PERSONAL INFORMATION

Christine PONCELET

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LinkedIn - Instagram (professional)

Nationality **Belgian**

WORK EXPERIENCE

Christine is a senior EU policy and business development expert with over 25 years of experience in public policy, procurement and EU programme design, with a strong track record in EU funding instruments, service and grant contracts, competitive tendering and budget/logframe structures in full compliance with EU rules (incl. PRAG).

She is also the author of the *"EU Grants Survival Guide – From Call to Proposal"* (2026), a practitioner-oriented handbook on navigating EU funding frameworks.

Since 09/2003

Business Development / Communication and EU funds consultant / Expert / Evaluator / Trainer

Capital Research SRL, Rue de Roumanie 46, B-1060 Brussels

- ➢ Leadership & business growth: over 20 years leading teams and driving BD strategy; doubled turnover from €2.5M to €5M; managed budgets up to €30M and international teams of up to 1,500 experts.
- ➢ EU funding, procurement & programme expertise: Programme Management Cycle, project design/evaluation, ToRs, proposals, budgets and logframes in line with EU rules (incl. PRAG); hands-on training at the European Commission.
- ➢ Business development & partnerships: identified and secured opportunities, built multi-sector consortia, stakeholder mapping across EU institutions, ministries and agencies.
- ➢ Project design & implementation: complex cross-border/cross-institutional projects; set up and managed legal entities (SA, SCS, GEIE).
- ➢ Communication, research & coordination: integrated communication strategies, HURBS knowledge platform, 20+ years of survey/polling work with EC, IPSOS, GfK, Gallup; coordinated multidisciplinary teams.

11/2024 – 04/2025

Senior European Affairs Manager

KMOP Policy Center, Squ. Charles-Maurice Wiser 13, B-1040 Brussels

- ▪ Linked key pursuits to KMOP's public-policy impact and business-development metrics (awards, submissions, pipeline growth) in the European market.
- ▪ Built relationships with EU institutions, partners and affiliated organisations; introduced KMOP's capabilities into adjacent markets.

09/2021 – 12/2023

Capture Manager - Public Policy

ICF, Avenue Marnix 17, B-1000 Brussels

- ▪ Led capture/pursuit activities supporting awards and pipeline growth; shaped and won a backlog of over $25M.
- ▪ Nurtured strategic-partner relationships; long-term EU-policy work with BEIS/DESNZ (UK) and LISP/FCDO (Nepal).

01/2013–07/2021

Head of Business development

AEIDL - European Association for Information on Local Development, Brussels

- • Won and developed EU-funded projects incl. H2020 SIC, COSME EMEN, AMIF (YMCB, EPIC, MAX) and the EIB fi-compass contract (with Deloitte).
- • Led rural-policy projects DESIRA, SHERPA, MOVING and TRANSFORM, building science-policy-society hubs across several EU Member States.

09/2011–12/2012

Business development Director

Emakina EU, Brussels

- ▪ Designed and delivered 360° communications and BD strategies; built multi-sector partnerships; won offers for the EC, the Ombudsman and SNCB.

02/2008–02/2011

Policy Officer - Policy analysis and policy implementation (FGIV)

European Commission, DG Employment, Social Affairs and Equal Opportunities, Brussels

- ▪ Member of the European Year 2010 against Poverty and Social Exclusion Task Force; press, communication and website content management.
- ▪ Contributed to National Action Plan analysis, the Joint Report on Social Protection and Social Inclusion, and calls for proposals.

04/2003 – 05/2005

Director and chief executive

European Opinion Research Group EEIG, Brussels

- Financial/administrative management of the grouping; international coordination of all Eurobarometer surveys until mid-2004.

06/2005 – 05/2006

Director

GfK Audimetrie, Brussels

- Business development with international institutions; set up partnerships and managed project finances.

12/1994 – 07/2003

Market Research Director

Inra International Coordination Centre (now IPSOS Belgium), Brussels

- Coordinated international projects incl. Standard Eurobarometer for DG PRESS (16,000 interviews, 8x/year), a WHO health survey and an EU Foundation working-conditions survey.

04/1988 – 08/1994

Market Research Manager

Europay International, Waterloo

- Market research for international payment systems and new products (Maestro, pre-paid/electronic purse); supervised research agencies.

EDUCATION AND TRAINING

Since 09/2018

PhD in Information and Communication (paused) – Solutions Journalism

ULB - Université Libre de Bruxelles, Belgium

2004 – 2006

Postgraduate diploma in Environmental Decision Making

Open University, Milton Keynes (United Kingdom)

2024 – 2025

Farming Techniques & Management (200 hours, Cours A & B)

FUGEA

1993–1994 / 1997–2000

Psychology (candidature, upgraded by UMH to allow pursuing MSc)

Université de Mons-Hainaut, Mons, Belgium

1982 – 1986

Degree in Journalism and Communication (licence)

Université libre de Bruxelles (ULB), Belgium

2020 – 2023

Certificates

Sustainable Development in Practice & e-Waste Prevention (UNITAR); Sustainable Finance (UNCC); Social Impact Measurement (ESSEC/Coursera); Web Design.

PERSONAL SKILLS

Mother tongue(s)

French

Foreign language(s)

	Listening	Reading	Spoken interaction	Spoken production	Writing
English	C2	C2	C2	C2	C2
Dutch	C1	C1	B2	B2	B2
Greek	B2	B2	B2	B1	B1
German	B2	B2	B1	B1	B1
Italian	B1	B1	A2	A2	A2
Estonian	A2	A2	A2	A2	A2
Russian	A1	A1	A1	A1	A1

Levels: A1/A2 Basic user - B1/B2 Independent user - C1/C2 Proficient user

Communication skills

- Wrote numerous reports, articles, papers and presentations; experienced presenting to audiences of all sizes, including the press.
- Mediating skills: former member of the ESOMAR disciplinary committee.
- Intercultural skills: roots in several countries; professionally and personally in contact with many cultures.

Organisational / managerial skills

- 25+ years managing multicultural teams and own consultancy; organised EU-wide surveys, seminars and client presentations.
- Excellent knowledge of project management, research/evaluation methodologies, and EU policies, programmes, procurement and institutions.
- Proactive, flexible, comfortable in international environments, and reliable under tight deadlines.

Digital skills

Self-assessment: Proficient user (information processing, communication); Independent user (content creation, safety, problem-solving). Certificate in Web Design.

Digital, data & AI tools**:** advanced Microsoft Office; project planning (GANTT, PERT); quantitative analysis (SPSS, e-Tabs); practical application of AI tools in research, proposal writing and knowledge management (ChatGPT, Perplexity, NotebookLM, Copilot, Higgsfield, DeepL)

Driving licence

B

Other skills

Horse-riding, cycling, running, tennis, padel; Pilot (PPL) trainee (Cessna 150/152) and glider trainee; photography and street art; Iaido (Japanese martial art); antiques, art nouveau design, architecture; baroque music; well-travelled in Europe, the United States, Canada and Russia. Published a play, 'La Tentation de Jeanne' (Ed. Manuscrit, 2005).

ADDITIONAL INFORMATION

- Board member, SIREAS, since June 2026.
- Founder of the Coding Club, non-profit (2017–2023), promoting digital literacy for young people with volunteer coders, in partnership with CoderDojo.
- Cooperator at Hyppy (soft/horse-drawn mobility), Co-Hop (cooperative microbrewery), and formerly Färm (local organic food shops).
- Memberships & advisory roles: ESOMAR (1994–2008, incl. Disciplinary Committee); WAPOR; APMP; ECREA; founding member, ISOC Belgium; CCIB-KHNB; advisory boards of URBAN-EU-CHINA and the WHO Collaborating Centre for Telemedicine (Norway); ISEU project follow-up committee; former jury member, Constructive Journalism/New6s (2019–2022).

Publications

- *"EU Grants Survival Guide – From Call to Proposal: A Practical Guide for Navigating EU Funding"* (2026) – methodology for identifying calls, building consortia, drafting proposals and managing EU-funded project finances. Available on Amazon.
- Supervised or wrote most Standard Eurobarometer special reports, in English or French (1994–2004); curated the HURBS newsletter on heritage-regeneration entrepreneurship hubs (@HURBS2).