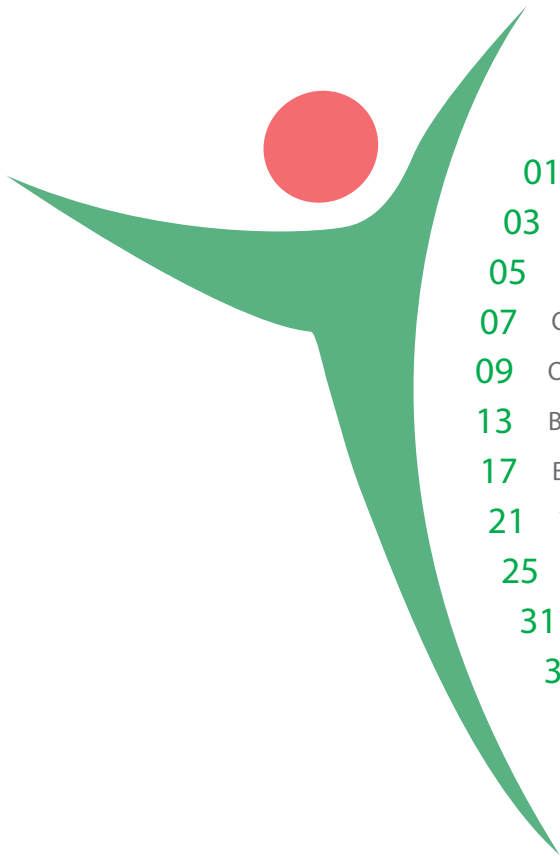


strength in collaboration



BRIC
BANGALORE
YOUTH LEADERSHIP CENTER

Percentage of time you spend on each.



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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.



পরিবর্তনের জন্য যাত্রা

করামো দক্ষতার ইন্ডেক্স দেখাতে চাই 'নবীন জাতির'

১. জাতীয়তাবাদী চেতনাকে বৃদ্ধি করা।
২. জাতীয়তাবাদী চেতনাকে বৃদ্ধি করা।
৩. জাতীয়তাবাদী চেতনাকে বৃদ্ধি করা।
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পরিবর্তনের জন্য
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দেখাতে চাই 'নবীন জাতির'



Foreword



DEAR FRIENDS,

Over the past four years, our work at Bangladesh Youth Leadership Center (BYLC) has focused on preparing the next generation for responsible and capable leadership roles in society. And today, more than ever, there is a need in our society for fresh, ethical and innovative leadership, not just in public life but across different sectors. At BYLC, we strongly believe that our future depends on our level of investment in the next generation. The bulk of our activities in the past year, therefore, focused on fostering a sense of a civic responsibility and patriotism in young people as well as instilling in them core values of leadership, such as tolerance, inclusiveness, and collaboration.

2012 saw the continuation of our signature program Building Bridges through Leadership Training (BBLT) and Building Bridges through Leadership Training – Junior (BBLT J), which is a shorter version of the same program geared towards school students. However, like the year before last, the highlight for 2012 was the Youth Leadership Summit (YLS), which we organized in April. Last year's Summit was on a much larger scale with 450 delegates chosen from more than 2100 applications. The response to the Summit was overwhelming, and it turned out to be three days of inspiring exchange of ideas, experiences, and dreams between the youth delegates and the speakers representing different professional sectors. The Summit was also the time when we launched the Youth Survey Report, outlining aspirations of the next generation. The report, which was well received by diverse stakeholders, showed that BYLC does not only disseminate knowledge but also plays a role in producing it.

BYLC also engaged in significant international collaborations in 2012, which demonstrates the strength of our reputation abroad as we strive to make a difference not only in Bangladesh, but also in the world. We became a member of an international alliance and co-organized two international Summits, one of which was the Asia 21 Young Leaders Summit jointly with Asia Society. We continued our engagement with Global Innovation through Science and Technology (GIST) as well. We look forward to continued engagement with our existing partners and to further expand our network.

A key learning for us over the past four years is that it is not enough to provide training to the youth and engage them in service. It is also important to create job opportunities for them. This realization makes our partnership with GIST, providing training on entrepreneurship to young people, more pertinent. Joining the Commonwealth Asia Alliance of Young Entrepreneurs (CAAYE) as an alliance member contributes to working towards this as well. CAAYE is essentially a network of young entrepreneurs and the organizations that support them, from the Commonwealth countries, whose objective is to create an ecosystem that supports aspiring entrepreneurs.

As BYLC steps onto its fifth year, the time has come to explore mechanisms for organizational sustainability. A new program, which was started in 2012 and is still in its initial stages, is our first step towards that. Under the Art and Practice of Leadership (APL) program, BYLC conducts leadership workshops for third and fourth year university students and charges a modest fee for the course. As the program expands, we are hoping that earnings from APL will help cross-subsidize our other programs, enabling us to be more financially independent.

The time of writing an annual report is a time for reflection. Writing it gives us the opportunity to look back at the year, not only to sift through and find which ones to highlight from all the work that we had done, but to think about the more abstract achievements, which always helps us chart our way forward. We are able to justify the resounding success of our work when we think of those who have worked with us, whose lives we have been able to positively influence, and who, in turn, have been continuously shaping ours. In the past year, there was Anjali Sarkar, who had an epiphany of sorts during the Youth Leadership Summit: the youth of the country were talented and diverse and had the potential to take Bangladesh to the next level. Then there is Adnan Mahmud who realized the joy of working together with others to bring about positive change. You will get to read their stories in the following pages.

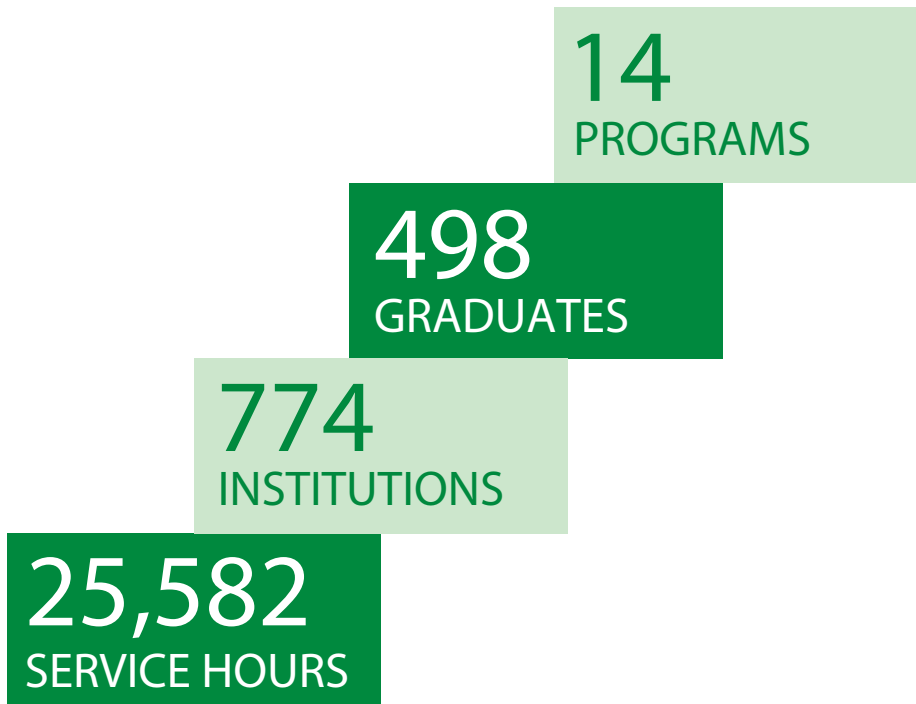
As we sit back and reflect, we are filled with gratitude for all our supporters, friends, and well-wishers, including our donors, for their continued support. We acknowledge the significant development that we have seen in the past year: an increased interest within the private sector in leadership development work. This is noteworthy and very important, as our graduates will be potential employees for many of the private sector partners we have worked with in 2012 and earlier. Moreover, it fits with our goal to promote home-grown leaders. We are keen on doing this by mobilizing local resources.

We hope you find the next few chapters interesting and insightful. We look forward to your continued support.



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.

BYLC's signature program is a four-month long leadership course, Building Bridges through Leadership Training (BBLT). This program, designed for students aged between 17 and 22, is offered in Chittagong and Dhaka. Besides the BBLT program, BYLC conducts a month-long leadership program 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. So far, BYLC has 498 graduates from 14 different programs, who have collectively completed, as part of their curriculum, more than 25,000 hours of service in underprivileged communities.

In March 2011, BYLC hosted its first annual Youth Leadership Summit (YLS) 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 hosted the second Summit in April 2012 with 450 delegates and 50 speakers.

Over the past four 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.



Our Approach

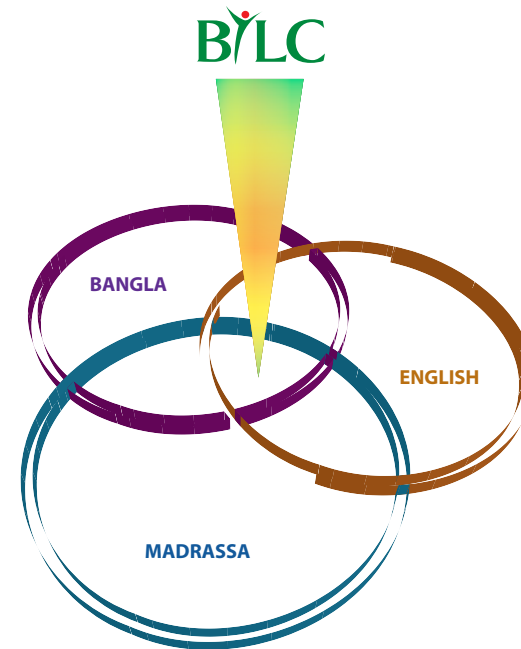
At BYLC, we focus on educating the next generation of home-grown leaders, instilling in them values of public service and active citizenship. Contrary to the traditional view of leadership as a position of power and authority, we see it as distinct from authority. We see leadership as an activity or process. Leadership is about doing the work that needs to get done, with or without formal authority.

When we look at leadership as an activity that mobilizes a group to make progress on a common challenge, it opens up new and exciting opportunities for ordinary people to participate in this process. This understanding of leadership is especially relevant for Bangladesh, where, according to a 2010 estimate of United Nations Department of Economic and Social Affairs, the median age is 24 years. With such a young population, it is necessary to promote this alternative concept of leadership because young people often do not hold positions of authority. However, if we can effectively mobilize our youth to exercise leadership on behalf of the issues they care about deeply then Bangladesh will be better off tomorrow.

At BYLC, our strengths lie in our program design and teaching methodology. Drawing from leadership courses taught at Harvard and MIT, we have developed a curriculum which is rooted in a Bangladeshi context and uses local examples and case studies. Through a combination of lectures, class discussions, peer case consultations, and community service projects we help our participants develop their leadership competencies.

One of BYLC's objectives is to create a tolerant and inclusive society. And therefore, in our leadership programs, we create an open environment where diverse factions of society can come together for mutual understanding and collective action.

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 aim to materialize our vision of a poverty-free Bangladesh driven by the next generation of home-grown leaders.



Integrating students from three different educational systems

"Structure creates behavior. To change behavior, change its underlying structure."

Dr. JOE HSUEH

*Systems Dynamics Modeler
at MIT Sloan School of Management*



Our Journey in 2012

Annual General Meeting
BYLC holds its third AGM at BYLC Headquarters in Dhaka.



March 31

April 26-28

Youth Leadership Summit
Harvard Professor Marty Linsky delivers the keynote address at the closing ceremony of the second Youth Leadership Summit which brought together 450 delegates from all over Bangladesh.



Conversation with Bangladesh
Ejaj Ahmad moderates *A Conversation with Bangladesh* with Hilary Clinton, U.S. Secretary of State, in Dhaka.



May 6

June 28

Inauguration Ceremony of BBLT-J 4
Musa Ibrahim, the first Bangladeshi to reach the summit of Mount Everest, addresses the participants and guests at the Inaugural Ceremony of BBLT-J 4 in Dhaka.



July 16

Workshop on Systems Thinking
Ivdad Ahmed Khan Mojlish, Director of Youth Leadership Programs at BYLC, conducts a workshop on *Systems Thinking for Social Business* at the EMK Center in Dhaka.



September 4

BBLT 9 and BBLT 10 Launch
Ejaj Ahmad speaks to the parents of BBLT 9 participants about the learning objectives of the four-month long leadership program at BYLC Headquarters.



Workshop on Entrepreneurship Development

Shammi S. Quddus, Head of Business Development at A K Khan Water Health Ltd., runs a workshop at BYLC to share her views on technology based entrepreneurial initiatives.



September 15

September 21

Workshop at Asia Youth Leaders' Summit

Ejaj Ahmad receives a crest from Stanzin Dawa, Manager at Commonwealth Youth Program, for conducting a leadership workshop for delegates from nine commonwealth countries at the Asia Youth Leaders' Summit.



September 22

BBLT-J 4 Closing Ceremony

U.S. Ambassador Dan Mozena distributes certificates at the graduation ceremony of BBLT-J 4 at BRAC Centre Inn, while former caretaker government advisor Rokeya Rahman and Manusher Jonno Foundation executive director Shaheen Anam look on.



November 30

Session on Youth Entrepreneurship

BYLC hosts an interactive session on youth entrepreneurship for British Council's International Study Visit participants from UK, Bosnia-Herzegovina, Sri Lanka, Pakistan and India.



November 22-24

Art and Practice of Leadership Launch

Canadian High Commissioner Heather Cruden hosts the graduation event of the *Art and Practice of Leadership (APL)* program at BYLC Headquarters.



December 7-9

Asia 21 Summit

Ejaj Ahmad moderates a discussion with Dr. Shirin Sharmin Chaudhury, Honorable State Minister of the Ministry of Women and Children Affairs, at the inaugural session of the Asia 21 Young Leaders Summit.



December 12-15

CAAYE Summit

The Bangladesh delegation, led by Ejaj Ahmad, at the Commonwealth-Asia Alliance of Young Entrepreneurs Summit in Mumbai.



December 16

Victory Day Celebration

BYLC Graduate Network (BGN) celebrates Bangladesh's 42nd Victory Day with BBLT and BBLT-J graduates by organizing an art competition titled *Bijoye Tarunyo* at BYLC Headquarters.



"No one is born with leadership qualities. Leadership skills are developed through education and practice."

Nasim Firdous
Executive Director, BDAWL



Building Bridges through Leadership Training

Building Bridges through Leadership Training Junior



Our Programs

Youth Leadership
Summit



Art and Practice
of Leadership

Building Bridges through Leadership Training

BBLT is BYLC's signature program and has the following objectives:

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

BBLT is a four-month long after school leadership course designed for students between the ages of 17 and 22 and is offered in Chittagong and Dhaka. It enrolls 42 students from the three mediums of education, namely English medium, Bengali medium and Madrassa medium, in equal numbers based on a competitive application process.

The course is divided into two phases. While the first phase is more intensive and theoretical in nature, the second phase is a reflection of the participant's learning. They are placed in real life communities where they exercise their newly acquired skills.

Phase 1: Participants undergo an intensive six-week program on leadership. Classes are scheduled five-days a week, three hours per day. Teaching methodologies include a combination of lectures, large class discussions, small group peer consultations, reflection exercises and teambuilding exercises.

Phase 2: 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. While implementing the projects, the participants step out of their comfort zone to make a difference in the lives of others.

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

The curriculum for this 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, makes the coursework engaging for the participants. The classroom is where students run experiments, take risks and question their deeply held assumptions, and the community service projects are where they put their learning into action.

SPOTLIGHT | ADNAN MAHMUD [BBLT 10 Graduate & Student at University of Science and Technology, Chittagong]



My participation in the BBLT 10 program happened by chance. I was told about BYLC and encouraged to apply to the BBLT program by my Physiology lecturer a day before the application deadline. Soon, without delay, I applied to the program – just in the nick of time.

Despite an intense selection process, which included a challenging viva-voce with many other competent candidates, I got into the program. I was thrilled when I heard the good news. I felt right then that this was going to be the beginning of something different, something good.

The in-class training sessions, which covered the first part of the program, were very insightful. They allowed me to completely step out my preconceived notion of leadership and explore new meanings of this concept.

The most useful and enriching aspect of the entire course, however, was the community service component. As students, we are often told the common saying that real-life experience is very different from our classroom education. But it was only at this phase of BBLT that I came to really understand this saying. During this phase, we were asked to put to practice what we learned in class. Our project was based in an underprivileged community, and we faced many obstacles as we executed it. Working on designing a project allowed us to rely on each other's unique strengths and help overcome weaknesses while maintaining our focus on the successful completion of our project. We found ourselves reflecting on what we had learned in class, which helped us to diagnose and analyze the hurdles we were facing. It enabled us to address our challenges using the best solution generated from multiple alternatives.

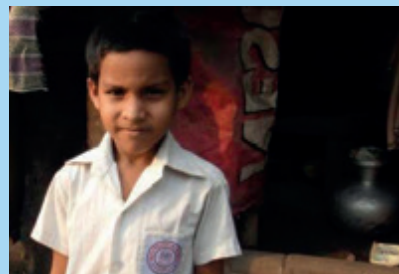
As I look back at the program and my time there, I realize the importance of it in my life. It has helped me interact and forge relationships with a diverse group of people, gain observation and interpretation skills, and enhance my public speaking and networking skills. Most importantly, it gave me an opportunity to learn about myself, not as an individual, but in context of the larger sphere of life and humanity. I am proud to say that I have continued my engagement and learning with BYLC by volunteering as a facilitator for the BBLT-J program. At the same time, I am an active member of Jaago in Chittagong and a committee member of Dust Free Bangladesh (DFB).



"BBLT taught me to think "We", "Our", and "Us" instead of "I", "My", and "Me". We started the journey as strangers but later found ourselves waiting for one another at the finish line. Now I have friends who strive to meet me halfway, and to me, that is what "building bridges" is all about."

Indira Rahman
BBLT 9 Graduate

SPOTLIGHT | SHAHJAD [Beneficiary of the Project Road to School]



My name is Shahjad and I am 8 years old. I live in Tejgaon with my parents and six sisters and one brother. As the youngest among my siblings, I have recently started going to the Quarter Guard School. I am in Kindergarten, and it is so exciting to go to school wearing my new uniform with my bag slung on my back! Thanks to the apus and bhaiyas of the Road to School (R2S) project, I got

admitted to the local government school without much trouble along with my elder sister Tania and elder brother Shanto.

R2S was started by some students from a course, who wanted to help children from my neighborhood get admitted to school through admission preparatory classes. I have learned so much in the R2S classes! I learned ten names each of flowers, fruits, birds, and fish. I learned how to read the Bangla alphabet, and each week we were taught two new spellings. The best part is that along with my studies, we got to play, listen to stories, draw, and watch cartoons! All that I learned in my R2S classes are what I am being taught in my new school. I know the answers to the questions, and my teacher really likes me.

I hope R2S continues for a long time. If the bhaiyas and apus did not teach me, I would not have been able to go to school. I would have become a factory worker, breaking bricks for food. It is because of R2S that my siblings and I have been able to start our education. I want to continue and become an engineer when I grow up.

About the Road to School (R2S) Project

Team Shopnochura of BBLT 9 were sent to a roadside slum in Tejgaon Industrial Area to design and implement a project for the community service phase of their BBLT course. Shopnochura designed a project to provide the children of the community with pre-primary education to help them with school admission. They set up a classroom in the area and motivated parents to send their children to the classes. The response from the community was better than they expected. While expecting 30, they received 45 students from the area. The students were given bags, books, and stationaries required for the classes. The interactive curriculum developed was on basic English, Bangla and Mathematics. There were also history lessons so that the students could learn about their country's past.

Although the formal leadership program ended in December 2012, some of the BBLT 9 graduates, Munzurul Hasan, Zakiya Jafrin, Sadi Mohammad Tarif, Indira Rahman, Salman Sabbab, Nazia Tasnim Moon, and Zahidur Rahman, are continuing the project.









Building Bridges through Leadership Training Junior

BBLT-J, another core program of BYLC, has the following objectives:

- To introduce students in their early teens to concepts of responsible citizenship, ethics and grassroots leadership; and
- To create opportunities for BBLT graduates to further develop their leadership skills by teaching leadership to secondary school students.

BBLT-J is a month-long program designed for secondary school students in grades 6 to 10. It follows the same selection criteria and classroom training as the four-month long BBLT program. The program focuses more on sensitizing a younger audience on values of leadership, teamwork, community service and socio-environmental issues. After three weeks of interactive classroom training, the participants go through a week of exposure visits and problem diagnostics in underprivileged communities.

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 students aged between 12 and 16. BYLC introduced this program in 2010 to inculcate values of leadership and active citizenship among younger students. In 2012, BYLC implemented two BBLT-J programs, one in Dhaka and one in Chittagong.



"After participating in BBLT, I came to know about ethics in-depth. I also learned how to communicate effectively with others as well as how to face any problem using the three-step process of leadership –observe, interpret, and intervene."

Russel Hossain

BBLT Junior 3 Graduate & Studying at Ashekane Alia Kamil Madrassa

SPOTLIGHT | IMRUL CHOWDHURY [BBLT J 3 Graduate & O-level Candidate, Little Jewels School Chittagong]

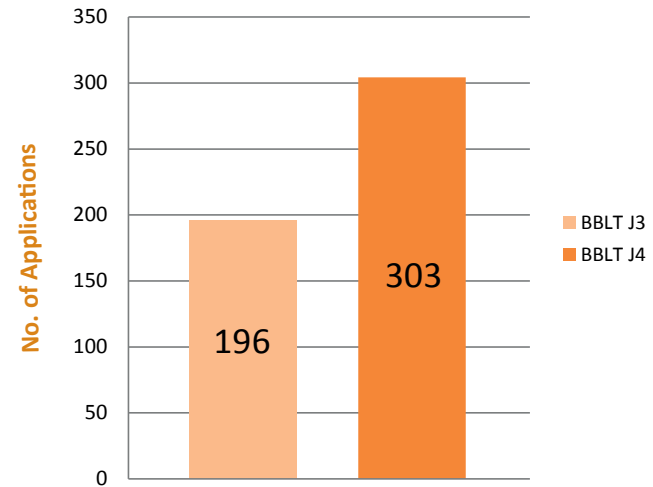


I had always been keen on engaging in work that would create a positive impact in our society. When I was in class 9, I learned of BYLC's BBLT Junior program. After applying shortly before the deadline, when I got a call from BYLC informing me that I had been selected for the interview, I was ecstatic! The interview at BYLC was very exciting as well since it was my first-ever interview. The questions I was asked were very interesting and I answered them as best as I could.

The leadership course provided me with the unique opportunity to interact and learn with a large number of people. During classes, I had the opportunity to interact with Bangla and Madrassa medium students for the first time, and learned the importance of having a tolerance level, which I believe is needed for one to be able to work with people coming from different backgrounds.

My The most valuable lesson I gained at the program was in knowing that when doing good, there will always be pitfalls, but one needs to have confidence in oneself and continue to move forward. This lesson was best demonstrated during the community service component of our course. We were taken to an orphanage run by a Madrassa, where the surroundings were quite unhygienic. We felt it was a problem that needed to be addressed, but we were asked to take initiatives within our specified budget. It was after much thought and discussion that we decided on our approach of purchasing hygiene products for use at the orphanage. Our plan was to demonstrate the use of hand soap and encourage the residents there to use them in order to improve their hygiene. There were hurdles along the way because the residents were initially reluctant to accept the behavioral change that we proposed. Initially, they did not see the value of spending money on personal hygiene and cleanliness. Despite this, we partnered with some local elders and with their help were able to successfully complete our project.

This lesson has been useful since I completed the course. After BBLT-J, I started an organization in Chittagong called 'Change Makers for Bangladesh'. Although response in the beginning was lukewarm even from my friends and family, that slowly changed as I persevered. Through the difficult time of setting it up, I had to continuously remind myself that this was a temporary problem that will be overcome. BYLC's BBLT-J program taught me lessons such as these, and they will remain with me forever.



"The experience from the BBLT-J program serves as a valuable starting point in your lives. I implore you to continue practicing leadership and inspiring your community to help build a prosperous Bangladesh."

Dan Mozena

U.S. Ambassador to Bangladesh











Youth Leadership Summit

Youth Leadership Summit has the following objectives:

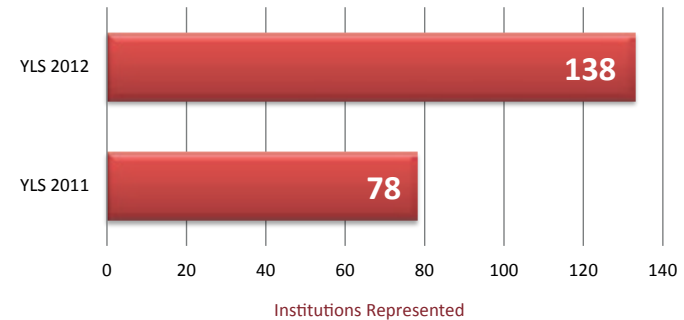
- To create a common space for inter-generational dialogue and knowledge sharing on pertinent national issues;
- To facilitate leadership training for the youth and help them make informed career decisions.

YLS is a three-day long event designed for delegates in their third and fourth year of university or at the start of their careers. Through a competitive selection process, a diverse group of delegates representing private and public educational institutions in Barisal, Chittagong, Dhaka, Khulna, Rajshahi, Rangpur, and Sylhet is selected. In 2012, YLS received an unprecedented 2100+ applications from which 450 of the most meritorious students and young professionals were selected.

The Summit also features a large number of distinguished national and international speakers in a mix of plenary and concurrent panels on various current issues such as global citizenship, entrepreneurship, climate change and renewable energy, good governance, social media, women and leadership, technology and innovation, agriculture, social impact markets and national economy. In 2012, BYLC brought together 50 national and international experts, innovators and leaders in private, public, and non-profit sectors to interact with the delegates.

The theme of the first YLS, held in 2011, was The Role of Courage in Leadership. It was introspective in nature since courage stands as one of the fundamental virtues in a good leader. The theme of the second YLS, held in 2012, was of Leading Bangladesh into the Future: A Journey of Exploration. It was more about collective exploration on ways that will contribute to the greater good.

The Summit serves as a platform to foster a sense of unity between generations, a place where inter-generational gaps and the problems associated with it is addressed, understood and ways to overcome are explored.

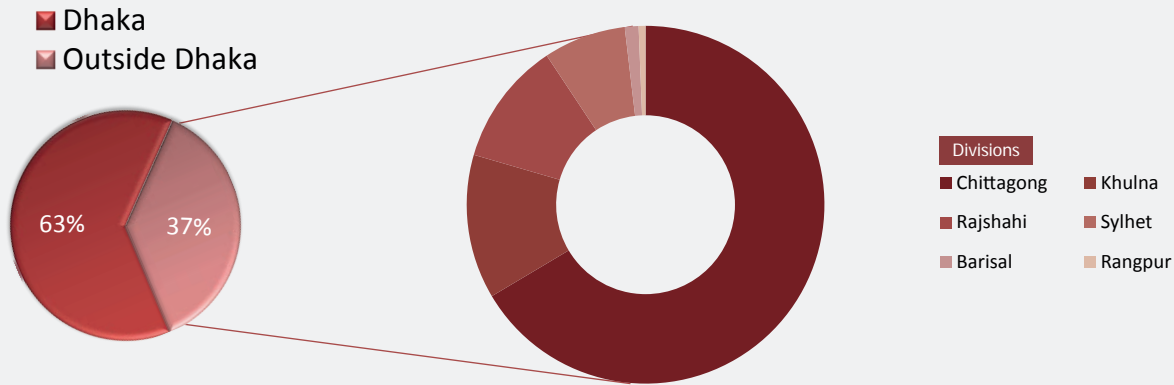


The leadership plenaries were led by Dr. Max Klau, Director of Leadership Development at City Year, and Dr. Joe Hsueh, Systems Dynamics Modeler at MIT Sloan School of Management. The Summit concluded with Marty Linsky, Harvard Professor and Principal of Cambridge Leadership Associates, as the keynote speaker.



Dr. MAX KLAU
*Director of Leadership Development,
City Year*

"There are two elements to changing the world: Changing the outer world through service to others, and changing the *inner world* through leadership development."



"It is time that you start thinking about neglected sectors like agriculture and environment. We have a tendency to follow the corporate mainstream, and as youth are the driving force of a society, you need to take initiative and change this trend by getting actively engaged."

Syeda Rizwana

Chief Executive of Bangladesh Environmental Lawyers Association (BELA)



SPOTLIGHT | ANJALI SARKAR [Summit Delegate & Student of Institute of Business Administration, University of Dhaka]



The Youth Leadership Summit 2012 was my first close interaction with BYLC. The opportunity to meet so many distinguished international speakers in Dhaka seemed great although initially, my expectations were not very high. When I decided to join, I was prepared not to expect anything more than speeches delivered by prominent personalities. However, the Summit, which was a three-day roller coaster ride, was inspirational and taught me to think differently. The experience transformed me from a rather confused student to what I am today: an aspiring young consultant for Ashoka with a vision for the future.

At the sessions, I had the opportunity to listen to speakers who, simply by sharing their experiences and life stories, have the capacity to change a person's way of thinking, of living. I knew they were famous and had heard of and read about their success stories through various media. But the leadership summit, instead of focusing and re-focusing on their success stories, taught us the other side of their stories. We learned of their failures, their struggles, and heard how they overcame those barriers. Through these accounts, they prepared the audience for the tough realities of life. I was inspired to see how, despite the devastating failures experienced by these successful personalities in their early years, they coped and persevered. I learned that I needed to be patient in order to achieve my goal and that no matter what, I couldn't give up.

The Summit made me see the youth of Bangladesh in a completely new light. There were young people from every corner of the country, all in one room. I had never met such a diverse group of people at any single conference. For the first time in my life, I met and interacted with many Madrassa students, which changed my preconceived notions about them. When we sat around the same table, and shared stories about our backgrounds, experiences, ideas, and aspirations, I realized that there was no reason to worry about the future of Bangladeshi youth. Sitting in that room, I felt overwhelmed by hope. I realized we had a lot of potential, and we would surely utilize it. It made me confident in myself and the collective us. For me, the Summit was a 360-degree learning experience. I learned from the speakers, from my fellow attendees, from BYLC graduates and everyone who was present there. I learned just by observing Ejaj Bhai, as he led hundreds of shining youngsters. Who knows, perhaps I have inspired someone too, just as so many others have inspired me!





Art and Practice of Leadership

The objectives of the APL program are:

- To engage participants with leadership application theories to boost their confidence and improve their communications skills;
- To expose and sensitize participants to the realities of the workplace and prepare them for their professional careers.

APL is a three-day long program designed for students in their third and fourth year of university. Designed with the intent to generate and develop understanding of concepts of leadership and to encourage them to apply the knowledge gained in their personal and professional lives, it is a transformative personal experience for the participants. It is also intended to help prepare the graduates for the important transition from academic life to professional life by providing a platform to objectively think about their career options. Additionally, it provides a useful networking opportunity as the end of the workshop is marked with a networking event with potential employers consisting of representatives from private, public, and non-profit sectors of Bangladesh.

The curriculum for the workshops includes leadership theory, art of communication, teamwork and group dynamics, active citizenship, role of ethics in life, and career advice on exploring meaningful employment and entrepreneurial opportunities. For participants, the workshop becomes a challenging, stimulating, and personal journey to exercise leadership effectively.



"The training at BYLC helps youth to develop two important leadership skills – the ability to think critically and the ability to learn, to analyze and see clearly into the heart of any matter."

Heather Cruden

The High Commissioner of Canada to Bangladesh

"At BYLC I learnt to distinguish between leadership and authority. The workshop also taught me a very important thing - everyone can practice leadership from their own position."

Tasnim Khan

APL Graduate & Undergraduate student at East West University

National Workshop by the numbers

Category	APL
No. of institutions reached	82
No. of applications	292
No. of students enrolled	33
No. of students graduated	32
No. of institutions represented	19
Acceptance rate	11.30%



Being a business student in Bangladesh is not easy. There is high unemployment rate, which means that getting a job in Dhaka today is quite challenging. At the same time, setting up a venture is equally challenging because access to finance is limited and the socio-cultural barriers are quite high. To give shape to my career goals and to learn how I can become a leader in business, I joined the Art and Practice of Leadership (APL) program.

I came to learn about business leadership, but the three-day long journey at BYLC offered much more. It offered a personal exploration into my own motivations in life and helped me understand how my past experiences have made me the woman that I am today. I learned that to become a leader the first step is to understand ourselves, because the inspiration for leadership comes from a deeper source of meaning. It comes from within.

In addition to learning how to exercise leadership in different social settings, the environment at BYLC, the dedication and energy of the instructors, the proper practice of punctuality and discipline, were all aspects that made my experience unforgettable.

However, what I value most from my APL experience is that it helped me improve my communication skills. Solving cases in the small group sessions, participating in an inspiring poetry session, and interacting with peers from diverse backgrounds taught me to speak effectively and to listen with empathy.

I feel that the most important quality one needs to be successful as a female professional is confidence, and the APL program gave me the confidence in my abilities. It made me realize that it is okay to run experiments and fail, because unless we fail we don't grow. My friends and family can already see the difference in me after attending the course, and I hope that more university students in Bangladesh can have the opportunity to attend a course like this.

"At APL, I got the chance to mingle with participants from different parts of the country. Through teambuilding exercises, I learned how to exercise leadership effectively among my peers and also how to exercise authoritative control over a group without demeaning others."

Imam Zafar Numanee

APL Graduate & Class of 2013, University of Rajshahi



Rubina, a participant from Chittagong, is attentively listening and taking notes from the balcony as her group members behind her diagnose her leadership failure case, a past event where she failed to exercise leadership effectively. She is working hard to pinpoint her leadership failure in order to practice leadership more effectively in the future.

Supported by



Government of Canada
Higher Education Commission



Participants of APL



Outreach and Collaborations

As part of its outreach activities, BYLC organizes day-long workshops on leadership, communication, and entrepreneurship for high school, college, and university students.

The objectives of the outreach programs are:

- To help students understand the difference between authority and leadership with emphasis on the concept of leadership as an activity as opposed to a position of power. As young people usually do not hold formal positions of authority in groups or organizations, understanding this alternative concept makes it more likely for them to participate in the process of mobilizing a group to achieve a common purpose.
- To foster a culture of youth entrepreneurship in Bangladesh by collaborating with other organizations in order to provide participants and BBLT graduates with interactive workshops.

Additionally, these workshops are a platform for youth participants to engage in discussions with motivational speakers and youth role models. The speakers' compelling personal stories and experiences in personal and professional lives encourage the participants to reflect on their own purpose of leadership and find innovative ways to make a positive impact in society.

BYLC believes in forging strong and meaningful relationships with other like-minded groups to create synergies and to meet collective and individual goals. In line with this, 2012 has been a year of a number of active engagements with external groups.

Commonwealth Asia Alliance of Young Entrepreneurs (CAAYE)

BYLC became an alliance member of CAAYE in 2012. CAAYE is a network of young entrepreneurs and the organizations that support them. It has been established to promote the cause of young entrepreneurs in the member countries, which include Bangladesh, Brunei, India, Malaysia, Maldives, Pakistan, Singapore and Sri Lanka. The first CAAYE Young Entrepreneur Summit, consisting of 200 young entrepreneurs from all the Commonwealth-Asia region countries, was held in December 2012, in Mumbai, India. The Summit included three days of networking, building business linkages, conducting field studies, attending learning sessions, and jointly preparing a set of recommendations to improve the ecosystem of youth entrepreneurship in the form of an official communiqué that will be submitted to member Governments through the Commonwealth Secretariat. The focus of the 2012 edition of the Summit was to share the best practices and prepare recommendations for improving "access to finance" to young entrepreneurs. BYLC was the alliance member for organizing this Summit and Ejaj Ahmad led the Bangladesh delegation in Mumbai from December 13 to 15, 2012.



Ivdad A. K. Mojlish, Director, Youth Leadership Programs, BYLC, engages in an interactive discussion with the delegates of the Asia 21 Summit about the importance of youth leadership in shaping a more inclusive and prosperous global community



Bijon Islam and Saifur Rahman, Strategy Affiliates of BYLC, run a workshop on Building Successful Social Businesses at the Social Business Forum 2012 in Dhaka on June 29, 2012.

Asia Society and the 7th Asia 21 Young Leaders Summit

In partnership with BYLC and the Ministry of Women and Children Affairs of the Government of the People's Republic of Bangladesh, the Asia Society hosted its seventh Asia 21 Young Leaders Summit on December 7 to 9, 2012 in Dhaka, Bangladesh.

This year's theme for the Summit was Asia 21 in 2020: Catalyzing Change, Sustaining Impact. One hundred delegates, all under the age of 40, from more than 20 countries throughout the Asia-Pacific region discussed and explored their visions for Asia in the year 2020. Ejaj Ahmad (Asia 21 Fellow, Class of 2012) moderated a discussion with Dr. Shirin Sharmin Chaudhury, Honorable State Minister of the Ministry of Women and Children Affairs, at the inaugural session of the Asia 21 Summit. Ivdad A. K. Mojlish, Director, Youth Leadership Programs of BYLC, participated as a panelist in a cross-sectoral interactive discussion with the delegates of the Asia 21 Summit on innovative ways to address the most pressing challenges facing young people in Bangladesh.

Asia Youth Leaders Summit

Youth leaders from 13 countries participated in the Asia Youth Leaders Summit held in New Delhi from September 18 to 20, 2012. Organized by the Commonwealth Youth Program (CYP), India and the British Council, the Summit hosted discussions on meaningful engagement of youth in democracy, governance, and development processes.

Ejaj Ahmad and Ivdad Khan Mojlish conducted a day-long workshop on Leadership in Times of Chaos, Conflict and Uncertainty for 45 participants from diverse backgrounds such as media and journalism, medicine, business, civil society and public policy.

The goal of the Summit was to sensitize all stakeholders, including young people, about their role in democracy, development and decision-making processes and developing the capacity of a select group of motivated youth in leadership and advocacy.



Neal Walker
United Nations Resident Coordinator, Bangladesh

"This is not a typical conference. We are striving to develop a common and motivating vision for the country, as well as the leadership skills needed to make that vision a reality. For me, it is a matter of pleasure and pride to be an invited participant."



Ejaj Ahmad speaks in a panel on entrepreneurship at the Commonwealth Asia Alliance of Young Entrepreneurs Leadership Assembly in Kuala Lumpur, Malaysia on July 14, 2012.

Global Innovation through Science and Technology (GIST)

Since 2011, BYLC has been the country partner of GIST in Bangladesh, a global initiative to spur economic advancement through science and technology based innovation in Muslim majority countries. As a partner of GIST, BYLC organizes workshops to inspire and train young people on technology based entrepreneurial initiatives. On September 15, 2012, Shammi S. Quddus, Head of Business Development at AK Khan WaterHealth Ltd., conducted a business plan writing workshop at BYLC headquarters to guide the participants of GIST Tech-I Competition on writing an effective business plan.

Earlier in the year, BBLT 3 graduate Ovick Alam led his team to the final round of GIST Business Plan Competition held on June 21, 2012 in Beirut, Lebanon.

International Study Visit Program

The past year saw the beginning of a collaborative relationship with British Council in Dhaka. On November 30, 2012, BYLC hosted a half-day interactive session on youth leadership and entrepreneurship for British Council's International Study Visit (ISV) program. ISV programs consist of participants of a wide range of communities from different countries who participate in workshops, visits, and debates to increase understanding of the power of global connections and develop skills to establish global networks engaged in social development.

The workshop format at BYLC included a large class session and a small group breakout session where 20 ISV participants from UK, Bosnia-Herzegovina, Sri Lanka, Pakistan and India along with several BYLC graduates shared their personal leadership journeys and explored new ways of impacting social change in their communities through youth activism and entrepreneurship.

Financial Statement



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Independent Auditor's Report to the Governing Board of Bangladesh Youth Leadership Center

We have audited the accompanying statement of accounts of Bangladesh Youth Leadership Center ("the Center") which comprise the Balance Sheet as at 31 December 2012 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 information.

Governing Board's responsibility for the statement of accounts

Governing Board is responsible for the preparation of these statement of accounts in accordance with generally accepted accounting principles in Bangladesh, and for such internal control as the Governing Board determine is necessary to enable the preparation of statement of accounts that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these statements of accounts based on our audit. We conducted our audit in accordance with Bangladesh Standards on Auditing (BSA). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the statement of accounts are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statements of accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the statements of accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Center's preparation of the statements of accounts in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Governing Board, as well as evaluating the presentation of the statements of accounts.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the statements of accounts of Bangladesh Youth Leadership Center for the year ended 31 December 2012 are prepared, in all material respects, in accordance with generally accepted accounting principles for such entities in Bangladesh.

Dhaka, 28 March, 2013

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.

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Extract from Balance Sheet

as at 31 December, 2012

ASSETS	2012	2011
	TAKA	TAKA
Non-Current Assets		
Furniture, fixture and office equipments	3,050,287	4,045,018
Security deposit	4,000	4,000
	3,054,287	4,049,018
Current Assets		
Donation receivable	-	895,500
Loans, advances and prepayments	-	56,000
Cash and cash equivalent	2,269,099	3,386,027
	2,269,099	4,337,527
	5,323,386	8,386,545
FUND AND LIABILITIES		
Excess of income over expenditure	5,021,089	8,332,067
Current Liabilities		
Accounts payable	302,297	54,478
	5,323,386	8,386,545


Chairperson


President


Treasurer

As per our report of same date.

Dhaka, 28 March, 2013



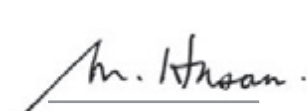

Auditors

Rahman Rahman Huq
Chartered Accountants

Extract from Income and Expenditure Account

for the year ended 31 December, 2012

INCOME	2012	2011
	TAKA	TAKA
Donations from individuals and organizations	13,630,603	15,098,733
Donations - in kind	6,056,378	2,146,500
Total income	19,686,981	17,245,233
EXPENDITURE		
Program service expenses	21,026,658	10,317,077
Fundraising expenses	190,721	219,143
General and administrative expenses	1,780,580	879,424
	22,997,959	11,415,644
Excess of income over expenditure	(3,310,978)	5,829,589
Total expenditure	19,686,981	17,245,233


Chairperson



President


Treasurer

As per our report of same date.

Dhaka, 28 March, 2013




Auditors

Rahman Rahman Huq
Chartered Accountants

Governing Board



Chairperson

Manzoor Hasan OBE, a barrister, is presently the Managing Partner of Manzoor Hasan & Associates, 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, Editor of Dhaka Tribune, is a 2009 Yale World Fellow and a 2005 Young Global Leader of the World Economic Forum



Member

Pial Islam, Founder and Managing Partner of 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, Advisor to the Honorable 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 High Commissioner to the United Kingdom.



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 a Deputy Secretary at Economic Relations Division, Ministry of Finance, Government of Bangladesh.



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.



Group Dipto Tarunno, BBLT-J 4

The island in the picture is an ideal island. The name of the village on the island is Anantapur. A man is seen educating children. This is being provided under an old banyan tree, encapsulated by the open sky and fresh air. A wealthy man beside him is helping an older citizen. A boat, a crane, humans are shown on the last part of the picture. Their leadership learning has been compared to their art: it is as clean and refreshing as their art's exuberance.



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Youth Leadership Center

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