VISION 2040

Breaking Barriers, Building Futures

A multi-year strategy to reach the tipping point on full education, empowerment, and integration of Bangladesh's Urdu-speaking camp communities

THE CONTEXT

Fifty-five years of relief without changing the equation

250,000 people have been in camps since 1971 — without the underlying choice ever changing: leaving still means giving up a known network for an unknown one.

250,000

People still living in camps

116

Camps across Bangladesh

9

Districts involved

55

Years since 1971

People are not staying because camp life is comfortable. They stay because leaving means an unconditional loss — and no messaging campaign fixes a missing bridge.

Vision 2040

- No family confined to camp life
- Full social and economic integration
- Dignity, Opportunity and Stability.

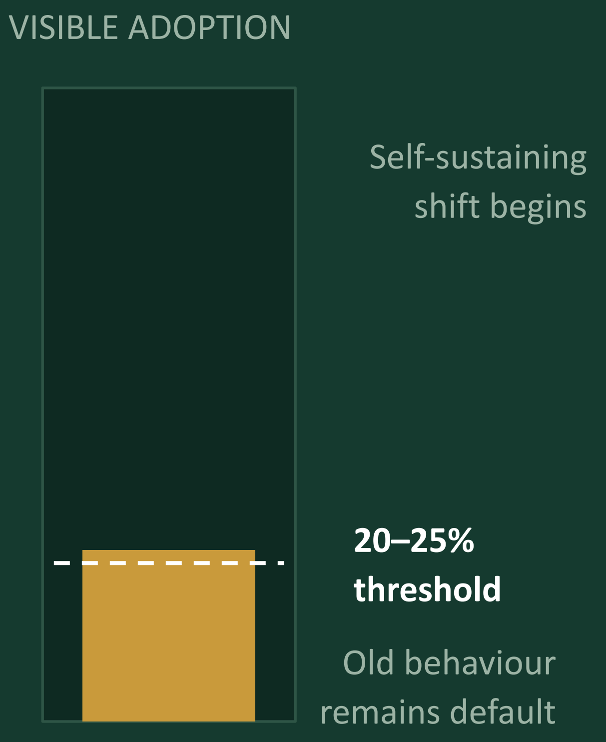
- Not charity.
- Not temporary relief.
- But dignity restored and barriers removed.

THE STRATEGIC MODEL

Why "tipping point," specifically

Research on social change shows that once enough people in a group visibly do something new — usually 20–25% — it becomes the new normal for everyone else. Below that level, the old way stays the default. Above it, change spreads on its own.

The implication: spreading five years of effort thinly across all 116 camps feels fair, but it won't change anything. Focusing resources on a smaller group of camps until they visibly cross that point — then letting the change spread on its own — is what makes Years 6–15 possible.



The anchor-camp concentration model

- Choose 15–20 anchor camps across the 9 districts in Year 1 — picked because they're ready (existing NGO presence, strong community leaders) and representative (so what works there can be applied elsewhere)
- Deliver the full model — education, skills training, legal help, transition funding, and the Youth Corps — in these anchor camps first, aiming to reach the 20–25% tipping point by Year 4–5
- Provide basic services (early and primary education, legal document support) in all 116 camps starting Year 1, so every family is moving forward even before their camp becomes an anchor
- Use the results from anchor camps as proof to expand the model to more camps in Years 4–5, then to the whole network in Phase 2 (Years 6–10)

Scaling to 250000 people

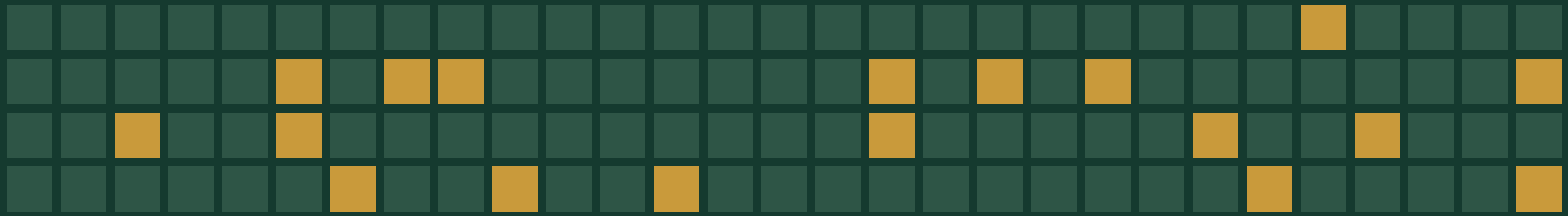
Making scale replicable, not reinvented per camp

- A standard playbook — curriculum, teacher training, vocational centre setup, legal-clinic steps — so each new camp follows a proven model instead of starting from scratch
- A coalition where partner organisations each manage specific camps or districts, but all follow the same standards and report to one shared dashboard — instead of running separate, incompatible programs
- One shared data system with a unique ID for every family, usable across all camps and partners — so a family's progress is recorded once, not repeated by every NGO it works with

SCALING TO 250,000 PEOPLE

The anchor-camp concentration model

Spreading resources thinly and equally across all 116 camps feels fair, but it produces the same result as the last 55 years. Focus the full model where it can create change; run basic services everywhere.



■ 15–20 anchor camps (full model) ■ Remaining camps (foundational services from Year 1)

- Chosen across all 9 districts because they're ready and representative, so what works there can be applied everywhere
- Deliver education, skills training, legal help, transition funding, and the Youth Corps first — aiming for the 20–25% tipping point by Year 4–5
- A standard playbook and one shared family ID system mean growth follows a proven model, instead of starting fresh every time

ESSENTIAL COMPONENTS AND RESOURCE FOR A SUCCESSFUL OUT-OF-CAMP MOVEMENT

Community Education and Motivation	Financial Sustainability of Camp Family	Legal Documentation	Data Management and Monitoring
Volunteer Group	**Employer and Market Linkage Group**Education and vocational training only work if they lead to a real job or business — this must come before scaling up training, not after.	National ID, birth registration, land/tenancy eligibility should be resolved before the move	A shared dashboard tracking anchor camp data — enrollment in school and training, job placement and income, and families who have left the camp

Quality Education from Pre-Primary till Employment (Education Standard Committee

Vocational training programs (Hunar Foundation Centers) and other Enterprises

Microfinancing and small business enterprises team

Paralegal Team

IT and Data Team

Education and Career Guidance (Rahbar Program)

THE FIVE-YEAR PATH

Year-by-year path to the tipping point

Y1

Household census across all 116 camps. Select 15–20 anchor camps. Launch foundational education & legal clinics network-wide. Formalise Youth Corps.

Y2

Concentrate skills training, placement, and transition financing in anchor camps. First Ready Cohort exits begin, tracked for 24-month retention.

Y3

Independent mid-term evaluation. Anchor camps approach 10–15% visible, retained exits. Second-wave camp selection begins.

Y4

Anchor camps approach the 20–25% tipping threshold. Government MoU signed. Results-based financing introduced.

Y5

Multiple anchor camps cross the tipping threshold. Foundational coverage complete in all 116 camps. Full evaluation delivered.

THE RESOURCING COMPANION

Three engines, working together

The strategy sets the destination. This is the fuel — making the scale visible enough, and the funding mechanisms credible enough, that resourcing stops being the bottleneck.

01

Mass Awareness

Making the scale and fixability of this problem visible to audiences who don't yet know it exists.

Drives the first two engines

02

Faith-Based & General Giving

Zakat, Sadaqah, Waqf, and conventional donations — structured so donors give with confidence.

Funds Years 1–2 infrastructure

03

Local Enterprise Revenue

Income generated by camp-based small businesses themselves, reducing dependency over time.

Grows across Years 2–5

ENGINE 1 — MASS AWARENESS

Reframing the narrative, then naming the ask

From “permanent, unsolvable tragedy” to “a fixable problem with a costed plan and visible early wins.” Lead with agency and evidence, avoid poverty porn, and always name the ask.

Audience	Best channels
Bangladeshi diaspora (Bihari & broader)	Community associations, WhatsApp/Facebook groups, diaspora media
International Muslim donors	Islamic charity platforms, mosque partnerships, Ramadan campaigns
Bangladeshi domestic middle class & business	Local media, corporate CSR outreach, university partnerships
International media & human rights community	Journalist relationships, documentary partnerships, verified-data press kits
Social media / general public	Short-form video, documentary series, youth-led content from the Corps
Institutional & government stakeholders	Direct briefings, policy one-pagers, the plan's own dashboard

Campaign calendar: Ramadan (primary push) · Giving Tuesday / year-end · World Refugee Day · anniversary moments — each tied to a specific, transparent, sized ask, tracked on a public funds-raised-vs-used dashboard.

ENGINE 2 — FAITH-BASED & GENERAL GIVING

Zakat, Sadaqah, and Waqf — done credibly

THE SINGLE MOST CRITICAL PREREQUISITE

Whether zakat can be given to this program is a religious ruling — not something any NGO can decide on its own. Formal approval from recognised Islamic scholars or a zakat council must come first. Without it, most corporate and government zakat funds cannot be used for the program at all.

Zakat

Camp residents are very likely to qualify as poor and needy under Islamic law. Channels: Ramadan campaigns, online zakat calculators, corporate zakat, diaspora zakat committees.

Sadaqah & Sadaqah Jariyah

Voluntary giving beyond obligation — “sponsor a scholarship,” “name a classroom.” Sadaqah Jariyah funds lasting infrastructure: a school room, a training centre.

Waqf

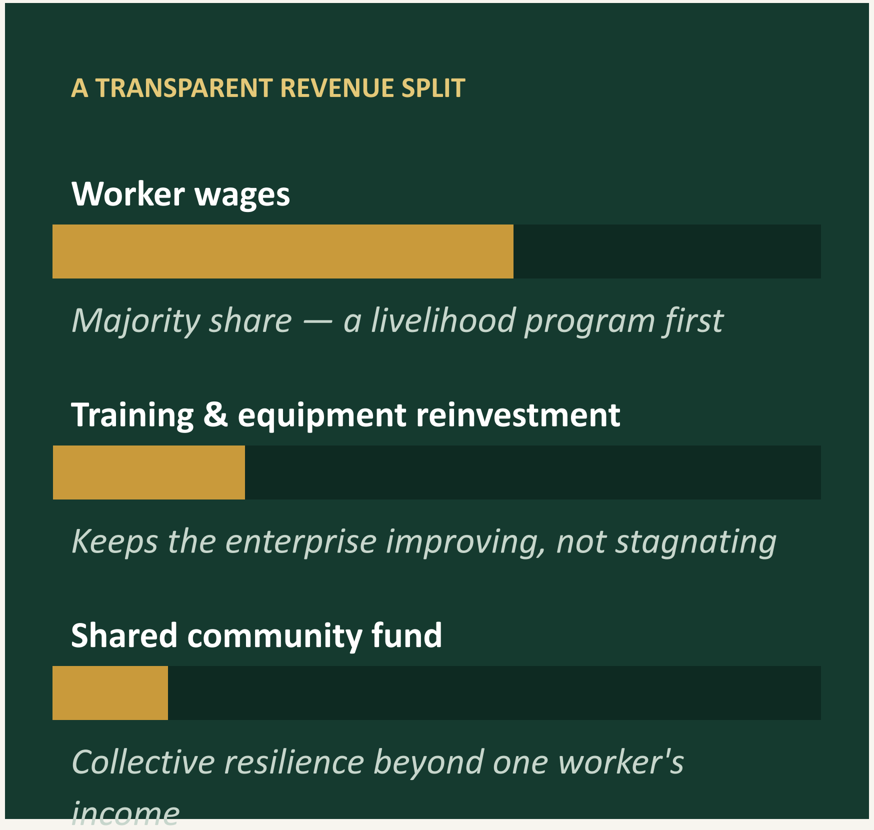
An endowment structure that invests principal and uses returns to finance ongoing programs — a long-term sustainability vehicle beyond the five-year plan, decoupling funding from annual performance.

ENGINE 3 — LOCAL ENTERPRISE REVENUE

From cost centres to income-generating assets

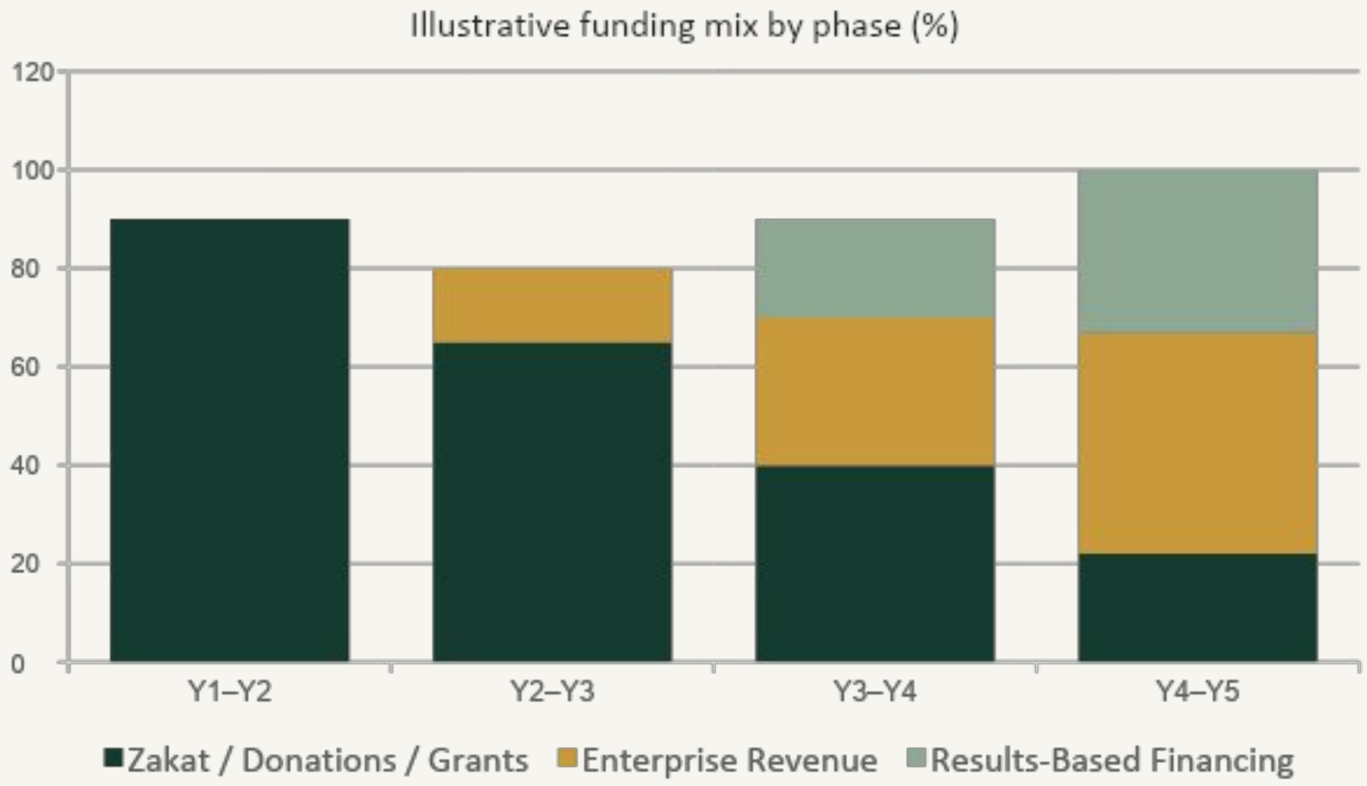
Donations carry Years 1–2; a program that depends on them indefinitely only delivers “assisted,” not “empowered.” Enterprise revenue is the clearest proof point of the difference — and directly creates jobs.

- Branded social enterprise line — camp-based sewing/embroidery centres, profits reinvested into training
- Garment-sector subcontracting — steady, predictable order volume from RMG industry runs
- IT/BPO micro-outsourcing — freelance data entry, design, and transcription work for trained youth
- Retail & service cooperatives — shops and canteens with revenue shared into a community fund
- Corporate-sponsored centres — a branded skills centre creating a recurring CSR revenue line



From donor-carried to self-sustaining, by design

Donations and zakat carry the heaviest load early, when nothing else can. By Year 5, mature anchor camps draw a meaningful share of running costs from the enterprises and placements they created.



Y1–Y2

Infrastructure, census, legal clinics — can't be financed based on results yet; there's no track record to base it on

Y3–Y4

Early results make performance-based financing possible; enterprise revenue takes a larger share

Y4–Y5

Donations increasingly fund expansion to new camps rather than core costs in proven ones

RISKS & SAFEGUARDS

Named risks, with a safeguard for each

Risk	Safeguard
Zakat funds used without proper religious certification	Obtain and publish formal scholarly certification before any zakat-specific campaign
Awareness content that dehumanises the community	Co-produce content with Youth Corps & community leadership; lead with agency, not only suffering
Donor fatigue after early campaigns	Public, regularly updated dashboard tying funds raised to funds used and outcomes achieved
Enterprise revenue perceived as exploitative if wages are unclear	Publish the revenue-sharing structure; worker wages default to the majority share
Over-reliance on a single funding engine	Deliberately diversify across all three engines from Year 1 rather than sequencing them

THE PARTNERSHIP ASK

What we're asking of this coalition

A coalition structure where partner organisations each own specific camps or districts under one shared set of standards and one shared dashboard — not independent, incompatible programs.

Adopt shared standards

Use the standardised delivery playbook and the single household-level family ID system, so no family is re-recorded by every NGO it touches.

Own a district or anchor camp

Concentrate delivery inside the 15–20 anchor camps under this coalition's shared model, with foundational services network-wide.

Co-invest across all three engines

Support awareness, faith-based giving infrastructure, and enterprise revenue together, rather than any single channel alone.

Report into one public dashboard

Contribute to and be measured on the same quarterly, externally-evaluated indicators — including where progress lags.

Not everyone has moved.

But a defined number of camps can cross the point where leaving becomes self-sustaining — at a known cost, and a known retention rate.

That is what Years 6–15 need Year 5 to prove — and what this coalition can help build.