support and refine models in which enterprise, finance, health, housing, mobility, payments, and leadership are connected rather than fragmented. It also helps position CAD-HR not simply as a supporter of community initiatives, but as an institution helping to design, convene, document, and strengthen more coherent developmental ecosystems for migrant communities.

By 2030, CAD-HR aims to have strengthened its contribution to this agenda in both practical and intellectual terms. Practically, it seeks to support more coherent and demonstrable models of migrant communities development and wealth building. Institutionally, it seeks to help define the language, logic, and frameworks through which this field can be taken more seriously by communities, partners, funders, researchers, and public institutions. Through this pillar, CAD-HR intends to contribute to a future in which migrant communities are better positioned not only to survive or adapt, but to build, govern, and sustain the institutions and systems through which collective prosperity becomes possible.

Strategic aims under Pillar Two

- To advance Migrant Communities Development as a serious field of institutional, social, and economic development.
- To strengthen community-rooted pathways for wealth building, resilience, and long-term shared prosperity.
- To support the development of integrated models that connect enterprise, finance, wellbeing, governance, and institutional growth.
- To use the MRU Community Wealth Building Initiative as a leading example of this wider developmental approach in practice.
- To position CAD-HR as a credible institutional actor in the wider field of community wealth building and migrant communities development.

Pillar Three: Research, Publications and Thought Leadership

Research, publications, and thought leadership constitute the third pillar of CAD-HR's strategy for 2027–2030. This pillar reflects the organisation's conviction that durable change requires more than programme delivery alone: it also requires the development of ideas, frameworks, evidence, and institutional language capable of shaping wider understanding, influencing practice, and giving

coherence to emerging fields of work. For CAD-HR, this is particularly important because both Community Law and Migrant Communities Development remain under-articulated as formal fields, despite the practical realities to which they respond.

This pillar arises directly from CAD-HR’s wider institutional transition. As the organisation develops beyond its earlier role as a service-delivering charity, it is increasingly seeking to establish itself as a reputable research institution and recognised centre capable of contributing to practice, policy, public reasoning, and academic debate. That ambition requires CAD-HR not only to do meaningful work, but also to interpret, document, analyse, and communicate that work in ways that give it wider institutional significance.

Within this strategy, research is not treated as an abstract academic exercise detached from lived realities. Rather, it is understood as a means of converting practical experience, institutional experimentation, and community-rooted knowledge into more durable forms of public and intellectual contribution. Through research and publication, CAD-HR can help clarify the conceptual foundations of Community Law, articulate the logic of migrant communities wealth building, document the development of models such as the MRU Community Wealth Building Initiative, and contribute to wider conversations in law, development, migration, community economic life, and institutional reform.

A key purpose of this pillar is therefore to formalise and deepen the intellectual architecture of CAD-HR’s work. In relation to Community Law, this includes helping define its conceptual basis, practical rationale, institutional implications, and place within wider debates on access to justice and law and development. In relation to Migrant Communities Development and wealth building, it includes producing ideas and analysis that help move the conversation beyond fragmented references to remittances, entrepreneurship, or integration, toward a more systemic understanding of community-owned economic infrastructure, institutional design, and collective prosperity.

This pillar also reflects the need for CAD-HR to exercise greater control over its own narrative. Without a stronger body of written work, institutions such as CAD-HR can remain dependent on external interpretations, funder language, or project-specific descriptions that fail to capture the full significance of what is being built. A more intentional programme of research and publication allows CAD-HR to define its own terms, explain its own models, and develop a more authoritative institutional voice. This is especially important at a stage when the organisation is seeking to establish leadership in emerging and not yet fully recognised fields.

During the strategy period, CAD-HR will seek to strengthen this pillar through a growing body of written and knowledge-producing work. This may include journal articles, working papers, strategy and concept papers, policy reflections, organisational publications, public-facing explainers, and analytical material linked to practical models and institutional experiments. The purpose is not only to increase visibility, but to create an accumulating body of serious work that demonstrates depth, consistency, and conceptual maturity over time.

By 2030, CAD-HR intends to be recognised not only for the work it does, but for the ideas it helps bring into clearer public and institutional form. Through this pillar, it seeks to ensure that Community Law and Migrant Communities Development are not left as underdeveloped practical intuitions, but are supported by stronger analysis, clearer language, and a growing body of serious thought capable of shaping future practice.

Strategic aims under Pillar Three

- To establish CAD-HR as a serious producer of research, analysis, and publications in Community Law and Migrant Communities Development.
- To develop a coherent body of writing that interprets CAD-HR's practical work and converts it into wider conceptual and institutional contribution.
- To strengthen CAD-HR's public, academic, and policy voice through articles, papers, reports, and thought leadership outputs.
- To document and analyse leading examples, including the MRU Community Wealth Building Initiative, in ways that generate wider learning and influence.

Pillar Four: Education, Training and Leadership Development

Education, training, and leadership development form the fourth pillar of CAD-HR's strategy for 2027–2030. This pillar reflects the organisation's understanding that long-term institutional change depends not only on ideas and programmes, but also on people: people who are trained, trusted, equipped, connected, and capable of carrying a field forward across communities, organisations, and future generations.

This pillar is especially important because emerging fields do not become durable simply because they are named. They become durable when they develop standards, training routes, recognised forms of practice, communities of learning, and leadership pipelines capable of reproducing quality over time. In this sense, education and leadership are not secondary support functions, but core mechanisms of field formation and institutional maturity.

For CAD-HR, this means creating or contributing to pathways through which people can be formed not only as practitioners, but also as stewards of institutions, ideas, and community-rooted systems. In relation to Community Law, this may involve thinking about the development of young community lawyers, new forms of practitioner training, professional networks, mentoring relationships, and longer-term routes through which legal practice can be more closely aligned with the needs of underserved communities. In relation to Migrant Communities Development, it may involve leadership development, peer learning, practical institutional support, and the strengthening of community-based actors able to build and sustain long-term wealth-building initiatives.

This pillar also matters because CAD-HR’s wider strategic ambition cannot be realised through isolated leadership alone. If Community Law and Migrant Communities Development are to become serious and durable fields, they will require broader ecosystems of practitioners, researchers, educators, and community-rooted leaders who can reproduce and extend the work beyond CAD-HR’s immediate organisational boundaries. Education and leadership development are therefore essential to the wider project of field-building.

During the strategy period, CAD-HR will seek to strengthen this pillar by creating more structured opportunities for learning, mentoring, dialogue, and practical formation. This may include seminars, fellowships, community-based training, institutional placements, practitioner development pathways, and forms of intergenerational leadership support. The aim is not only to transfer knowledge, but to help build the human and institutional capacity needed for long-term continuity.

By 2030, CAD-HR intends to be recognised as a site of formation as well as action. Through this pillar, it seeks to help cultivate the people, capabilities, and relationships through which Community Law, Migrant Communities Development, and community-rooted wealth building can become more durable, credible, and generative over time.

Strategic aims under Pillar Four

- To develop stronger pathways for education, training, and professional formation in Community Law and related community-rooted practice.
- To support the development of emerging leaders, including younger practitioners and community-rooted institutional actors.
- To strengthen community and institutional capacity for Migrant Communities Development and wealth-building practice through learning and leadership development.
- To position CAD-HR as a recognised site of learning, mentoring, formation, and field-building.

Pillar Five: Institutional Capacity, Governance and Sustainability

Institutional capacity, governance, and sustainability form the fifth pillar of CAD-HR’s strategy for 2027–2030. This pillar reflects the organisation’s understanding that ambitious work in human rights, development advancement, research, education, and wealth building cannot rest on vision alone. It requires an organisation that is properly governed, operationally capable, strategically disciplined, financially resilient, and able to hold together a growing ecosystem of ideas, partnerships, projects, and institutions with integrity over time.

As CAD-HR’s work has expanded, the need for stronger institutional foundations has become increasingly clear. An organisation that seeks to shape fields, steward ideas, support practical innovation, and participate in the building of long-term community-rooted systems cannot rely indefinitely on informal arrangements, underdeveloped governance, or fragile operational structures. Its

credibility will depend not only on the quality of its ideas and programmes, but also on the seriousness of its internal architecture.

This pillar therefore addresses several interrelated dimensions of organisational maturity. It includes governance, accountability, strategic planning, operational systems, financial resilience, partnership stewardship, and the ability to incubate or support related initiatives without losing institutional clarity or mission discipline. It also includes the capacity to maintain coherence across an increasingly diverse body of work, ensuring that CAD-HR's identity remains intelligible even as its portfolio broadens.

A central aspect of this pillar is sustainability. Sustainability here is not limited to financial survival, though financial resilience is plainly essential. It also includes leadership continuity, staff and volunteer development, organisational memory, partnership durability, reputational trust, and the capacity to sustain work beyond short-term project cycles or grant-dependent rhythms. For an institution seeking to shape emerging fields, sustainability must mean the ability to endure, adapt, and continue influencing practice over time.

Within this strategy period, CAD-HR will therefore seek to strengthen its institutional base in ways that support the whole strategy. This includes improving governance and oversight, clarifying institutional roles, strengthening planning and implementation systems, diversifying funding and support, building stronger operational processes, and ensuring that organisational growth remains aligned with mission and capacity. It also includes reinforcing CAD-HR's role as a custodian and originating institution in relation to the Community Law project, while ensuring that such stewardship is exercised with legitimacy, good faith, and appropriate institutional maturity.

This pillar matters because all the other pillars depend on it. Human rights advancement requires capable institutions; development advancement requires reliable structures; research and thought leadership require organisational continuity; education and leadership development require stable platforms from which others can be trained and supported. Institutional capacity is therefore not an administrative afterthought but the enabling condition for the whole strategy.

By 2030, CAD-HR aims to be more clearly established as a well-governed, strategically coherent, and increasingly sustainable institution, capable of carrying a wider agenda with seriousness and credibility. This means an organisation with stronger systems, clearer governance, improved resilience, and a greater capacity both to sustain its own work and to support the growth of the wider ecosystems with which it is connected. Through this pillar, CAD-HR seeks to ensure that its ambitions are matched by the institutional strength required to realise them.

Strategic aims under Pillar Five

- To strengthen CAD-HR's governance, leadership, and internal systems so that the organisation can operate with greater clarity, accountability, and effectiveness.

- To build the operational and strategic capacity needed to support CAD-HR’s wider transition into a recognised centre for Community Law and Migrant Communities Development.
- To improve sustainability through stronger planning, diversified support, better financial stewardship, and greater institutional resilience.
- To develop clear and credible frameworks for the stewardship, incubation, and oversight of related initiatives and partnerships.
- To ensure that CAD-HR’s growth remains mission-led, disciplined, and consistent with its institutional values and long-term role.

Implementation Framework

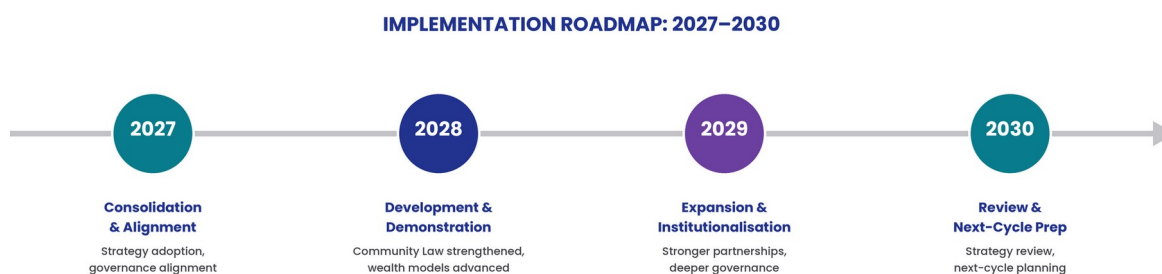


Figure 5. Implementation roadmap, 2027–2030.

The strategy should be implemented in phased form, so that CAD-HR’s institutional growth remains disciplined and realistic. Not every ambition should be pursued at the same speed or with the same intensity. A phased approach allows CAD-HR to strengthen foundations while also advancing visible work.

Phase 1: Consolidation and alignment (2027)

The first phase should focus on institutional clarity. The priority should be to align governance, public positioning, strategy language, and programme architecture around the five-pillar model. This phase should also involve clarifying CAD-HR’s role in relation to the Community Law Initiative and related development initiatives, while beginning a more structured programme of writing, partnership development, and internal planning.

Indicative priorities for 2027

- Adopt the strategy formally at board level.
- Align website, public communications, and organisational materials with the new institutional direction.
- Clarify governance arrangements and reporting structures for core initiatives and partnerships.

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- Develop an annual implementation plan and internal monitoring framework.
 - Begin a more regular publications and thought-leadership programme.

Phase 2: Development and demonstration (2028)

The second phase should focus on practical demonstration. CAD-HR should deepen visible work under each pillar in ways that show the strategy is not merely conceptual but capable of practical expression. During this phase, priority should be given to strengthening Community Law pathways, advancing selected development and wealth-building models, and producing publishable outputs that reinforce CAD-HR's institutional voice.

Indicative priorities for 2028

- Strengthen practical Community Law partnerships, pilots, or network activity.
- Advance demonstrator initiatives linked to migrant communities wealth building.
- Produce public papers, articles, or reports that formalise CAD-HR's concepts and models.
- Expand training, seminars, or learning opportunities linked to Community Law and Migrant Communities Development.
- Build stronger relationships with academic, civic, and community partners.

Phase 3: Expansion and institutionalisation (2029)

The third phase should focus on institutionalisation. By this stage, CAD-HR should seek to consolidate the strongest parts of its emerging model and convert them into more durable systems, partnerships, and public standing. The aim should be to reduce fragmentation, deepen credibility, and strengthen the organisation's claim to leadership in the fields it is helping to shape.

Indicative priorities for 2029

- Formalise stronger partnership frameworks and institutional collaborations.
- Consolidate leading programme models and publish learning from them.
- Strengthen governance, financial planning, and sustainability mechanisms.
- Deepen CAD-HR's identity as a recognised centre through convening, publication, and field leadership.
- Prepare a review of strategic progress and options for the next planning cycle.

Phase 4: Review and next-cycle preparation (2030)

The final phase should focus on evaluation, renewal, and transition into the next strategic cycle. By 2030, CAD-HR should be in a position to assess which parts of the strategy have matured, which require further investment, and which need redesign or consolidation.

Indicative priorities for 2030

- Conduct a formal board-level strategy review.
- Publish a short institutional progress report.
- Refresh the vision, priorities, and implementation assumptions for the next strategic period.
- Identify the most credible long-term institutional opportunities emerging from the 2027–2030 cycle.

Timeline to 2030

Year	Strategic emphasis	Main outputs
2027	Consolidation and alignment	Strategy adoption, governance alignment, communications refresh, monitoring framework, publications pipeline.
2028	Development and demonstration	Community Law activity strengthened, wealth-building demonstrators advanced, public papers and learning activity expanded.
2029	Expansion and institutionalisation	Stronger partnerships, published learning, deeper governance and sustainability systems, more visible field leadership.
2030	Review and renewal	Strategy review, progress report, next-cycle planning, identification of scalable institutional opportunities.

Governance and Accountability

This strategy should be overseen by CAD-HR’s board, with clear responsibility for annual review, strategic alignment, and accountability for implementation. The board’s role should be to ensure that the organisation remains mission-led, financially responsible, and institutionally coherent as it grows in complexity.

Leadership should be responsible for translating the strategy into annual operational plans, partnership priorities, publication outputs, and programme decisions. This requires regular reporting against the five pillars, identification of implementation risks, and periodic review of whether the balance between ambition and organisational capacity remains appropriate.

A practical way to support accountability would be to establish a simple annual board dashboard structured around the five pillars. This could track progress on strategic aims, partnerships, governance strengthening, publications, training activity, funding development, and demonstrator initiatives.

Monitoring and Success Indicators

The strategy should not be monitored only through financial metrics or activity counts. Because CAD-HR's ambitions are institutional as well as programmatic, the monitoring framework should include qualitative and structural indicators as well as numerical ones.

Indicative categories of success include:

- Greater clarity and recognition of CAD-HR's institutional identity.
- Stronger practical pathways and partnerships in Community Law.
- More developed and credible wealth-building and Migrant Communities Development models.
- A stronger body of research, writing, and public thought leadership.
- Improved leadership development, learning pathways, governance quality, and organisational sustainability.

Funding and Sustainability Approach

A strategy of this kind requires a blended and disciplined approach to sustainability. CAD-HR will need to continue building philanthropic and grant support, but it should also think carefully about how to create longer-term institutional resilience through stronger partnerships, clearer programme prioritisation, and more strategic resource mobilisation.

The funding approach should reflect the strategy's five-pillar nature. Some work may remain grant-funded, particularly in human rights advancement, research, and training. Other parts of the wider ecosystem, especially demonstrator initiatives in development advancement and community wealth building, may over time involve partnerships, investment-linked structures, or separate institutional vehicles with their own governance and financing models.

The key board-level principle should be discipline. CAD-HR should pursue growth in ways consistent with mission, governance capacity, and reputational integrity, rather than allowing opportunity alone to drive institutional expansion.

Conclusion

CAD-HR's Migrant Communities Wealth Building Strategy 2027–2030 represents more than a planning document for the next phase of organisational activity. It brings together CAD-HR's evolving work in human rights advancement, Community Law, development advancement, research, education, and institutional leadership into a single, coherent strategic frame.

At its core, the strategy is built on a simple but significant proposition: migrant communities should not be understood only through the lens of vulnerability, unmet need, or marginalisation. They should also be recognised as communities capable of building institutions, governing assets, mobilising capital, sustaining enterprise, and creating systems of shared prosperity when supported by the right legal, developmental, and organisational frameworks.

Wealth building is therefore presented not as a narrow financial agenda, but as part of a wider architecture of justice, development, and institution-building. The strategy insists that meaningful progress for migrant communities requires the interaction of several elements: access to justice, stronger community-rooted institutions, more coherent development pathways, serious research and ideas, leadership and training, and an organisation capable of holding these strands together over time.

The five strategic pillars express this integrated vision. Human Rights Advancement through Community Law secures a rights-based core, ensuring that CAD-HR's work remains anchored in justice, dignity, and access to legal support. Development Advancement and Migrant Communities Development address the wider conditions through which communities can build stability, resilience, ownership, and long-term prosperity. Research, Publications and Thought Leadership convert practice into ideas and frameworks capable of influencing wider debates and fields. Education, Training and Leadership Development help ensure that there are people and pathways capable of carrying this work forward. Institutional Capacity, Governance and Sustainability provide the organisational foundations without which none of this can be sustained.

Within this wider architecture, the MRU Community Wealth Building Initiative plays an important illustrative role. It shows how membership, democratic finance, enterprise support, investment platforms, payment infrastructure, housing and health pathways, and reinvestment into community wellbeing can be organised as part of one ecosystem rather than as isolated interventions. Its significance lies not in being the whole of CAD-HR's strategy, but in demonstrating in practical terms how the broader strategic approach to migrant communities wealth building can be put into practice.

By 2030, the success of this strategy will be measured not only by the number of projects delivered or outputs achieved, but by whether CAD-HR has emerged as a more coherent, credible, and durable institution. The deeper test will be whether CAD-HR has helped strengthen the conditions under which

migrant communities can secure justice, build and govern their own institutions, retain and circulate value, expand opportunity, and shape their futures on more equal and self-determined terms.

In that sense, this strategy is as much about institutional maturity as it is about immediate programme delivery. It expresses CAD-HR’s intention to move from important but fragmented work toward a clearer institutional model in which Community Law, migrant communities development, and wealth building are held together in one sustained direction. If pursued with discipline, care, and attention to the values and realities that first gave rise to CAD-HR, this strategy offers a path through which the organisation can deepen its contribution to justice, development, and shared prosperity for migrant communities over the long term.

Appendix A: Chair’s Summary

CAD-HR has reached a stage at which its activities, partnerships, and institutional ambition require a clearer strategic frame. The organisation is no longer defined only by frontline service delivery, but by a broader agenda that includes human rights advancement through Community Law, development advancement, research and publication, leadership formation, and institution building.

The proposed strategy responds to that shift by presenting CAD-HR’s work under one integrated title: *CAD-HR’s Migrant Communities Wealth Building Strategy 2027–2030*. The term “wealth building” is used in a broad institutional sense, covering not only economic security but also legal empowerment, community-owned systems, leadership, governance, and long-term developmental capacity.

The strategy is structured around five pillars: Human Rights Advancement through Community Law; Development Advancement and Migrant Communities Development; Research, Publications and Thought Leadership; Education, Training and Leadership Development; and Institutional Capacity, Governance and Sustainability. The MRU Community Wealth Building Initiative is included as a leading example of how CAD-HR’s wider strategic approach can be expressed in practice.

The Board is asked to approve the strategy in principle, endorse the five-pillar framework, support phased implementation to 2030, and authorise leadership to bring back annual implementation plans and performance reporting aligned to the strategy.

Appendix B: Board Resolutions

The Board is asked to:

- Approve the strategic direction set out in CAD-HR’s Migrant Communities Wealth Building Strategy 2027–2030.
- Endorse the five-pillar framework as the basis for organisational planning, communications, and partnership development.
- Confirm that the MRU Community Wealth Building Initiative should be used as a leading example within the wider strategy narrative.
- Authorise leadership to produce annual implementation plans and annual board reporting aligned to the strategy.
- Support the strengthening of governance, sustainability, and institutional systems needed to deliver the strategy credibly to 2030.

Recommended formal approval wording:

Resolved that the Board approves *CAD-HR’s Migrant Communities Wealth Building Strategy 2027–2030* as the organisation’s strategic framework to 2030, endorses the five-pillar structure set out in the paper, and authorises leadership to implement the strategy through annual plans, performance reporting, and governance oversight aligned to the Board’s priorities.

Appendix C: Board-Level Risk Register

A more ambitious institutional strategy also creates new risks, and these should be managed explicitly rather than assumed away. The principal risks are strategic overreach, delivery capacity constraints, funding fragility, governance complexity across related initiatives, and reputational risk if CAD-HR’s public positioning runs ahead of its operational readiness.

The most appropriate response is disciplined phasing. CAD-HR should align growth to capacity, preserve clear governance boundaries, require annual implementation planning, and monitor risk as part of routine board oversight rather than as a separate compliance exercise.

Risk	Description	Likely impact	Mitigation
Strategic overreach	Ambition exceeds institutional capacity.	Delay, dilution, or organisational strain.	Phase implementation and prioritise core objectives annually.
Delivery capacity	Limited staff or systems to carry the wider agenda.	Weak execution and inconsistent performance.	Annual operational planning, role clarity, partnership discipline.
Funding fragility	Reliance on short-term funding or underdeveloped income planning.	Interrupted delivery or stalled growth.	Diversify support, improve planning, align ambition to resources.
Governance complexity	Related initiatives create	Confusion, weak oversight,	Clear governance

Risk	Description	Likely impact	Mitigation
	blurred accountability lines.	reputational exposure.	frameworks, reporting lines, and boundary-setting.
Reputational risk	Public claims move ahead of institutional readiness.	Loss of credibility with partners or funders.	Evidence-led communications and regular board review.

Appendix D: Annual Board Dashboard Template

A practical board dashboard should be structured around the five pillars so that monitoring remains strategic rather than merely operational. This follows a model already visible in other governance and sustainability planning documents where dashboards, KPI review, and regular reporting are used to support accountability and resilience.

Pillar	Suggested board questions	Indicative measures
Human Rights Advancement through Community Law	Are access-to-justice pathways deepening and becoming more structured?	Partnerships, clinics or hubs supported, learning captured, practitioner pathways developed.
Development Advancement and Migrant Communities Development	Are practical wealth-building models being advanced credibly?	Demonstrator initiatives, partnership development, ecosystem progress, institutional milestones.
Research, Publications and Thought Leadership	Is CAD-HR becoming more visible intellectually and publicly?	Papers, articles, briefings, speaking opportunities, citations in external discussions.
Education, Training and Leadership Development	Are people and pathways being formed for long-term continuity?	Training sessions, practitioner development, placements, leadership pipeline indicators.
Institutional Capacity, Governance and Sustainability	Is the organisation becoming stronger, clearer, and more resilient?	Governance actions completed, funding mix, reserves, reporting quality, risk management, system improvements.



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Development
Human Rights

Building Justice.
Building Wealth.
Building Futures.

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