



**GOVERNEMENT DE LA RÉGION
DE BRUXELLES-CAPITALE**

CABINET DU MINISTRE ALAIN MARON

Joël Solé – Directeur de cabinet

TRANSITION CLIMATIQUE, ENVIRONNEMENT, ENERGIE
DEMOCRATIE PARTICIPATIVE
ACTION SOCIALE ET SANTE

Nos réf. : : /

Vos réf. : /

Concerne : Lettre de recommandation Teodora Capelle

Bruxelles, le 19/11/2019

Madame,
Monsieur,

Entre février 2018 et avril 2019, Teodora Capelle a intégré la division "Energie et Bâtiment durable" de Bruxelles Environnement dans le cadre du projet d'innovation H2020 BAMB « Building as Material Banks ».

En tant que responsable de l'action 4 (Work Package 4), elle a accompagné et suivi les progrès des six équipes en charge du développement des projets pilotes.

Sur base des informations recueillies et en concertation avec tous les partenaires du projet, elle a rédigé et présenté des rapports pour la Commission Européenne (rapport D13 et D14).

Son travail de synthèse porte sur les retours des projets pilotes et leur analyse selon les principes de circularité et l'approche systémique développés au sein du projet BAMB pour réduire la création des déchets et minimiser l'empreinte écologique dans le secteur de la construction.

Teodora a participé avec succès aux rapports d'activité, au plan de gestion des risques, au plan de gestion des données, aux différents actions internes, y inclus pour des communications ponctuelles avec la Commission Européenne.

Oratrice dans le cadre des conférences internationales BAMB, elle a organisé des ateliers pour la vulgarisation des concepts développés par BAMB. Ces actions ont été complétées par une stratégie cross-media de communication externe sur les projets pilotes.

Ses aptitudes en gestion ont été complétées par une mise en place d'une méthodologie basée sur la l'interaction continuelle entre les projets pilotes et les partenaires BAMB en charge de la création des passeports des matériaux, des outils de conception, et des analyses LCA et LCC.



Grâce à sa grande capacité d'adaptation et d'apprentissage, Teodora a su intégrer l'équipe avec facilité et établi de bonnes relations avec tous les collègues de la division.

Arrivée en cours du projet elle a réussi de se mettre à jour rapidement grâce à une approche structurée et efficace.

Je vous prie d'agréer, Madame, Monsieur, mes salutations distinguées.

Joël SOLÉ

Teodora Capelle
Architect
6, Rue Lannoy
1050 Ixelles

Knokke-Heist, **06 FEB. 2015**

Dear Sir or Madam,

I am writing this reference letter to support Teodora Capelle's professional career development.

As an architect for the Studie en Expertisebureau De Palmenaer, Ms Capelle developed the identification and definition phase for a future multifunctional complex, situated at the junction of Lippenslaan - Alfred Verweeplein, Knokke Heist. The 10000sqm project proposal contains a mix program of housing, retails and a hotel.

The project proposal and integration into the urban surroundings was achieved by a coherent design taking into account all the stakeholders' input.

She delivered schemes and studies on mobility, access to the building, parking and solutions for a complex internal circulation with respect to space allocation efficiency and security issues and norms.

At our request, she provided detailed urban and shadow impact studies and tested through modelling different scenarios to cope with regulations and integration into the neighbourhood.

On 5 August 2011, together with the team of Studie en Expertisebureau De Palmenaer, she successfully presented the project in front of the Municipal Council. Since then, she continued to improve and present the project proposal development.

We highly appreciate Teodora's hard work. Her architectural approach surpassed the particular context of the building towards a global urban project, which takes in consideration the assets of the city and the relation with Alfred Verweeplein. Her project proposal proved to be a qualitative design and showed understanding of the complexity of such program, as well as a balanced integration of stakeholders' spatial requirement into the city and its inhabitant's needs.

Considering Ms Capelle's professionalism, together with her constructive and determined attitude, we have no doubt that she is a valuable architect and urban designer, able to cope with future challenges and projects. We therefore give her our highest recommendation.

Yours Sincerely,

Jan Van Coillie
Directeur Stadsontwikkeling

Bijlage:

Kopie:



Prof.ir. Jef Van den Broeck

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To whom it may concern

Mrs. Teodora Capelle studied at our University KULeuven/Belgium and obtained a master degree in Human Settlements at our Department of Architecture, Spatial Planning and Urbanism/ Faculty of Engineering.

I taught her 'Strategic planning' and was promoter, together with my colleague prof. Bruno De Meulder, of her thesis.

The topic of her thesis was relevant not only because of its theoretical value but also because she localised her case study in Bucharest/Romania in a way that it could be used in practice in that context. She learned to understand and use 'Research by design' and the role of strategic projects and the relation with spatial strategic thinking and planning. Through the case study she discovered the importance of the social context of planning and the need for co-production within planning processes. Through her work she could also contribute to the theoretical development of 'Research by design' as a specific methodology within strategic planning.

Her work is not only important for herself and for the City of Bucharest but also for the development of scientific knowledge in that field and so for our department and discipline.

As well for my course as for her master thesis she obtained very good marks by me and the jury.

Mrs. Teodora Capelle is in my mind capable to use and develop her capacities as well in practice as in an academic context after obtaining a PhD.



Prof. MrSc.MrSc Jef Van den Broeck

15/06/2016

United Nations Economic Commission for Europe (UNECE)
Environmental Division
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CH-1211 Geneva 10
Switzerland
Phone +32 2 2346361
E-mail: info.ece@unece.org
Web site: <https://www.unece.org>

Job Opening Number: 53630

Dear Sir/Madam,

I am pleased to recommend Ms. Teodora Capelle for the Environment Affair Officer position that you have recently posted. I have known Ms. Capelle since October, 2014 when she was an MBA student in my required course entitled Leadership and Teambuilding. This course was the first class of the Solvay Brussels School of Economics and Management Part-Time MBA Program. The focus of this course was to integrate theories of leadership and teamwork with practice of these essential soft skills in the workplace. Ms. Capelle excelled in all aspects of our class, which required case analysis, role plays, teambuilding activities, and leadership simulations. As our class was the first in the 2 year MBA Program, one of the goals was to introduce to all of their classmates through team activities and debriefing and to allow the participants observe and critique one another as team members and team leaders.

I was able to observe Ms. Capelle participate in several groups and what stood out from my observations was her ability to work collaboratively with other students, some of whom had a greater need than her to assert themselves in a leadership role. Teodora was able to empower others who seemed to assert themselves very quickly, while still being able to play an active role in the development of the new group by asking group members "How does everyone

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feel about that decision?” Such actions helped her group to participate fully in the team’s plans without threatening the needs of the plan initiators. Her ability to facilitate group progress and step in when there seemed to be a loss of direction or focus conveyed to me and her team members that Ms. Capelle had the capability to help the team succeed, but not necessarily based only on her ideas.

Ms. Capelle has a strong combination of interpersonal and intellectual skills. She can recognize quickly which ideas are most likely to be appropriate for certain conditions and then understand how to help the team work together to reach the final goal. Teodora always seems to use class lessons to better herself even if it means sometimes leaving her “comfort zone”. I remember one e-mail that I received from her following our course about an instructor in another course who had used some language that had intimidated some of her fellow students. She felt that she needed to speak with this instructor to let him know that, despite his excellent teaching skills, he had perhaps not realized that some of his students were affected in a negative way by his behavior. Upon receiving her thoughtfully stated message, I encouraged her to meet privately with the instructor and share the concern with him.

Since managing conflict was a segment in our class, she took the initiative to share the feedback that, while he may not have been aware of it, she and others had been impacted by a small portion of his behavior. His response was exceptional. He thanked Teodora for her feedback, realizing that in different cultures, people sometimes have a different understanding of how a communication is taken. When she e-mailed to me her delight in having succeeded in this challenging situation, I saw how her courage to be direct with this individual had been helpful to both herself and to him.

Teodora Capelle is someone who possesses the skills to work collaboratively with persons of different talents and nationalities. Her kindness and enthusiasm is matched by her exceptional job history and her passion for making a difference to those countries and people served by the United Nations. With the current issues facing Europe and neighboring countries, Ms. Capelle’s background in architecture, her MBA degree from Solvay Brussels School of Economics and Management, and her current knowledge of UN projects in urban governance,

she will be able to “hit the ground running”. When you add this to her collaborative problem solving style and her ability to confront problems that others may be reluctant to bring up, I suggest that Ms. Teodora Capelle offers UNECE a near-perfect background to perform her duties at the highest level. She is one of the top one percent of MBA students that I have worked with in 40 years of academic and consulting positions.

I recommend her without reservation!

Sincerely,



Robert Marx

Professor of Management

The Isenberg School of Management - UMass Amherst USA

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18.02.2013, Bucharest

Recommendation letter,

To whom it may concern

Dear Sir/ Madam,

As a founder member and executive manager of ATU - the Association for Urban Transition, Bucharest, (Romanian nongovernmental organisation, think tank dedicated to urban sustainability and participatory planning issues) I met Teodora Capelle during her thesis at Katholieke Universiteit Leuven in 2004 and appreciated her interest in applied urban spatial development in relation to water, as well as her motivation and clear objectives. At that time, she was exploring innovative design as a framework for local spatial development, pertaining to the ecological fragility of the entire regional water system and also related to settlements scale.

Since 2006, becoming Director General of Territorial Development General Directorate (which is the specialized department responsible with spatial planning, territorial cohesion, and sustainable urban development) at the Romanian Ministry of Regional Development and Public Administration we have met several times, in professional context and I very much appreciate her professional evolution.

Teodora has always shown the same determination from developing projects to implement capacity building programs in Romania in the spatial planning and sustainable urban development field, always looking for multi-disciplinary interlocutors and stressing the need for negotiation, dialogue between stakeholders and citizens, and their involvement in the urban process.

In her research projects such as Mori Lake, she links actions to global vision and scales. The proposed interventions are part of a process based on academic research and knowledge, historical data, site observation and practical experience with a long term vision towards sustainability and further policy development. Her strength is especially tangible in her ability to combine environmental issues and economic opportunities strategically, with an emphasis on social benefit results.

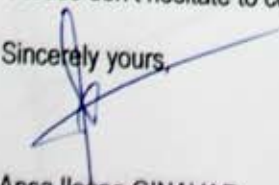
Considering her long term commitment and her professional and personal abilities, Teodora's participation in an academic program would bring a valuable contribution to urban and regional spatial planning professional environment.

Her knowledge as expert in spatial planning with a holistic approach on issues such as climate change and sustainable development is strongly needed in current context and her qualification make her well suited for successful studies.

Therefore, I strongly support Teodora Capelle's application to your institution as I believe her qualifications make her well suited for successful studies.

Please don't hesitate to contact me for further information.

Sincerely yours,



Anca Ileana GINAVAR

Brussels, 25 January 2013

Concern: Recommendation letter

To: Whom it may concern

I have had the pleasure of knowing Teodora Capelle for the last ten years, starting with her collaboration as a student at my office L'Escaut Architecture. She was a motivated, hardworking collaborator. We worked with her on a proposal for the Neighbourhood Committee "Le maritime": whose objectives were to redesign public space, a challenging project to spatially re appropriate inhabitants to the existing urban structure.

Since our collaboration we have kept in contact continually.
I very much appreciate her determination and commitment to developing sustainable projects in Romania and Eastern Europe.

In November 2011 her efforts to raise awareness on strategic actions and intervention in public space, the importance of involvement of stakeholder and civil society in the urban process were brought to life through an important exchange between the institution of Chief Architect of Brussels Region and the Romanian Chamber of Architects by the organisation in Bucharest of a conference held by myself. This action was followed up with a publication.

I also appreciated her publication on the Lacul Morii project and the approach she's given to the relation of water and the city. I was impressed by the multidisciplinary approach, the interplay of the scale reading and the way she imagined technical solutions for an effective urban and social development.

For these reasons I highly recommend Teodora, for continuing her research project through your institution, considering that it would be an opportunity to deepen and strengthen her research on water but also in contributing her approach and sensibility to the studies held by your institution.

Sincerely yours,

Olivier BASTIN
Maître architecte Bouwmeester
Chief Architect
Brussels Region

