



investing in the next generation



Vision

Our vision is to create a poverty-free Bangladesh driven by the next generation of home-grown leaders.

Mission

BYLC works to bridge gaps in society by uniting youth from diverse backgrounds, equipping them with leadership, problem solving and teamwork skills, and engaging them in community service and active citizenship.

CONTENTS

- 01 Foreword
- 02 About BYLC
- 03 Our Approach
- 06 Our Journey in 2011
- 09 Building Bridges through Leadership Training
- 13 Building Bridges through Leadership Training Junior
- 16 Youth Leadership Summit
- 20 Executive Workshops
- 22 Financial Statements
- 26 Governing Board
- 27 International Advisory Board

Foreword



DEAR FRIENDS,

Three years ago, Bangladesh Youth Leadership Center (BYLC) embarked on a journey to develop young men and women from diverse educational and socio-economic backgrounds into compassionate, competent and responsible leaders. Our work stems from the conviction that what Bangladesh will look like tomorrow depends on the investment we make today in educating our next generation.

The highlight of our activities in 2011 was undoubtedly the Youth Leadership Summit, which brought together 50 distinguished national and international speakers and 200 youth delegates from all over the country for three days of knowledge sharing and networking. The Summit featured a mix of plenaries and concurrent panels on entrepreneurship, leadership, global citizenship, education and career, climate change, women and leadership, politics, new media and innovation interspersed with teambuilding activities and reflection sessions. Working closely with the World Bank, BYLC will be releasing a report on the Summit, outlining the aspirations and challenges of the young generation in Bangladesh. This, we hope, will stimulate debate and add value to the current discourse on youth leadership development in our country. Beyond the Summit, we continued implementing our signature Building Bridges through Leadership Training (BBLT) and Building Bridges through Leadership Training Junior (BBLT J) programs, and inaugurated a new 5200 sq. ft. training facility in Dhaka.

BYLC's aim is to empower as many individuals as possible with the leadership skills necessary to improve professional and personal engagements throughout the country. With over 400 graduates to date, BYLC's signature programs have become highly sought-after opportunities by young adults all over the country. An indicator of this success is our admissions acceptance rate of only 6% for our last BBLT program in 2011. We will continue to ensure that our admissions process remains competitive to ensure the acceptance of talented and dedicated youth in every program.

In the coming year, we hope to continue on our path of growth with a focus on expanding our signature programs, and educate greater numbers of participants through introducing a new executive leadership course for young professionals and launching the BYLC Graduate Network. In addition, the BYLC knowledge team has already begun working with a systems modeler from MIT Sloan School of Management and a developmental psychologist trained at Harvard to deliver an enriching learning experience for 450 delegates at the upcoming Youth Leadership Summit 2012.

BYLC has also made significant progress towards institutional stability. Generous support from the U.S. State Department, the World Bank Group, BRAC and the local private sector has enabled us to concentrate on program delivery and expansion. The introduction of shorter courses on leadership for third and final year university students will further contribute to our sustainability, enabling BYLC to continue developing the leadership potential of Bangladesh's greatest resource, our youth.

Our vision for a poverty-free Bangladesh remains the cornerstone of cultivating our youth's ambitions. We are grateful to you for your continued support towards our movement to address some of our country's most urgent challenges. I hope that you are as excited as I am about BYLC's potential to prepare our next generation for effective leadership in society.

Sincerely,

Ejaj Ahmad
Founder & President

About BYLC

Bangladesh Youth Leadership Center (BYLC), the country's first leadership institute, was founded with the vision of creating a more inclusive, tolerant, and just society by training the next generation of home-grown leaders. Originally developed at Harvard University's Kennedy School of Government in 2008, BYLC was registered as a non-profit with the Registrar of Joint Stock Companies and Firms in Bangladesh on January 5, 2009.

The signature program of BYLC is the four-month long leadership course, Building Bridges through Leadership Training (BBLT). This program, designed for students aged between 17 and 22, is offered twice a year in Chittagong and Dhaka. Besides the BBLT program, BYLC also conducts month-long leadership programs for secondary school students, Building Bridges through Leadership Training Junior (BBLT J), and day-long workshops on leadership and entrepreneurship for university students and young professionals. BYLC has over 400 graduates from 11 different programs, and collectively they have completed more than 18,000 hours of service in underprivileged communities.

In March 2011, BYLC hosted its first annual Youth Leadership Summit which brought together 200 students and 50 speakers for three days of inter-generational knowledge sharing, leadership training, and networking. Building on the success and lessons learned from the first Summit, BYLC will host the next Summit with 450 delegates and 50 speakers in April 2012.

Over the past three years, BYLC's innovative approach to leadership development has been recognized by, among others, the U.S. State Department, the World Bank Group, BRAC, the private sector in Bangladesh, the Asia Society, the Washington Post, and the International Youth Foundation.

BYLC has implemented

11 PROGRAMS

since June 2008

Reaching out to

407 INSTITUTIONS

from all over Bangladesh

Empowering over

324 GRADUATES

with leadership skills

To provide more than

20,900 HOURS

of service in underprivileged communities

Our Approach

BYLC strives to educate the next generation of home-grown leaders and instill in them values of public service and active citizenship. Leadership has traditionally been seen as a position of power and authority. However, at BYLC, we believe that leadership is distinct from authority; it is a process, not a position. Leadership is work-centric, not person-centric. If we look at leadership as the process of mobilizing a group to improve the human condition, it opens up new and exciting opportunities for ordinary people to exercise leadership.

This understanding of leadership is particularly relevant for Bangladesh as the median age of the population, according to 2010 estimates of the United Nations Department of Economic and Social Affairs, is 24 years. While most young people do not hold formal positions of authority, we do not believe that this is a requirement for exercising leadership. What is required from young people for effective leadership is ability, passion, patriotism, and courage. We try to develop these skills and qualities in our students through our different programs.

Our main strength lies in our program design and teaching methodology. Drawing from leadership courses taught at Harvard and MIT, we have developed our own curriculum that is both rigorous and culturally suited to the needs of Bangladeshi youth. Our courses are taught in Bengali using local examples and case studies. Using a combination of lectures, class discussions, peer case consultations, and teambuilding exercises, we build the leadership capacity of our students. The experiential environment in the classroom ensures that our students develop the ability to step out of their comfort zone and take initiative.

Effective leadership also depends on the ability to work well in a group. To help our students learn about group dynamics, we introduce them to a diagnostic framework of leadership. This framework can be applied in any social context. By understanding and diagnosing the different dynamics among the stakeholders in a system, our students learn to mobilize a group effectively, as well reflect on their own role and contribution.



A new batch of leadership facilitators attend the workshop on the Art of Teaching Leadership at BYLC's training facility.

"BYLC's most important strength is its inclusiveness. The courage to unite students from English, Bengali and Madrassa backgrounds has given new meaning to youth leadership. Leadership that is inclusive and makes the most of everybody's strength is far more powerful and effective than leadership exercised by one man alone."

MIJARUL QUAYES

Member, International Advisory Board of BYLC & Foreign Secretary of Bangladesh

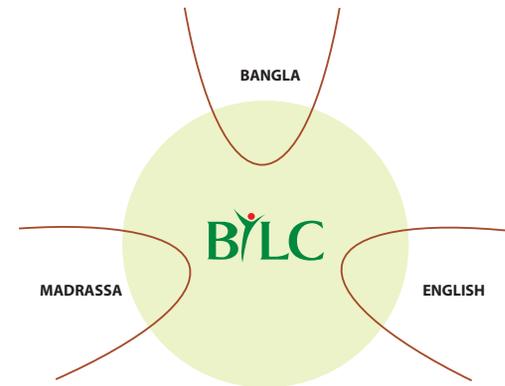
Parallel to this, our reflective exercises help our students develop a deeper understanding of their own values, priorities and aspirations. If young people begin thinking about the purpose of their life from an early age, it is likely to positively impact their future engagement in our country's development. However, to make progress on this front, one has to renegotiate the existing, and sometimes conflicting, priorities.

This kind of leadership requires a change in behavior, habits and values. Leadership would be an easy undertaking if we only faced problems to which the answers are known. But there is a host of problems that cannot be solved simply with a technical adjustment or external expertise. Therefore, at BYLC, we highlight the need for changes in values and perspective.

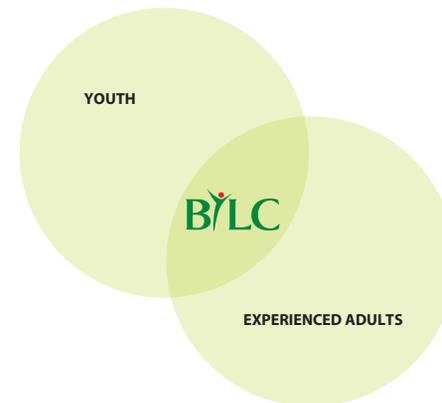
Closely related to the concept of leadership is diversity. One of the objectives of BYLC is to create a tolerant and inclusive society by unifying the diverse factions in society. In Bangladesh, there are three types of educational systems - English medium, Bangla medium and Madrassa. Students from different backgrounds do not have the opportunity to develop deep-rooted connections with each other. To bridge this gap, BYLC works at the intersection of these three circles by providing a common platform for students from different backgrounds to come and work together.

Disparity in our society also manifests itself in the widening gap between the generation with experience and the youth. The recent surge in youth mobilization in Bangladesh proves that young people want to be engaged in society. Their energy, passion and hope combined with their vast social networks allow them to quickly coordinate initiatives. Despite the rapid growth in youth engagement, however, young people rarely have the opportunity to address their concerns. Solutions to their problems can only emerge from a platform that fosters an inter-generational dialogue between experts and the youth.

The youth of Bangladesh will shape our future. By equipping them with leadership skills, instilling in them the values of inclusiveness and tolerance, and providing them with a platform to connect and share ideas with like-minded peers, we can work towards our dream of a just and poverty-free Bangladesh.



Integrating students from three different educational systems



Connecting the young generation with experts

Participants of BBLT 6



Our Journey in 2011



March 5, 2011
BYLC brings together 200 students from all over Bangladesh and 50 renowned speakers for its first Youth Leadership Summit in March 3-5 in Dhaka.



March 26, 2011
BYLC graduates celebrate Bangladesh's 40th Independence Day by organizing an earthquake awareness campaign, reaching out to 8000 people in Dhaka.



April 10, 2011
Father Benjamin Costa CSC, Principal, Notre Dame College, addresses participants at the Inaugural Ceremony of BBLT 6 in Dhaka.



April 30, 2011
BYLC holds its second AGM in Dhaka. Barrister Manzoor Hasan OBE was elected as the new chairman in the AGM.



May 21, 2011
Lauren Lovelace, Director, the American Center, distributes certificates among the participants of BBLT-J 2 Graduation Ceremony in Dhaka.



June 30, 2011
Ivdat Ahmed Khan Mojilish, Director, Youth Leadership Programs, BYLC, addresses the participants and guests at the Inaugural Ceremony of BBLT 7 in Chittagong.



July 20, 2011
BYLC inks deal with BRAC whereby BRAC agrees to fully finance refurbishment of BYLC's new leadership training center in Baridhara, Dhaka.



September 14, 2011
BYLC and Shahid Khalek and Major Salek Bir Uttam Trust sign an agreement whereby the Trust waives its right to rent for three floors of its newly constructed building to support BYLC's work.



November 12, 2011
Dr. Shirin Sharmin Chaudhury, the Honorable State Minister for Women and Children's Affairs, addresses participants at the Inaugural Ceremony of BBLT 8 in Dhaka.



December 4, 2011
UN Resident Coordinator Neil Walker exchanges greetings with Eaj Ahmad at the launch of the State of World's Volunteerism Report 2011 organized by UNDP in partnership with BYLC in Dhaka.



December 11, 2011
Ronan Farrow, Special Advisor to the U.S. Secretary of State, delivers a lecture on global youth leadership at the BYLC Headquarters in Dhaka.



December 25, 2011
Shan Riku, a former McKinsey consultant & MBA candidate at Stanford Graduate School of Business, shares her design and systems thinking insights with young, aspiring entrepreneurs at a workshop organized by BYLC in Dhaka.



Our Programs

Building Bridges through Leadership Training

Building Bridges through Leadership Training Junior

Youth Leadership Summit

Executive Workshops

Participants of BBLT 7



Building Bridges through Leadership Training

Building Bridges through Leadership Training (BBLT), originally developed at Harvard and MIT, is the signature program of BYLC. So far, BYLC has implemented eight BBLT programs, five in Dhaka and three in Chittagong, training more than 285 students. In 2011, BYLC implemented two BBLTs in Dhaka and one in Chittagong.

The goal of the four-month long leadership program is three-fold:

- to create a space where students from diverse educational and socio-economic backgrounds can engage in dialogue and work together;
- to develop their leadership, critical thinking and communication skills; and
- to engage them in active citizenship and public service.

The BBLT program invites applications from students who are either studying or have completed A' levels, HSC, and Alim up to second year in universities. 42 students are selected in equal proportion from English, Bangla and Madrassa medium backgrounds for each program.

There is a scarcity in the number of leadership programs and institutions targeted at youth development in Bangladesh. The BBLT program aims to fill this void by instilling in youth the confidence to lead change by encouraging them to think creatively, and guiding them to live as ethical citizens.

The curriculum for this after-school program draws heavily on leadership courses taught at Harvard University's Kennedy School of Government. The intense pace of the program coupled with an experiential learning model make the coursework engaging for the students. Instead of using just traditional frontal lectures and theoretical handouts as tools for discussion, the program also puts emphasis on classroom activities, reflective exercises and small peer case consultations to maximize learning. The classroom acts as a laboratory where students run experiments, take risks and question their deeply held assumptions and priorities. They learn about leadership not just from the instructors, but also from their peers.

The peer case consultations form a core component of the BBLT program. Participants are grouped into small teams of six, each comprising of students from different educational backgrounds. Participants are required to analyze their own past leadership failures in these small groups in order to develop their critical thinking skills, to draw lessons from failures and to learn to function effectively in a team. In addition, small group case consultations encourage participants to develop the communications skills needed in today's complex world.

The final phase of the BBLT program consists of action-based learning. After learning about leadership for the first six weeks of the program, participants spend the remaining 10 weeks in local communities, putting into practice what they have learned in the classroom. They design small but realistic, measurable, and result-driven projects to serve an impoverished community. By implementing these projects, participants step out of their comfort zone to lead change.

The action-based leadership experience often inspires our participants to continue their community service even after leaving the program. Many of our graduates remain engaged in the community through other volunteer organizations and some choose to launch their own initiatives.

"Leadership is not about advancing your own personal interests. It is about working with others and striving to make progress on some of the tough challenges facing a group, community or country. BYLC's BBLT program both inspire and prepare the participants for a lifetime of leadership for the development of our society,"

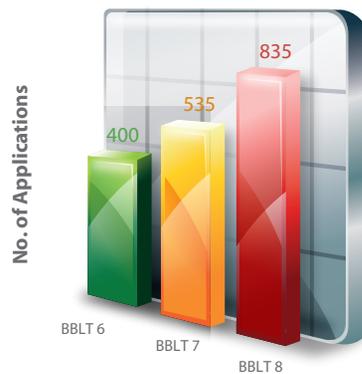
DR. SHIRIN SHARMIN CHAUDHURY
Honorable State Minister for Women and Children's Affairs
at the Inaugural Ceremony of BBLT 7



Participants interact with residents of the Tulatoli slum in Chittagong.

BBLT by the numbers

Category	BBLT 6	BBLT 7	BBLT 8
No. of institutions reached	60	55	105
No. of applications	400	535	835
No. of students enrolled	38	39	43
No. of students graduated	37	36	42
No. of institutions represented	24	36	25
Acceptance rate	9.50%	7.29%	5.15%
No. of community service hours	3700	3600	4200



SPOTLIGHT | MOHAMMAD HASAN [BBLT 7 Graduate & Class of 2015, Political Science, Chittagong University]



Initially, I was a bit skeptical about BYLC. The concept of teaching leadership is quite unheard of in our country and I, like many others, had the preconceived notion that leaders are born, not made. When I first heard about BYLC from a friend, I wondered how leadership can be taught. But after hearing about the experience of my friend at BYLC, I became intrigued to explore more about it.

I would like to mention that I am visually impaired. As such, I must confess that I wasn't sure how I would fare in activities with team members who can see. However, soon after classes began, it dawned on me that BYLC's message can and should be understood by everyone, including the visually impaired.

Before joining BYLC, I had never appreciated the distinction between authority and leadership. BYLC strongly emphasizes that anyone can exercise leadership, regardless of age, gender, disability or social class, as long as he or she wants to improve the human condition. Having been deprived of many opportunities throughout my life, I could relate to this definition of leadership more than most.

At BYLC, I was teamed up with people from different backgrounds. At the beginning, it was difficult for me not to become offended by some of the contrasting beliefs and remarks. However, after interacting with others, I realized that we must put aside our personal differences if we want realize our shared dream of making a positive impact in our communities.

I found BBLT's experiential teaching techniques to be particularly helpful. I enjoyed analyzing our personal leadership cases through discussions because I learned as much from other participants as I did from the teachers. My biggest learning experience at BYLC happened during the community service phase. With little direction from our team leaders, we were required to design and implement a service project. Our team had to prepare a project plan, raise funds from the local community, and implement the project. We successfully created self-employment opportunities for 25 women by teaching them needlework and different handicraft making techniques. This experience of small success in the community has given me the confidence to take new initiatives in the future.



I have always been inspired by the concept of grassroots leadership, but had little experience in leading community service projects before joining BYLC. The hours I have spent in the community during the BBLT program taught me that an important quality of leadership is the ability to improvise. There are uncertainties in the real world and we cannot always stick to our plans. Sometimes we need to make mid-course corrections and adapt to changes in the environment. BYLC taught me that improvising also means being flexible and remaining curious. This flexibility and

curiosity helped our team face many of the challenges we faced during our service project.

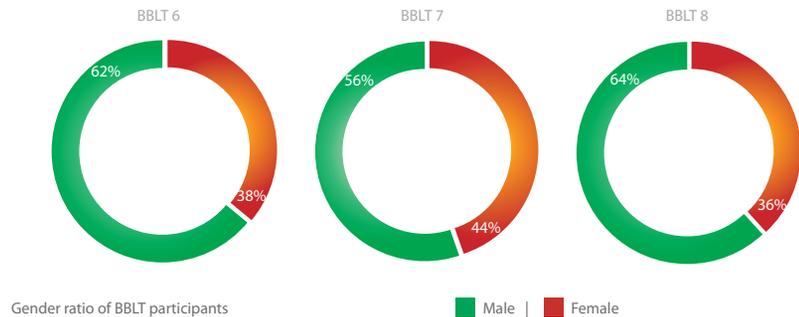
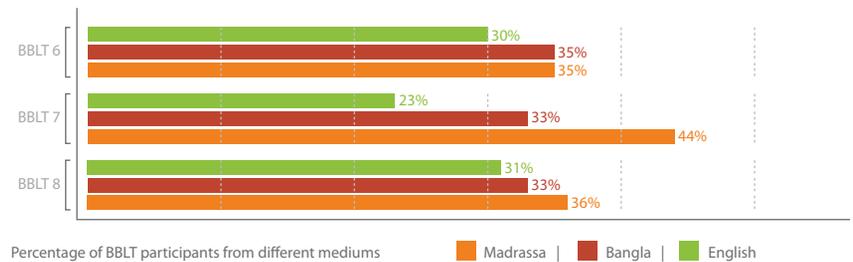
Before entering the community, we attended several workshops on fundraising, community engagement, survey design and analysis, project management and impact assessment. My team members and I applied our newly acquired skills by working on promoting good governance and transparency in a local community through implementation of the Right to Information (RTI) Act. Although initially it proved difficult to mobilize people and organize regular campaigns, through persistence and good communication skills, we were soon able to turn things around. We listened to the concerns of the local people and empathized with their grievances. Based on what we heard and saw in the community we designed our intervention strategy. To build credibility, we partnered with a local RTI organization and in due course, were successful in collecting 40 applications, which we duly submitted to the respective public authorities.

BBLT's multidisciplinary approach to leadership training has sharpened my skills to deliver tasks with accuracy and efficiency. Currently, I am studying engineering at McGill University in Canada. However, I still look for opportunities to serve others. I am currently involved in H-Z homework project which is a voluntary effort jointly looked after by our university and Lester B Pearson School Board to tutor children aged between 6 to 13 years. I have also joined AIESEC McGill for the OGX and Talent Management program where I get to interact with communities from around the globe. Additionally, I run for corporate sponsorships for Artistry SUD, a non-profit organization that helps underprivileged women of countries like Kenya and Bolivia to earn their livelihoods.

Contrary to conventional wisdom, I believe what our country lacks is not talent or potential, but an integrated system to manage its potential. After my graduation, I hope to come back and develop an effective network system in Bangladesh to leverage our country's talents to better serve society.

"BYLC's BBLT program has had a profound impact on my daughter. After graduating from the program I have noticed that she has become more respectful of others' opinions. The program has made her more compassionate and I see in her a greater sense of social responsibility."

NURJAHAN BEGUM SHEFALI
Mother of Karishma Fatiha, BBLT 7 Graduate





Building Bridges through Leadership Training Junior

Building Bridges through Leadership Training Junior (BBLT J) is a month-long program designed for secondary school students. While the broad objectives remain the same as that of BBLT, the BBLT J program is adapted to suit the learning needs and maturity of young people aged between 12 and 16. BYLC introduced the junior program in 2010 to inculcate values of leadership and active citizenship among younger students. To date, BYLC has implemented three BBLT J programs, two in Dhaka and one in Chittagong, training more than 85 students. In 2011 alone, we organized one program in Dhaka and one in Chittagong.

The BBLT J program invites applications from students who are studying in grades 6-10. 42 students are selected in equal proportion from English, Bangla and Madrassa medium backgrounds for each program.

The month-long program is structured into three weeks of classroom training followed by one week of community service. Through teambuilding games and creative activities, participants hone their teamwork and communication skills and develop their ability to function well in a team. Once a common ground is established, participants delve into deeper discussions on leadership. Through practical examples and close mentorship, they are exposed to different theories of leadership. They also learn to distinguish between technical problems and behavioral challenges through familiar real-world cases such as traffic congestion and pollution issues. Participants learn to mobilize a group to make progress on some of the common challenges faced by their community. Like the BBLT program, BBLT J includes sessions on public speaking and group presentation.

The best performing BBLT graduates serve as instructors in the BBLT J program. This keeps our BBLT graduates engaged in leadership training and service beyond their four-month long journey at BYLC.



Jahedul Islam, BBLT J 2 Project Coordinator, delivers a lecture on the spirit of community service.

"On behalf of the U.S. Embassy Dhaka and the American Center, I congratulate the Bangladesh Youth Leadership Center and the graduates of BBLT Junior on the completion of the recent training session. The U.S. Embassy Dhaka is a proud supporter of BYLC and we stand behind initiatives to train and empower Bangladesh's majority youth population as leaders in their communities, country and the world. My sincere best wishes on this occasion."

LAUREN H. LOVELACE
Director, American Center

at the Graduation Ceremony of Building Bridges through Leadership Training Junior 2

SPOTLIGHT | ALFEY SIFAT [BBLT J 2 Graduate Class X Student, Oxford International School]



I always thought that it is important to learn new skills and engage in extra-curricular activities outside of school. When I came to know about the BBLT J program from my school, I immediately decided to apply to the program.

My life took a whole new meaning since joining BYLC. Meeting people from diverse backgrounds and interacting with them brought about a major change in my way of dealing with people. BYLC's interactive classes presented me with a completely unique learning experience because I

had never been in a peer-to-peer learning environment before. In fact, I learned the most about leadership and teamwork from the small group discussions.

Before BYLC, I wasn't comfortable in social settings or speaking in public. During the program, however, I attended classes on communication and public speaking which helped to build my confidence. By the time I graduated from BBLT J, I actually looked forward to engaging with others in conversations about different topics.

The session on courageous conversation taught me to communicate with empathy. I learned to prioritize my own loyalties that held me back from participating in exciting yet challenging activities that I cared about. Today, when I am faced with any dilemma in life, I think back to my BBLT J days to help me analyze an issue before committing to a decision. Public speaking had always been my weakness but at BBLT J, our facilitators taught us effective techniques to deliver strong speeches, both persuasive and informative. I can honestly say that I have now become a confident orator. I no longer fear to stand in front of an audience to share my thoughts and ideas.

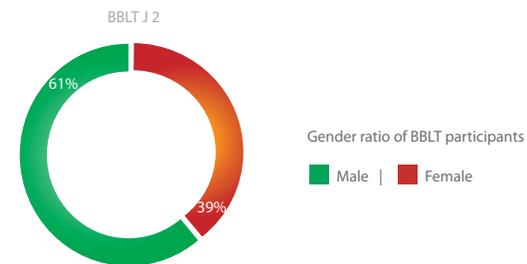
Recently, I was chosen as one of the three candidates to represent Bangladesh at the junior level in Delhi Public School (DPS) in India. It is a residential program geared towards uniting students from around the world to learn a particular language and to open up to new cultures and traditions. Here again, I used the tools from my time at BYLC. As a result, I was easily able to make friends with students from different cultural backgrounds and work together to face new challenges. There is no doubt that BBLT J has taught me invaluable lessons that I will carry forward for the rest of my life.

BBLT J 2 by the numbers

Category	BBLT J 2
No. of institutions reached	110
No. of applications	265
No. of students enrolled	38
No. of students graduated	36
No. of institutions represented	22
Acceptance rate	14.34%
No. of community service hours	252



Percentage of BBLT J 2 participants from different mediums | Madrassa | Bangla | English



Gender ratio of BBLT participants | Male | Female

"I have always wanted to work for the betterment of the community, but I was afraid of not having the right skills. I applied for the BBLT J program with the hope that leadership training would give me courage and confidence, and it did. At BBLT J, I learned that if you do not allow yourself to fail, you do not learn."

MD. GOLAM MUSTOFA EMON
BBLT Junior 2 Graduate & Class IX Student
& Hafez Abdur Razzak Jamiya Islamia Madrassa

Participants of BBLT J 2



Youth Leadership Summit

The three-day Youth Leadership Summit brings young people from diverse backgrounds together with distinguished innovators and leaders in the private, public and non-profit sectors for a journey of collective exploration, reflection, learning and networking.

The purpose of the Summit is twofold:

- to produce knowledge that aids the development of youth; and
- to draw attention of policy makers to the concerns and priorities of youth.

The broad objectives of the Summit include creating a common space for an inter-generational dialogue and knowledge sharing on pertinent national issues, facilitating leadership training for the young generation, and helping them to make informed decisions about their career choices. In 2011, BYLC organized its first Summit with 200 delegates and 50 speakers.

The Youth Leadership Summit invites applications from college/university students from English, Bangla and Madrassa medium backgrounds and young professionals under the age of 28.

Given the widespread socio-economic disparities in our society and the general apathy towards public service, there is an ever increasing need for young people to drive change. It is imperative to address these concerns by empowering youth to make a positive impact in their communities and their country. Therefore, one aim of the Summit is to create an inclusive environment of shared learning between the aspiring next generation and distinguished leaders in society.

The Summit features plenary sessions and concurrent panels on pressing issues affecting today's youth. Specific sessions on leadership are a key highlight of the Summit, which cover global concepts and theories of leadership adapted to the local context. A deeper understanding of this subject is vital if participants are to realize the aspirations they have for themselves and for their community.

In addition, the Summit includes teambuilding activities and reflection sessions which facilitate relationship building and strengthen the participants' ability to work in a team. These activities also help connect participants to a higher level of purpose, improve their cognitive skills, and generate creative solutions to local problems.

The Summit also creates a sense of unity between two generations - the youth and the experienced adults. The discussions during the plenaries and panels are documented, interpreted, and presented in the form of a report, which is made available for both students and experts across multiple sectors.



Geeteara Safiya Choudhury, Chairperson, ADCOMM Limited, shares a humorous anecdote with the delegates at the Entrepreneurship plenary.

"I don't think you are the future, you are the present. Your views matter now. As young people you have different insights and skills than those who are older; views that are no less valid, just different. Your views may change as you gain experience but presently they are an asset and should be utilized and acted upon."

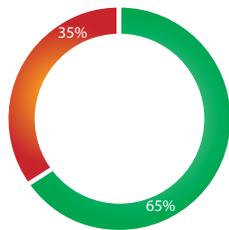
DR. JUSTIN LEE
Australian High Commissioner to Bangladesh
at the Global Citizenship plenary of Youth Leadership Summit 2011 in Dhaka

"BYLC's three-day Summit gave me the rare opportunity to interact with both leaders renowned in their own fields and fellow aspiring leaders like myself. I learned that leadership is a process, not a person. Leadership is more about doing the work, and less about holding a position."

FARAH IQBAL
 Delegate at BYLC Youth Leadership Summit 2011
 & Class of 2014, Department of Economics, BRAC University

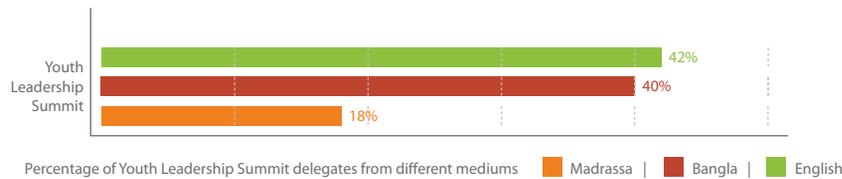
Youth Leadership Summit by the numbers

Category	Youth Leadership Summit
No. of institutions reached	127
No. of applications	712
No. of students enrolled	201
No. of students graduated	189
No. of institutions represented	78
No. of Speakers	50
Acceptance rate	26.54%



Gender ratio of Youth Leadership Summit delegates

Male | Female



Percentage of Youth Leadership Summit delegates from different mediums | Madrassa | Bangla | English

SPOTLIGHT | SABBIR HOSSAIN [BBLT 6 Graduate, Summit Delegate & Class of 2015, School of Business, Manarat University]



My first introduction to BYLC was as a delegate to the first Youth Leadership Summit in 2011. Competing against 700 applicants, I was fortunate enough to be selected as one of the 200 delegates for the Summit. BYLC's promise to convene 50 nationally and internationally acclaimed speakers under one umbrella intrigued me to be a part of the biggest youth leadership event in Bangladesh.

Getting an opportunity to hear from and share views with people of such high caliber was like a dream come true.

Even though I had high expectations from the Summit, I never imagined that the lessons from the Summit would actually turn out to be life-changing for me in more ways than one. The sessions at the Summit highlighted the importance of being courageous while exercising leadership and I was inspired by the personal stories of struggle, courage and commitment of the speakers.

The Summit also gave us an opportunity to make our voices heard and to share our ideas with distinguished figures in business and government in Bangladesh. The most important lesson for me at the Summit was that leadership is a performance activity like any other sport - the more you practice, the better you get at it.

I came out of the Summit with a commitment to learn more about leadership and I soon found myself applying to the next BBLT program. The subsequent four months at BBLT pushed me to think outside of the box and reflect deeply on the choices we have to make in life, and opened new doors to exercise leadership.

At the end of the program, I was ready to go beyond my comfort zone. In the next BBLT program, I took the decision to become a leadership facilitator. Drawing inspiration from the lessons at the Summit and the BBLT, I have successfully facilitated leadership development of seven participants this winter in the BBLT 8 program. I believe that helping others develop is also a form of leadership and I hope to continue supporting the development of others through mentorship.



1. What did you like most about the Summit? What was the highlight of the Summit for you?

To see a gathering of young, talented and enthusiastic youth leaders come together and talk about the challenges of leadership is inspiring. I know of no other such conference or organization in the region that really focuses its efforts on getting youth to understand the nature of leadership and pushes them to develop a social conscience. Seeing this in action, and being able to contribute in a small

way was the highlight for me.

2. What impression did you take back with you of the young delegates at the Bangladesh?

I was truly impressed by the caliber and enthusiasm of the delegates. In my conversations with some of the delegates, I found them to be intelligent, curious, and socially aware. It was refreshing to see that the youth in Bangladesh have such a keen sense of community service, an aspect that is critically important for the country's development.

3. Which areas do you think deserve the most attention from the policy makers to address youth issues in Bangladesh?

I strongly believe that a focus on quality education is critical for the future. But academics alone are not enough - it is equally important to have other avenues to be available for youth to express themselves and build a common sense of purpose. Community service, athletics and sports, music, debate, and other extracurricular opportunities should always be available to youth.

4. Is there any advice you would like to give to the youth of Bangladesh?

Remember that we live in a world where an individual will not have a single life-long career, but many careers. The best way to prepare for this future is not just to have the fundamentals in place, i.e. a solid education and an ability to think critically, but also to develop an ability to adapt to changing circumstances and to see opportunity in those changes. It sounds a little vague, but from my observations, these opportunities manifest themselves in different ways for different people.



From left: Ejaz Ahmad, BYLC President, Dr. Dipu Moni, Honorable Foreign Minister of Bangladesh, Dr. Gowher Rizvi, Advisor to the Honorable Prime Minister of Bangladesh and James F. Moriarty, former U.S. Ambassador to Bangladesh, at the Closing Ceremony.

"The Summit inspired me to have the courage to do the right thing when everyone else is hesitant to take the first step. In particular, I will always cherish the words of wisdom and encouragement on the matter by Mohamed Mijarul Quayes, the foreign secretary of Bangladesh."

MD. NAIBUR RAHMAN UUPOL
Delegate at BYLC Youth Leadership Summit 2011
& Class of 2012, Department of Economics, University of Dhaka



Delegates network with each other during a break at the Youth Leadership Summit 2011.

Delegates at the Youth Leadership Summit 2011



Executive Workshops

BYLC organizes day-long workshops on leadership, communication and entrepreneurship for high school, college and university students. In collaboration with school administrators and clubs, BYLC has hosted 15 workshops in the past year to instill in more than 500 students the principles of value-centric leadership and active and engaged citizenship.

One of the goals of the workshops is to help students understand the difference between authority and leadership. Young people usually do not hold formal authority positions in groups or organizations, but if they learn to appreciate leadership as an activity as opposed to a position of power, then they are more likely to participate in the process of mobilizing a group to achieve a common purpose.

Another goal of BYLC is to foster a culture of youth entrepreneurship in Bangladesh. In light of this, in 2011, BYLC partnered with CRDF Global, a non-profit organization dedicated to international science cooperation and technical collaboration, for the Global Innovation through Science and Technology (GIST) Initiative Business Plan Competition.

As the country partner of GIST Initiative, BYLC organized a workshop on market analysis, financial planning and business plan development to equip young people with tools and strategies for careers in entrepreneurship.

In collaboration with See-D, another non-profit organization in Japan led by graduate students at Stanford and MIT and a consultant at the Boston Consulting Group, BYLC organized a workshop on systems thinking to teach students how to assess markets and develop strong business plans.

Parallel to running workshops on entrepreneurship, BYLC also provides a platform for motivational speakers and youth role models to come and engage in discussions with our program participants. With compelling personal stories, the speakers encourage the audience to reflect on their own purpose of leadership and to find innovative ways to make a positive impact in society.



Bijon Islam, BYLC Strategy Affiliate, speaks during a session on business plan executive summary writing for 50 participants applying to GIST Initiative Business Plan Competition at BYLC Headquarters.

"BYLC is the first institution in Bangladesh which has introduced relevant, structured and innovative courses on leadership for the next generation of leaders in Bangladesh. LCLS(S) strongly supports BYLC's initiatives and hopes that in the future BYLC will be able to make its courses and workshops available to youth in other divisions beyond Dhaka and Chittagong."

KHALED CHOWDHURY
Partner and Head of Laws
London College of Legal Studies

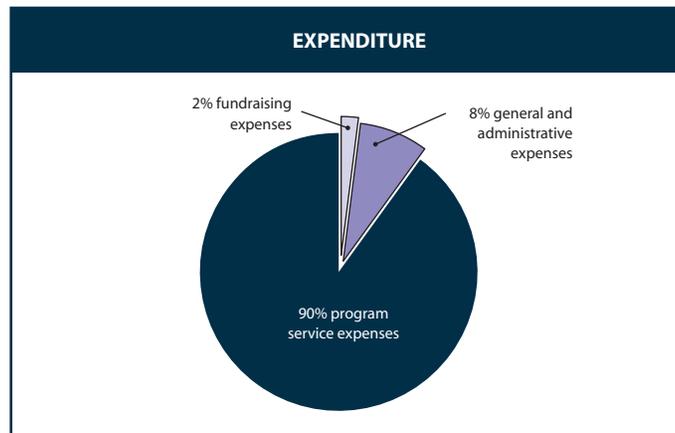
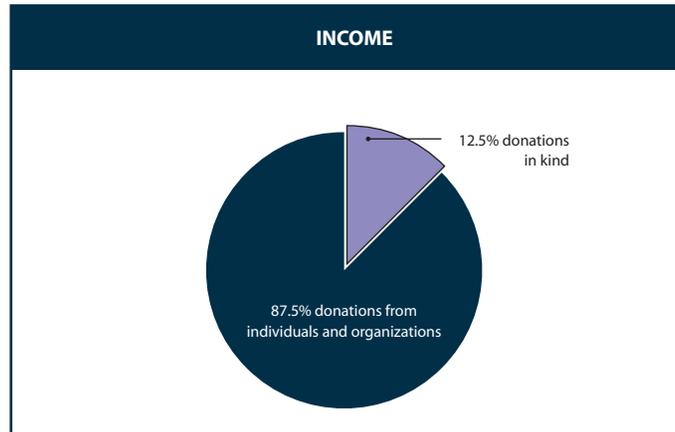


Ejaz Ahmad delivers a lecture on responsible citizenship to 60 high school students at Sunbeams School.

Participants at a workshop on Entrepreneurship



Financial Statements



BYLC gratefully acknowledges the following donors for supporting our work in 2011.

BDT 1 Million +



**THE
WORLD
BANK**



**World Bank
Institute**

BDT 100,000-1 Million

Renata Limited

BDT 10,000-100,000

BSRM Steels Limited
 Bangladesh News 24 Hours Limited
 PHP NOF Galvanizing Mills Limited
 Lanka Bangla
 M.M. Ispahani Limited

Media Star Limited (Prothom Alo)
 Power Sonic Trade International
 Multi Steel Casting Limited
 Abul Khair Group
 Shatabdi Foundation

BDT 50,000-1 Million (In-kind support)

Mrs. Shamim Matin Chowdhury
 pi Strategy Consulting
 Adcomm Limited
 Rahman Rahman Huq (KPMG)



Rahman Rahman Huq
Chartered Accountants
9 Mohakhali C/A (11th & 12th Floors)
Dhaka 1212
Bangladesh

Telephone +880 (2) 988 6450-2
Fax +880 (2) 988 6449
E-mail kpmg-rrh@citech-bd.com
Internet www.kpmg.com/bd

**Auditors' Report to the Governing Board
of
Bangladesh Youth Leadership Center**

We have audited the accompanying balance sheet of Bangladesh Youth Leadership Center as at 31 December 2011 and the related income and expenditure account and receipts and payments account for the year then ended and a summary of significant accounting policies and explanatory notes thereto. These statements of accounts are the responsibility of the Center's management. Our responsibility is to express an independent opinion on these statements of accounts based on our audit.

We conducted our audit in accordance with procedures we considered appropriate for this purpose. In such procedures we plan and perform the audit to obtain reasonable assurance whether the information is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the statements of accounts. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall statements of accounts presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the statements of accounts prepared in accordance with generally accepted accounting principles in Bangladesh give a true and fair view of the state of the Center's affairs as at 31 December 2011 and of the results of its operations for the year then ended.

Dhaka, 7 March, 2012

Rahman Rahman Huq, a partnership firm registered in Bangladesh and a member firm of KPMG network of independent member firms affiliated with KPMG International cooperative ("KPMG International"), a Swiss entity.

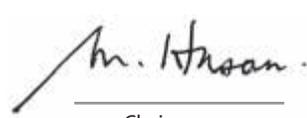
Chittagong office address:
102 Agrabad C/A (3rd Floor)
Chittagong, Bangladesh

Tel +880 (31) 710704, 710996
Fax +880 (31) 2520795
E-mail kpmgrrh@globalctg.net
Internet www.kpmg.com/bd

Extract from Balance Sheet

as at 31 December, 2011

ASSETS	2011 TAKA	2010 TAKA
Non-Current Assets		
Furniture, fixture and office equipments	4,045,018	477,219
Security deposit	4,000	2,000
	4,049,018	479,219
Current Assets		
Donation receivable	895,500	
Loans, advances and prepayments	56,000	100,000
Cash and cash equivalent	3,386,027	2,041,020
	4,337,527	2,141,020
	8,386,545	2,620,239
FUND AND LIABILITIES		
Excess of income over expenditure	8,332,067	2,502,478
Current Liabilities		
Accounts payable	54,478	117,761
	8,386,545	2,620,239



Chairperson



President



Treasurer

As per our report of same date.

Dhaka, 7 March, 2012



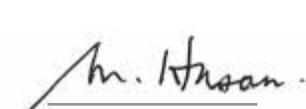
Auditors

Rahman Rahman Huq
Chartered Accountants

Extract from Income and Expenditure Account

for the year ended 31 December, 2011

INCOME	2011	2010
	TAKA	TAKA
Donations from individuals and organizations	15,098,733	3,880,435
Donations - in kind	2,146,500	1,275,000
Total income	17,245,233	5,155,435
EXPENDITURE		
Program service expenses	10,317,077	3,969,838
Fundraising expenses	219,143	272,475
General and administrative expenses	879,424	767,092
	11,415,644	5,009,405
Excess of income over expenditure	5,829,589	146,030
Total expenditure	17,245,233	5,155,435


Chairperson


President


Treasurer

As per our report of same date.

Dhaka, 7 March, 2012




Auditors

Rahman Rahman Huq
Chartered Accountants

Governing Board



Chairperson

Manzoor Hasan OBE, a barrister, is presently the Advisor to BRAC University's Institute of Governance Studies (IGS), and was previously the Founding Executive Director of Transparency International Bangladesh (TIB).



Founder & President

Ejaj Ahmad is a social entrepreneur with extensive professional and academic training in leadership.



Treasurer

Syed M Sajjad is the Marketing Director of Majumder Group.



Member

Sara Hossain, a barrister, practices at the Supreme Court of Bangladesh, and is a member of the law firm of Dr. Kamal Hossain & Associates.



Member

Zafar Sobhan, freelance media consultant, is a 2009 Yale World Fellow and a 2005 Young Global Leader of the World Economic Forum



Member

Pial Islam, Founder and Managing Partner, pi Strategy Consulting, was previously a Global Leadership Fellow at the World Economic Forum.



Member

Homayara Ahmed, Assistant Professor, Institute of Business Administration (IBA), University of Dhaka, is an expert on human resource management.

International Advisory Board



Member

Gowher Rizvi, Honorable Advisor to the Prime Minister of Bangladesh, is the immediate past Director of the Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government.



Member

Mijarul Quayes, career diplomat and homme de lettres, is presently the Bangladesh Foreign Secretary.



Member

Barbara Kellerman, James McGregor Burns Lecturer in Public Leadership at Harvard University's John F. Kennedy School of Government, was the Founding Executive Director of the Kennedy School's Center for Public Leadership.



Member

Sultana Afroz, career bureaucrat, is presently the Economic Counselor in Bangladesh Embassy, Rome.



Member

Ronald Heifetz, King Hussein bin Talal Senior Lecturer in Public Leadership at Harvard University's John F. Kennedy School of Government, was the Founding Director of the Kennedy School's Center for Public Leadership.



Member

Max Klau, developmental psychologist with an expertise in leadership in complex systems, is presently the Director of Leadership Development at City Year, a national service and leadership development program headquartered in Boston, Massachusetts.



BYLC B A N G L A D E S H
Youth Leadership Center

BYLC Headquarters
Plot 3 Road 20 Block J Baridhara Dhaka 1212
phone (02) 883 3519 email info@bylc.org www.bylc.org
www.twitter.com/bylctweets www.facebook.com/youthleadershipcenter