CARO

Care for Assets, Resources, and Obligations

IMPACT REPORT | 2024 – 2026

Building Governance Systems That Serve Everyone Fairly

2,259	18	8/8	450+
Verified Unique Individuals	Months to Build This	Divisions of Bangladesh	Educational Institutions

All figures are dual-key verified (email + phone deduplication). Methodology is audit-ready.

Who We Are

CARO — Care for Assets, Resources, and Obligations — is a US-based 501(c)(3) nonprofit founded on one conviction: people are not the problem. Systems are.

When governance fails, when institutions are captured, when elections lose meaning and the youth of a country are educated but have no meaningful path to shape the systems they live in — that is not human failure. It is structural failure. CARO's mission is to change those structures.

We work through civic education, governance simulation, youth leadership development, and research — building the next generation of leaders who understand why systems fail and are equipped to redesign them. Our philosophical foundation is Equitism: the principle that fairness must be structurally enforced, not left to the goodwill of whoever holds power.

We are headquartered in Washington, DC and operate programs across Bangladesh.

What Is Equitism?

Equitism is a political philosophy developed by CARO's Founder, A. N. M. Nuruddin. It holds that:

- Fairness must be structurally enforced — not aspirational, not dependent on good leaders, but built into the design of institutions themselves.
- Power and responsibility must be equal — no actor should hold authority without proportionate accountability.
- Democratic legitimacy is not achieved through elections alone — it requires structurally fair institutions that cannot be captured or dismantled.
- Governance failure is a design problem — and design problems have design solutions.

Equitism is not ideology. It is a structural framework for making fairness enforceable — applicable to Bangladesh, to transitional democracies worldwide, and ultimately to the architecture of global governance.

Our Reach — Verified Impact

Geographic Coverage

CARO has reached all 8 divisions of Bangladesh. The CMEP program is the most geographically detailed, with division-level data for 738 of 743 participants.

Division	CMEP Participants	% of CMEP
Dhaka	244	33.1%
Chittagong	204	27.6%
Khulna	71	9.6%
Rangpur	56	7.6%
Rajshahi	53	7.2%
Barishal	46	6.2%
Sylhet	32	4.3%
Mymensingh	32	4.3%

All 8 divisions represented. National reach is verified, not estimated.

Programs & First Contact

The table below shows the program through which each unique individual first engaged with CARO. Individuals who later engaged with multiple programs are counted once — at their first point of contact.

Program	People	% of Total	Notes
CMEP (Bengali)	698	37.4%	Largest single intake; all 8 divisions
Join CARO (General)	491	26.3%	Anchor program; anchor database
Campus Ambassadors	392	21.0%	Most distinct new audience; 247 unis
VEP 1.0	157	8.4%	Founding cohort
VEP 1.1	122	6.5%	Second cohort
Peace Workshop	260	added Q4 2025	97.4% new audience — highest conversion
TCCP / Trainee CMEP	81	added Q4 2025	Coordinator formation track
Internship Programs	19	1.0%	Technical execution track

Retention & Leadership Pipeline

521

individuals in 2+ programs
27.9% of total reach

This is CARO's most important metric. More than 1 in 4 people who engaged with CARO came back for a second program. That is retention, not just acquisition.

Leadership Pipeline

139 individuals — 3+ programs
34 individuals — 4+ programs
13 individuals — 5+ programs
3 individuals — 6 programs

These are CARO's founding core — the people who have been with this mission from its earliest stages.

Growth Timeline

CARO went from 0 to 2,259 verified unique individuals in 18 months. Average: 104 new unique individuals per month.

Quarter	New People	Cumulative	Primary Driver
2024 Q2	+324	324	VEP 1.0 + VEP 1.1 launch
2024 Q3	+558	882	CMEP surge (550 of 558)
2024 Q4	+199	1,081	Join CARO consolidation
2025 Q1	+107	1,188	CMEP continued intake
2025 Q2	+500	1,688	Campus Ambassador Program (392 of 500)
2025 Q3	+170	1,858	VEP 4.0 + Join CARO
2025 Q4	+349	2,207	Peace Workshop drives 260 new people
2026 Q1	+52	2,259	Training workshops + ongoing

Three scale events drove this growth: the CMEP launch (Q3 2024), the Campus Ambassador Program (Q2 2025), and the Peace Workshop expansion (Q4 2025). Each introduced a substantially new and distinct audience.

Constituency Presence

CARO's CMEP program collected constituency-level data from every participant. When cross-referenced against Bangladesh's 300 parliamentary seats:

211 / 300	**85**	**43**	**8**
seats with CARO presence	seats with 3+ members	seats with 5+ members	stronghold seats (10+ members)

What We Are Building Next

CARO is now launching the Equitism Leaders Program — a structured national initiative to place a trained, committed Equitism leader in every constituency, campus, and locality across Bangladesh.

- Each leader will carry the message of Equitism to their community through virtual sessions, local events, and civic coordination programs.
- The first cohort of 36 founding leaders has been identified from CARO's verified leadership pipeline — people with 3–6 programs of demonstrated commitment.
- The Fairness Index — a civic measurement system for scoring governance decisions against a publicly verified fairness baseline — is CARO's primary execution target for 2026.
- The Global Governance Lab and Bangladesh Political Leadership & Governance Academy are in development.

Data Integrity Statement

All figures in this report are based on verified organizational records. The headline count of 2,259 unique individuals was produced through the following methodology:

1. Raw data from 125 source files across all CARO programs was consolidated.
2. Deduplication was performed using email address as primary key and phone number as secondary key (dual-key Union-Find algorithm).
3. 744 duplicate records were identified and collapsed to their master record.
4. The conservative floor of 2,200+ applies a 3% buffer for any undetected cross-email duplicates.
5. The master deduplication file is available for audit upon request.

The problem is not people. The problem is systems.

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