



BRUSSELS
INTERNATIONAL
CENTER



ANNUAL
REPORT

2018

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WHO WE ARE

The **Brussels International Center for Research and Human Rights** is an independent, non-profit think-and-do tank based in the capital of Europe that is committed to facilitating multi-level responses to conflict and its effects on individuals.

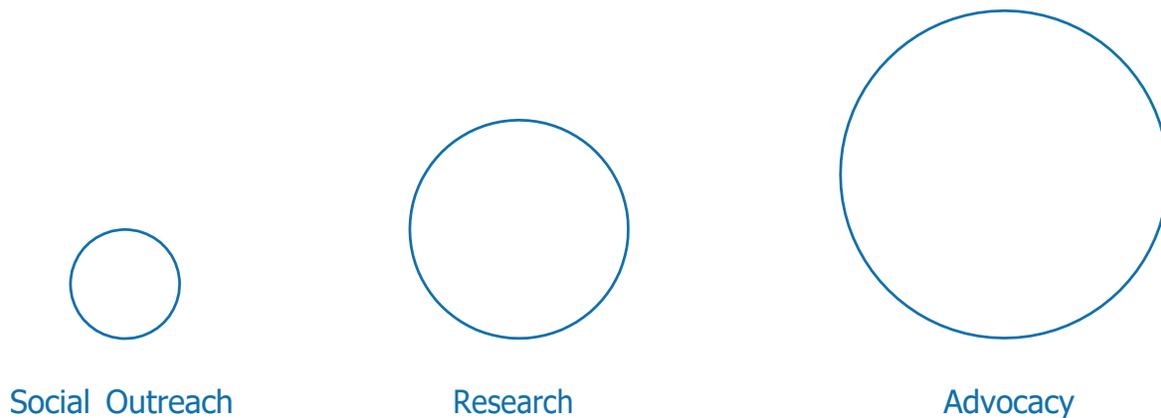
We use our array of research specializations and experience to present valuable insights into European policy debates, paying special attention to potential impact on the MENA region and the Sahel stretches. As an organization we utilize our interdisciplinary strengths to analyze fragile political transitions in war-affected settings and facilitate community building and inclusivity projects across cultural boundaries.

We know it is important to continually be mindful of all sides of the story and different perspectives while interpreting them into local contexts.



OUR APPROACH

The BIC is dedicated to providing in-depth analysis of conflicts taking place in the MENA region and Sahel stretches. Our research informs our advocacy and active projects, it is this core structure that makes the BIC a think-and-do tank. With the work that we are doing we hope to re-conceptualize the way that people relate to policy, through creating more interactive forms of policy and community development that actively encourages engagement in civil society.



OUR MISSION

We use our research to inform policy recommendations, directed towards the EU, non-EU state actors and the international community at large. In this way our research department keeps up to date on developments within the region while our outreach department then develops programs that can help to bring awareness and action to individuals within the Brussels community.

The BIC-RHR builds connections between concepts, people and sectors. We hope that these bridges will aid in the promotion of peaceful and more resilient societies.



A WORD FROM OUR BOARD

Jean Francois FECHINO



The year of 2018 started with uncertainty, witnessing developments in North America, Europe and the MENA region that had significant impacts around the world.

Global governance was significantly hindered and left a volatile political environment lacking a clear leadership. This has led to the rise of populism, extremism and nationalism.

In our first full year of operation, the BIC-RHR was able to develop a number of connections and collaborative relationships in the world of migration, security and development. Step by step through our collaborations with others, we were able to reach a number of significant goals and broaden our capacity.

It is often easy to get lost in the 24 hour news cycle and what feels like a constant barrage of chilling and disquieting images and stories from around the world. We at the BIC-rhr seek to engage with many of the developments across the MENA region and Sahel stretches and try to bring these insights into the European forum. With this report we invite you to explore some of our initiatives and accomplishments from 2018. We are especially pleased with the fruitful conversations and outcomes that resulted from our events at the European Parliament. In this report we have included our favourite insights and recommendations on the topics from our events.

From all of the team we offer our deepest gratitude to our collaborators this year, and thank you for engaging with us.



A WORD FROM OUR BOARD

Ramadan ABUJAZAR

“

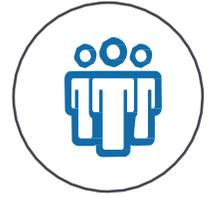
In the last year we at the BIC-RHR have been able to explore many of the conflicts and challenges that are facing the MENA region, Europe and the larger global community. We are proud of the events that we hosted this year, many of which were held at European Parliament.



At these events we were able to bring together a broad collective of stakeholders, academics, experts and policy makers to hold vibrant discussion on many of the issues related to the BIC-rhr's mission. The success of these events has firmly established BIC's profile and I'm proud of the dedication and professionalism of the whole team in making this a reality.

The crises in the Middle East and North Africa region will continue to be fundamental to our research and event program. In 2019 our focus will continue in this fashion as we firmly believe it is imperative to communicate an analysis that comprises all parties involved and addresses the underlying deficiencies in current conflict analysis in the MENA region.

”



MEET THE TEAM

BOARD OF DIRECTORS



Jean Francois FECHINO
President



Ramadan ABUJAZAR
Director and Head of Research



Ambassador Marc OTTE
Senior Advisor



Dr. Kader A. ABDERRAHIM
Advisor, Senior Lecturer at
Science PO university (Paris)

MEET THE TEAM

THE STAFF



Fernando AGUIAR
Research and Policy Officer:
Conflict and Security



Kate JACKSON
Social Outreach
Project Manager: PHOEBUS



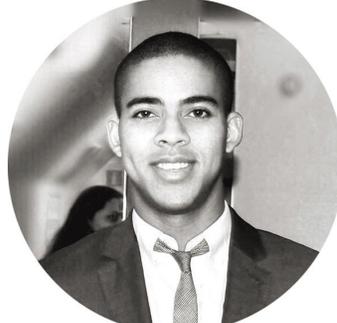
Yousif KHAROUBI
Media and Press Officer



Ben LOWINGS
North Africa Analyst



Mohammed SAMI
Middle East Analyst



Brandon LOCKE
Strategic Consultant



Rafke RISSEEUW
Middle East Analyst



THE STAFF

'Our Team's Hometowns'



Operational



Analytical



Multilingual

EVENTS 2018

In 2018 the staff at the BIC-rhr was able to host eight events, seven of which were held at the European Parliament. We were also invited to present at seven different conferences held around the world.

27 NOVEMBER



Leveraging a new security partnership with Africa (EP)
Hosted by Ana GOMES MEP, S&D

Key Recommendations:

- Implementation of audit mechanisms in the security and defense sector.
- Development of sustainable mechanisms for resource management through the African Union(AU).
- Creation of a compliance mechanism by the EPF that would provide accountability and oversight in human security.

Speakers:

- **Mr. Domenico Rosa**, Head of Unit, EU-AU & EU-ACP Strategic Partnerships, European Commission
 - **Ms. Sonya Reines-Djivanides**, Executive Director, European Peacebuilding Liaison Office
 - **Dr. Karolina MacLachlan**, Regional Programme Manager- Europe, Transparency International Defense and Security
-

11 OCTOBER



New Players on the Field: The Impact of Emerging actors in Africa (EP) Hosted by Cecile KYENGE MEP, S&D

Key Recommendations:

- Realize a paradigm shift in EU-Africa Relations that supersedes a donor-recipient mentality.
- Prioritize effective multilateralism and cooperation/rethinking partnerships.
- Implement trade and investment policies to help ensure African governments can enter markets on their own terms.

Speakers

- **Ambassador Awad Sakine**, AU Permanent Representative to the EU
- **Ambassador Birgitte Markussen**, EEAS Deputy Managing Director for Africa
- **Ms. Barbara Pesce-Monteiro**, Director of the UN/UNDP Office in Brussels
- **Prof. Xinning Song**, VUB, Renmin University of China
- **Ambassador Marc Otte**, Vice-President of the European Institute for Peace, Senior Associate at Egmont Institute

20 JUNE



Exhibiting Inclusion- A world refugee day event (Piano Fabriek) Hosted by Dietmar KOSTER MEP, S&D

Key Recommendations:

- Development of incentives for employers to work with newcomers.
- Promote, through public awareness campaigns, the benefits that come from investing in inclusive policies for migrants.
- Improve and enhance anti-discrimination measures in EU policy

Speakers

- **Mr. Batul Hosseini and Ms. Angela Al-Souliman**, Cinnemaximillian, contributors
- **Mr. Bruno Gilain**, Convivial, director
- **Ms. Julie Bodson**, Duo for a Job, advocacy coordinator
- **Mr. Hicham Bouchti**, WeCan, president
- **Mr. Sergio Roberto Gratteri**, Bozar, cultural entrepreneur Institute

05 JUNE

Iran's role in a Restless Middle-East: structuring a New EU response (EP) Hosted by Tunne KELAM MEP, EPP

Speakers

- **H.E. Ambassador Marc Otte**, Belgium Special Envoy for Syria
- **H.E. Ambassador Nicolas Suran**, French Representative for the EU's Political and Security Committee
- **Ethan Corbin**, Director of the Security and Defense Committee at the NATO Parliamentary Assembly
- **Dr. Emmanuel Dupuy**, President of the Institute for European Prospective and Security



Adapt the EU strategy towards Iran, moving beyond crisis management to deal with the Nuclear Deal.

Develop a comprehensive European approach with a long term engagement that addresses key human rights concerns.

Consolidate strategic policies into solid operational frameworks within the EU



Participants:

10 APRIL



Present were representatives of Solidarites

Jeunesses Vietnam, the Centre for Intercultural dialogue from Macedonia, University Narxoz in Kazakhstan, Youth Power in Bosnia, a board member of The Kenyan Scouts Association and two representatives from Cameroon who represented both the front and back end of youth engagement programs.

Best Practices and Strategies for Fighting Radicalism Workshop (BIC Home Office)

21 MARCH



Key Recommendations:

- Expand legal pathways for migrants to access Europe.
- Improve overall provision for migrants and asylum-seekers with complex legal statuses.
- Reassess the efficiency of the Partnership Framework and EU Emergency Trust Fund in relation to Libya.

The EU in Libya: A New Migration Policy for Long Term Stability (EP)

Hosted by Dietmar KOSTER MEP, S&D

Speakers:

- **Dr Violeta Morena-Lax**, Senior Lecturer in Law at the Queen Mary University of London
- **Ms. Bettina Rühl**, freelance journalist on African affairs and contributor to German public radio broadcaster ARD

01 FEBRUARY

Speakers:

- **Mr. Joost Hiltermann**, Program Director, International Crisis Group
- **H.E. John Gatt-Rutter**, Head of Division, EEAS Counter-Terrorism
- **H.E. Dr. Ali Rashid AlNuaimi**, Chairman, Hedayah

Key Recommendations:

- Engage in a regular and constructive dialogue with the private sector, in order to better track and detect illegal financial flows.
- Improve efforts in developing sector-specific guidelines.
- Facilitate the exchange of best practices between EU Member States.
- Engage in a political dialogue with each Gulf State and the GCC on regional dossiers that encompass security issues.



GCC Diplomatic Crisis (EP)

Hosted by Rachida DATI MEP, EPP



31 JANUARY



BIC-RHR Expert Round-table- Education and Youth Radicalization (Press Club)

Key recommendations:

- Develop critical thinking skills within young people through curriculum.
- Consistently implement holistic education strategies across both formal and non-formal sectors.
- Promote collaboration amongst stakeholders to develop cross-sector strategies.
- Create stimulating and engaging curriculum to counter supposed excitement or adventure extremist narratives.

Participating organizations:

European Commission, United Nations Liaison Office for Peace and Security, European Parliament Research Service, Radicalisation Awareness Network, European Policy Centre, European Network Against Racism.

Some of the Events attended:

- 14 November, The Paris Peace Forum, Paris, France
 - 9 November, MEDays 2018, Tangier, Morocco
 - 19 September, World Solidarity Forum Event, Brussels, Belgium
 - 30 August, International CVE Research Conference 2018, Swansea, Wales
 - 28 June, European Commission Steering Committee Meeting on GBV in Emergencies, BE
 - 25 June, #SHU Social Hackathon Umbria, Italy
 - 11 May, OSCE-wide Counter-Terrorism Conference, Rome, Italy
 - 22 February EPC — EFD Policy Dialogue “Grassroots engagement in fighting jihadist radicalization”, Brussels, Belgium
 - 13 February African Security Forum, Marrakech, Morocco
 - 15 January OECD International Forum on Migration Statistics 2018, Paris, France
-

The MENA Region 2018 in Review



Ambassadeur Marc Otte,
Belgique Envoyé spécial pour la Syrie
Vice-président Institut européen pour la paix
Senior Fellow associé à l'Institut Egmont
BIC-RHR Conseiller principal

Over the last twelve months the MENA region has, once again, captivated the attention of world powers, international organizations and the populace at large. This has led to many discussions and the general inflation of public opinions across the continents.

The hopes raised by the Arab revolutions (aka the Arab springs) at the beginning of the decade have vanished and made way for civil wars. These wars have become the many battlefields of a regional war involving traditional rivals and international backers on all sides who are pouring more fuel on the fire.

The crisis in MENA sends us a reminder of its critical location between the Atlantic shores of the European continent and the Eurasian landmass. This area has always been a central crossroads of civilisations and, significantly in these days of chronic instability, a primary hub of energy resources.

A new chapter has opened in the long history of international interventions in the region. One hundred years after the victors of WW1 initiated the dismantlement of the Ottoman Empire, the world invites itself in the region again. Predictably, the upheavals continue to have an impact on the wider world and contribute to further undermine the post-Cold War rules-based order of cooperative security. The conflicts and their consequences are now being experienced in European societies, in the form of influx of refugees and terrorist acts committed in the name of radical ideologies. These radical ideologies can be traced back to the melting pot where states and governance in the Middle East and North Africa have collapsed. European democracies experience a backlash through the return to identity politics favouring the emergence of racist and extreme right parties.

The conflicts in Yemen and Syria are emblematic of the violence and destruction brought about by this cocktail of regional rivalries, outside intervention, the absence of the rule of law and contempt for human lives and dignity. Nobody is innocent in this context, including Western powers that have continued to provide weapons of war and political support to their allies in the Gulf, nor are Russia, Iran or Turkey. In the name of the 'fight against terrorism', the murderous assault by the Syrian

regime against its people has continued to receive support. The conflict in Syria has cost the lives of 560,000 people since March 2011, according to the Syrian Observatory for Human Rights. Half of the population of Syria is internally displaced. Millions of Syrians are in exile in the neighboring countries or in Europe and North America. Same situation has been developing in Yemen, with people living in the worst humanitarian conditions in the world according to the UN. Close to two million people potentially affected by famine, 85,000 of whom were children who are reported to have died. The cynicism, indifference or impotence of regional and international players will not go unheeded by the populations affected and will have a lasting impact on relations between them and the rest of the world for the generations to come. Libya and South Sudan are not far away in the league of unending conflicts and state failures.

Other developments that have marked this past year and will have repercussions in the coming months and years can be found in concentric circles. The first one is local: internal political dynamics have been characterized by the defeat of attempts at reform either by brutal suppression of opponents and civil society's movements, or by muddling through to maintain the status quo. Authoritarian trends have been strengthened, leaving little room for the exercise of basic rights such as freedom of the press and creating auspicious uncertainties for long-term prospects of stability and sustainable development.

The second circle is regional. The Iranian-Saudi rivalry for regional dominance has continued to define the parameters of the instability of MENA and of choices of allies and enemies, in Syria, in Yemen, in Libya and other places, including in the periphery of the commonly accepted notion of 'Middle East', such as

Afghanistan, Pakistan and the Horn of Africa. The other area of regional friction remains the Arab-Israeli conflict. The much expected 'deal' announced by president Trump has failed to materialize and probably never will. The decision by Trump to move the US embassy in Israel to Jerusalem has compromised the role of the US as honest broker and lead to a breakdown in negotiations with the Palestinian Authority. This is not to speak about the fantasy of rapprochement with Sunni Arab regimes in solving the conflict, for which Jerusalem is a no-go area. Meanwhile the situation in Gaza and the continuing expansion of Israeli settlements in the West Bank require a new approach to the MEPP. The mantra of the two state solutions is losing traction and will continue to while waiting for radical changes in its hypothetical implementation. Netanyahu's call for early elections was due to reasons of domestic politics and his personal strategy to avoid indictments related to accusations of corruption against him and his wife. This move renders any attempt to re-launch peace negotiations anytime soon completely futile. Additionally, this has been exacerbated by the failure of intra-Palestinian reconciliation and the loss of legitimacy of the divided leaderships within Palestinian civil society, especially the younger generation.

As far as Syria is concerned, the visit of Sudanese president Bashir to Damascus on December 16th and the reopening of the UAE embassy in Syria on December 27th, as well as Egyptian openings to Assad, including the chief of Syrian security, Ali Mamlouk's, visit to Cairo on December 22nd indicate a shift in regional powers' attitudes towards the Syrian regime. The SG of the Arab League recently said that the suspension of Syrian membership was a 'hasty decision'. In the meantime, no decisive progress has been achieved for the launch of a constitutional committee supposed to re-start the so-called Geneva process. The

new SEUN will not have an easier job than his predecessor who just stepped down.

Finally, the international players. Aside from the return of Russia in the MENA and the progressive Chinese involvement based on its Belt and Road global scheme which pushes Beijing to entertain good relations with all regional players, it is the US doctrine of disengagement that has dominated the headlines and forced allies as well as adversaries to rethink their strategic calculations. First is the decision by president Trump announced on May 8th to pull out of the JCPOA and to impose far-reaching sanctions on Iran. This initial move to break with a multilateral pattern of diplomacy was followed by the decision to withdraw the American presence in North Eastern Syria, following the alleged defeat of DAESH, which triggered the resignation of Defence Secretary Mattis and coordinator of the global alliance against DAESH, Brett McGurk. Then the president went on with proclaiming the withdrawal of half the US military contingent from the NATO force in Afghanistan. After his visit with the First Lady to the American troops in Iraq in late December and his reiteration of the motto that America should not be the policeman of the world, the Iraqi government declared its desire to see American troops leave Iraq. Trump also repeated, in view of opposition in Republican prominent members of Congress about his withdrawal instincts that regional actors should bear more of the burden for their security, including Israel which should be satisfied with the 4.5 billion dollars a year it gets in military assistance from America.

Aside from the President's erratic and unilateral decision making, this should not surprise allies, as the trend of disengagement from the region was inaugurated by his predecessor. That leaves regional powers and Europeans with the burden of deciding further courses of action,

including summoning the political will and the capacity to fill the void.

Responding to these numerous issues is going to be continuous challenges for the years to come. I am convinced that we can and must do more to tackle such profound challenges, meaning that engagement must be designed and implemented in ways that help conflict parties to arrive at and sustain a political solution for a sustainable peace.

North Africa research publications: 10

Specific topics of research included:

- Violence in Tripoli: The Over-dependence on Militias in Libya's Capital
- The Claim Left Unchallenged: Do Libyan Citizens Want Elections in December?
- Crisis in Haftar's Libyan National Army: A Word of Caution
- The EU and Libya: A Migration Partnership with Only One Partner
- Saif al-Islam Gaddafi: The Re-Emergence of Libya's Old Guard?



Sahel research publications: 4

Specific topics of research included:

- Eyes on Mali's Upcoming Presidential Election
- Why Military Financial Accountability is the G5 Joint Force's Achilles Heel
- What's Really Going on with the G5 Sahel Joint Force?
- Chinese Engagement in Africa: Understanding the Risks and Opportunities for the European Union

Middle-East research publications: 21

Specific topics of research included:

- Transboundary Hydro Politics: Cross Border Implications of Natural Resource Management
- IDLIB: A Contested Region On the Verge of Atrocities
- Iraq's Balancing Act for Internal Stability: The Challenges of Trans-boundary Dynamics
- The Syrian Regime and Operation Olive Branch: A Branch for a Grove?
- Stirring up the Region for Survival: Iran's Role in the Middle East Proxy War

As always, the foundation of our work can be found in our full-length reports, which were categorized by policy briefings, analytical reports, discussion papers and series of essays. In total, 64 reports and briefings were published in the year in three languages (English, French and Arabic). We published our first report on Iran and Syria - part of our growing body of work on the Middle-East.



The series 'Rigid Boundaries' on gender and violent extremism continued with sixth and seventh chapters, demonstrating the value of integrating gender throughout our various thematic and regional research. The principles, theories and concepts explored in 'Rigid Boundaries' have been used to inform our actions and cooperative efforts in a multi-disciplinary manner.

In 2018, the BIC-RHR participated in the EU Steering Committee Meeting on the Call to Action to Prevent Gender-Based Violence in Emergencies. These actions were the first of many endeavors in the field. We strongly believe that the conversation must continue at the local, regional and international level.



Our umbrella research project on the European comprehensive approach towards the Middle East provided a useful case study of the strengths and limitations, challenges and opportunities for the intertwined power dynamics in the region. In our dossier on Iran, BIC's research focused on the country's internal state of affairs and how foreign policy decisions are closely connected to domestic tensions and concerns. The research outline aims at identifying both drivers of conflict and opportunities for regional and international cooperation.



The flagship work on Libya will be the publication of a substantial policy report on failures with the current political process in Libya stemming from deficiencies in the UN-backed Libyan Political Agreement, signed in 2015. This work will draw upon findings from all previous work on Libya and will be our first publication released in 2019.

As for Syria, our work started to set the bar. We have created a series of publications dedicated to analyzing the shifting developments in Syria's northern region. Our articles addressed infringements on humanitarian situation in Idlib and discussed the potential repercussions that could occur in a context of continued belligerence. We also looked at the interests of major international actors involved in Syria, such as Russia and Iran, and examined their different roles in the region.

Our work on Libya focused on issues of democratic development, with particular focus on the challenges facing ambitious international policy makers in implementing Parliamentary and Presidential elections in Libya due to its precarious situation of political polarization and insecurity.

This year we have identified a notable trend of over-ambitious deadlines and broken promises by political actors in Libya, as well as a lack of negotiation between relevant players in good faith, and a deteriorating security situation in Libya's west. These were especially notable as much of 2018 included a rush to hold elections by December 2018. This, as we predicted, did not happen due to unresolved political differences as well as a significant outbreak of violence.

In the new year we will be regularly publishing reports and build an archive of statements, declarations, speeches of both state and non-state armed actors in Syria. The BIC analysts use these data to conduct qualitative analysis



to portray and predict scenarios for wide-range themes of the Syrian conflict, providing clarity when little exists. Over the course of the next year, the European Union and the African Union will redefine their future relationship through the renegotiation of the Cotonou agreement.



Aware of this, we facilitated dialogue between both sides to discuss which types of mutual reforms could address key security and development challenges. Our first report on the issue addressed how China and other emerging actors are shifting global power structures in the Africa continent, while also highlight-

ing challenges and opportunities at hand for the European Union.

The first edition of our ‘Themes of Conflicts’ was published in December and covered the impact of the oil industry in the MENA region. The topic focuses on the international ramifications of oil dependency in the region as a driver of conflict and included the role of OPEC as an important stakeholder. The publication also included a country specific analysis of the role of oil in Libya and its relation to ongoing polarization and insta-



bility. This report followed two publications from this October. The 2nd edition of the monthly thematics shed a light on the mainstream armed groups in Syria’s north western province of Idlib. This piece mapped out the different actors through analysing their objectives, numbers of fighters, and international actors from whom they receive their support.

OUTREACH

MEG.how

The Conception

Social Entrepreneurship Hackathon in Umbria supported by EPALE (Electronic Platform for Adult Learning in Europe), ERASMUS+ and Comune di Foligno invited the BIC-rhr's outreach department to participate. Over the course of 48 hours our team was able to map out the initial structure of a platform that is designed to code and summarize important information about the rights and services available to migrants.

The Idea

In order to foster newcomers agency this platform will present the user with information about their right and services that are available to them. It will present the service centres, required steps, helpful phrases, and other relevant pieces of information to our users to try to



interpret the complicated jargon into simple, translatable phrases. A further goal is to design this tool to be available in as many languages as needed through the use of algorithmic translation and semantically interoperable database design. The information will be tailored to the user through their responses to a few short questions about their migration history and their needs. This platform, when completed, will then be able to be reproduced and re-adapted for regions across Europe.

2019 will see the growth and development of this platform. In the second half of 2018 we were able to have many promising conversations with prominent actors in municipal government and social development organizations across Belgium. We have also made many exciting connections with others working in the realm of information and communications technology (ICT) from around the world.

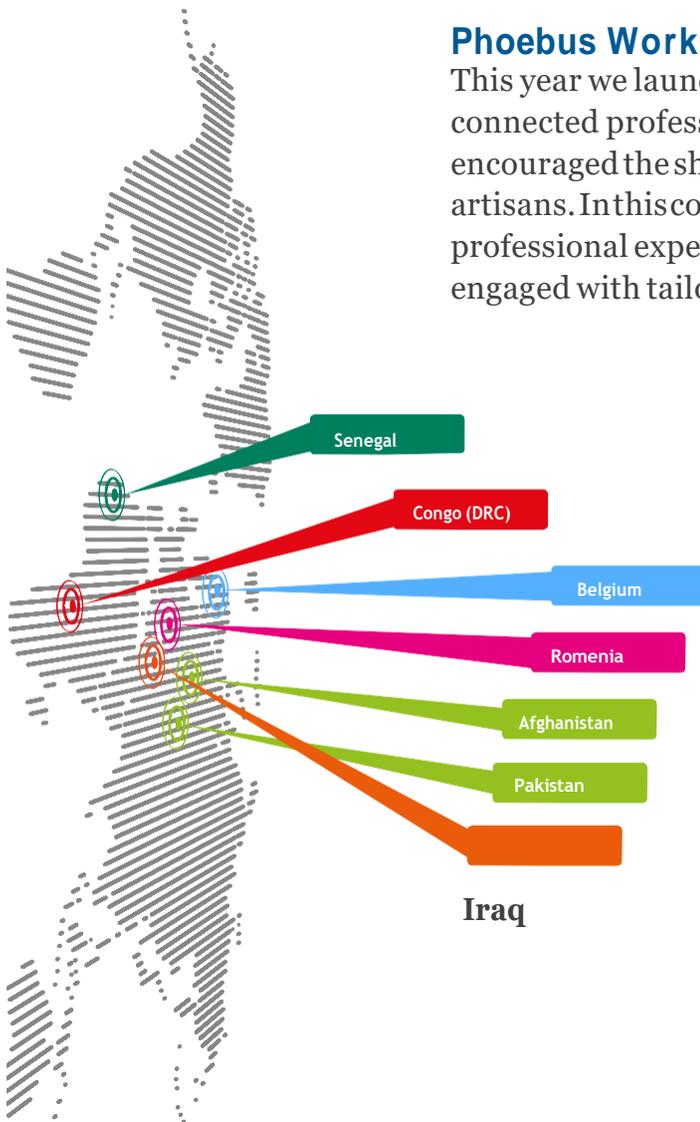
OUTREACH

Phoebus Workshops

This year we launched our first workshop series that connected professionals from a variety of backgrounds and encouraged the sharing of skills between 'local' and refugee artisans. In this context, 'local' artisans are individuals with professional experience in Brussels. Our flagship workshop engaged with tailors living in the Brussels region.

This project had 4 main objectives:

- Design a shared space for cross cultural professional learning to effectively exchange skills, concepts and experience.
- Create opportunities for contact, cooperation and collaboration.
- Prevent skill atrophy or decline by facilitating the development of artisanal and creative expertise.
- Promote understanding between refugees and host country residents through public awareness campaigns utilizing information ideas and materials gathered through the skills transference workshops.



We launched our flagship workshop series this year with a group of 12 tailors, 6 local, 6 newcomers.

We were also able to produce 6 fundamental texts, including a tailoring specific phrase book, a guide for organizing and facilitating these workshops, and industry research packages for three different careers (jewelry making, urban agriculture and carpentry).

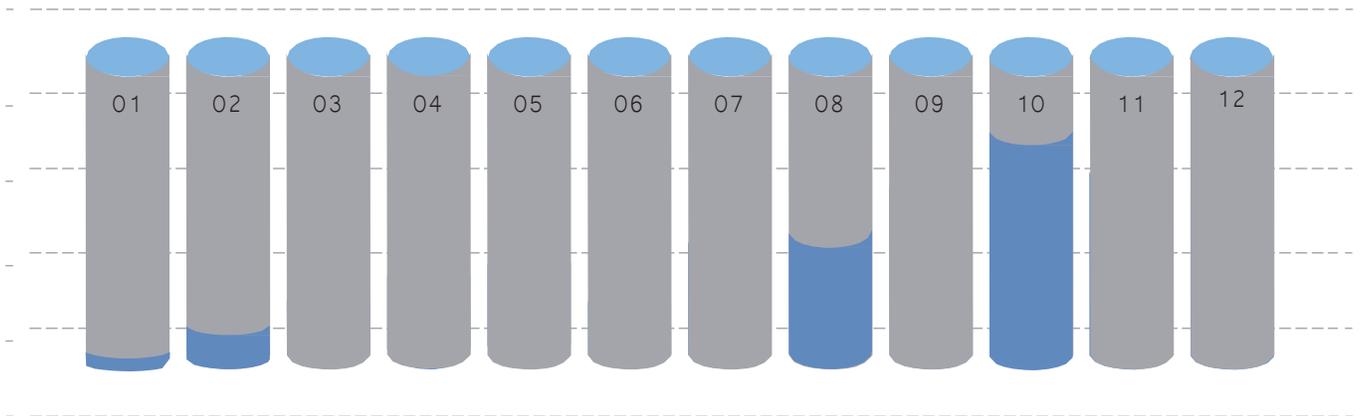


COMMUNICATION

2018 was characterized by increased integration of content with the public. This was achieved through implementing a new promotional strategy. By any measure, our audiences grew substantially. Website visits increased, reports readership grew and more and more people engaged with us on social media. The BIC-RHR has experienced a qualitative leap in terms of popularity on social Media pages, especially on Facebook.

The development of our page came after the implementation of a new promotional strategy, which helped to increase the visibility of our publications in several countries around the world. At the beginning of 2018, the number of followers on our Facebook page was less than 1000, but with the implementation of the new promotion strategy and advocacy, our number of followers rose to more than 20000 over the course of the year. That is a leap of over 2000% !

facebook



The most important centers of interest were:

- Human Rights
- Gender equality
- Migration
- Freedom of Speech
- Geopolitical problems
- Middle East and North Africa



The visibility of BIC-RHR on Twitter has been increased in 2018. These are twitter

Statistics by Quarter:

From January 2018 to April 2018 :
the engagement rate Has been increased 2%

152 Retweets
186 Likes

On average, we earned 1 link clicks per day



From April 2018 to July 2018 :
the engagement rate has been increased 2,1%

2200 Retweet
2.200 Likes

On average, you earned 4 link clicks per day



From July to October 2018 :
the situation was different due to the holidays period. The engagement rate has been decreased 1,1%

93 Retweets
146 Likes

On average, we earned 1 link clicks per day



From October to December 2018 :
things got back on track after the Holidays
the engagement rate Has been increased 1,1%

234 Retweets
351 Likes

On average, we earned 2 link clicks per day



MEDIA COVERAGE

The main themes on which conferences and activities were based played a major factor in attracting journalists from all fields, whether from Television, Web press, or even Radio stations.

MEDIA	FIELDS	NUMBER
SkyNews Arabia	TV	3
Saudi first Channel	TV	4
Al-Ekhbaria KSA	TV	3
Oman 1	TV	2
Extra News Egypt	TV	2
EuroNews	Web magazine	1
Jeune Afrique	Magazine	1
al-Ain UAE	TV	2
Luxembourg 100,7	Radio	1
France 2	TV	1
AlShark al awsat	Web magazine	3
AlHaya Egypt	TV	1
Kuwait 1	TV	1

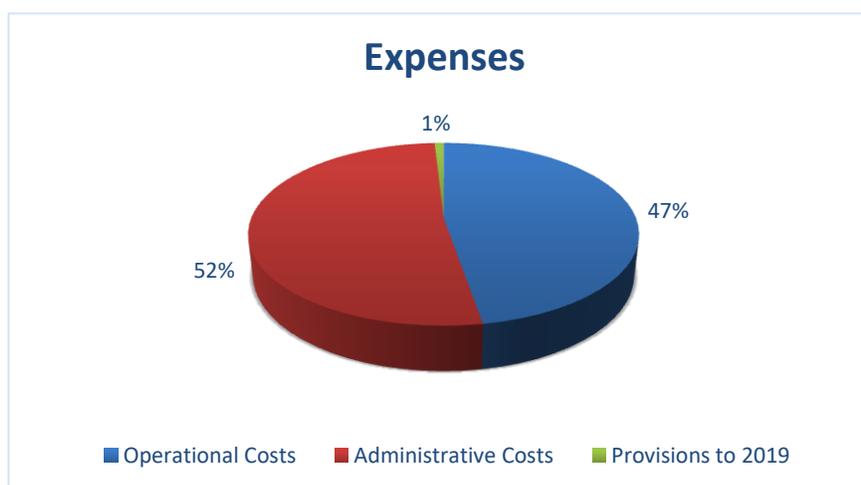
2018 IN NUMBERS

Our revenue

In 2018 BIC-RHR`s total revenue was €302,628,00. This amount was contributed through participation fees (Board of Directors memberships), donations, and contributions to costs of events, reports or other projects. The BIC annually publish a full financial report detailing income, donations, expenses, and finances. In full transparency, this report is verified by an independent accountant, and published on the Belgium Monitoring System.

It should be stressed that the objectives of our activities is to foster discussion and provide forward-thinking, pragmatic, and concrete analyses to policy-makers, governments, and civil society. We bring added value to the highest levels of political discourse by bringing systemic issues to the forefront of the conversation. In this way, we do not to push any specific political or business interest.

2018	ASSETS	LIABILITIES
Donations and sponsorships	302.628,36€	
Operational Costs		143.165,63 €
Administrative Costs		156.779,45 €
<i>Provisions to 2019</i>		2.683,28 €
Total Annual Income	302.628,36€	



“We thank all the collaborators who have helped us reach our goals”



SciencesPo

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ENHANCING
DIGITAL SKILLS
ACROSS EUROPE
ALL DIGITAL

cii
Conferenza Internazionale


Royal African Society



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DESIGNED BY



AGENCE digitale

2018 IN PICTURES



Photo Credits

Daniel Cabral (Cover photo, pages 6, 7, 8, 9, 11, 12-top, 13, 14-bottom, 15, 16, 23, 30- top left, top right, second row left, third row left, middle and right, fourth row left, fifth row middle and right); Saber Rodriguez (pages 12-bottom, 30-fourth row middle and right); Pixabay (pages 4, 10); Caricom Impacs (page 14-top); Atlas.cern (page 20); Warszawa (page 21-top); The Balance Careers (page 21-middle); MaxPixel (page 21-bottom); Rowan Technology (page 22-top); Charlie Waite Photography (page 22-bottom); Reuters (page 23-top, 23-middle); Hazel Ebenezer (page 25-bottom); Freepik (page 27); Kate Jackson (page 30 fifth row left).
Image editing by Daniel Cabral (page 21 - middle)



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