

CURRICULUM VITAE

PERSONAL DATA

Name: Alberto Duque Portugal
Date/Place of Birth: 23/09/1946, Rio Preto, Minas Gerais, Brasil
Citizenship: Brazilian
Civil Status: Married
Address: EMBRAPA – Brazilian Agricultural Research Corporation
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EDUCATION

Undergraduate: Agronomist
Universidade Federal Rural do Rio de Janeiro: 1965-1968
Rio de Janeiro – RJ – BRASIL

Graduate: PhD in Agricultural Systems
University of Reading – 1978/1982
Thesis: Use of systems simulation to assess policies development of the cattle industry in Brazil

PROFESSIONAL BACKGROUND

Current Position: Senior Researcher, EMBRAPA (January, 2003-)

- **May, 1995 – January, 2003:** **Director-President of EMBRAPA.**
With an annual budget of 200 million US dollars, the corporation has its Headquarters in Brasilia and 40 research centers distributed all over Brazil. With a total staff of 8,200 employees, including 2,100 researchers

holding Ph.D. (1,100) and M.Sc. (1,000) degrees, EMBRAPA has been playing a very important role in the development of the Brazilian agricultural sector. The corporation, which plays the role of Leader of the National System for Agricultural Research (SNPA) is seen by its international partners as an important player in agricultural R&D, with particular expertise on tropical and subtropical agriculture. EMBRAPA is highly recognized by the Brazilian public and private sectors, as well as by the Brazilian society.

- **March, 1994 - April, 1995:** **Executive Director of EMBRAPA**
- **Oct, 1993 - Feb, 1994:** **Vice-Minister and Interim Minister.** Ministry of Agriculture, Food Supply and Agrarian Reform of Brazil.
- **March, 1993 – Sept, 1993:** **Executive Director of EMBRAPA**
As a member of the high administrative board of EMBRAPA, composed by a Director-President and three Executive Directors.
- **Sept, 1990 – Feb, 1993:** **Director-General of EMBRAPA Dairy Cattle Research Center**
One of the 40 research centers of EMBRAPA, Embrapa Dairy Cattle has a national mandate for dairy cattle research in Brazil.
- **Aug, 1987 – Sept, 1990:** **Head Technology Transfer, EMBRAPA Dairy Cattle Research Center**
- **April, 1983 – April, 1987:** **Technical Director of EPAMIG, the Minas Gerais State Corporation for Agricultural Research.**
EPAMIG has the mandate for coordination agricultural R&D activities at state level. EPAMIG is recognized for its leadership among other similar institutions in Brazil, with 200 researchers and 15 experimental stations.
- **March, 1973 – April, 1983:** **Technical Coordinator of the Livestock Research Program of EPAMIG.**
- **Feb, 1969 - March, 1973:** **Rural Extension Agent,** working in the states of Goiás and Minas Gerais, with PLANOTEC (a private

company dedicated to planning and technical assistance to farmers), and CONDEPE (an official Brazilian program supported by the World Bank, aimed to develop the cattle industry).

PRESENTATIONS AND LECTURES

More than 120 presentations and lectures as a speaker in conferences, workshops and seminars at national and international events, focusing on technical-scientific, institutional and managerial issues.

ARTICLES

Over 100 articles covering technical-scientific, institutional and political issues were published in scientific journals, magazines and newspapers of national and international circulation (see list of selected publications).

MISSIONS ABROAD

Forty-four official missions abroad representing EMBRAPA and the Brazilian Government in Foreign and international congresses, seminars and committees.

MEMBER OF COUNCILS AND COMMITTEES

- Brazil representative at the Consultative Group on International Agricultural Research (CGIAR) – May, 1995 – January, 2003.
- Member of the Executive Council of the CGIAR – October, 2001 – October, 2002.
- Brazil representative at PROCISUR Directive Committee (Cooperative Program for Technological and Agro-industrial Development of the American Southern Cone). May, 1995 – January, 2003.
- President of FORAGRO, the American Forum for Agricultural Research and Development – March, 2002 – January, 2003.
- Member of EMBRAPA's High Administrative Council, in the position of Embrapa's Director-President. May, 1995 – January, 2003.
- Chairman of the Directive Council of the Brazilian Consortium on Coffee Research and development. March, 1997 – January, 2003.

- Member of CONTEC – Technical and Scientific Council of the Federation of Industries of São Paulo State (FIESP). March, 2001 - December, 2002.

PROFESSIONAL EXPERIENCE

As an Extension Agent, Researcher and R&D manager, a broad experience and knowledge on rural development, agricultural research and development and institutional building applied to tropical and subtropical areas was built. A large set of contacts and relationships were built in different parts of the world, mainly on agricultural R&D.

More recently, as EMBRAPA's Director-President, coordinated and implemented a managerial model based on some innovative instruments, which improved EMBRAPA's performance and strengthened its institutional image leading to a better support from the society. That experience can contribute to a better management of R&D public organizations.

The main components of the strategy implemented by EMBRAPA were:

- An administrative policy based on marketing concepts and divided in three specific policies: R&D policy; Technology Transfer Business policy and Corporative Communication policy;
- An strategic managerial model based on the Balanced Scorecard methodology, aimed to implement the administrative policy;
- A planning, evaluation and rewarding system by results applied to research centers, teams, individuals and projects which improved EMBRAPA's performance significantly;
- An open selection system applied to Directors-Generals of EMBRAPA research centers based on competence and open to professionals not belonging to the corporation;
- An Intellectual Property Rights policy that changed EMBRAPA's research culture and improved its bargaining power with partners, mainly belonging to the private sector;
- A successful international cooperation policy in which the LABEX (EMBRAPA's Virtual Laboratory Abroad), experience implemented in the USA and France can be pointed out;
- An improved planning and managerial system of R&D projects consolidated in portfolios oriented to: better focus; technical quality of R&D projects; better teams integration through broader and stronger nets;

- A mobilization to consolidate the organization's compromise with social and environmental issues defining a research agenda, evaluation index and an annual social balance report.

KNOWLEDGE OF FOREIGN LANGUAGES

- English: Read and speak fluently
- Spanish: Read fluently and speak

SELECTED PUBLICATIONS

1. Portugal, A. D. 2002. A economia além do mercado financeiro. In: VIII Seminário de Comunicação do Banco do Brasil. Rio de Janeiro. Outubro, 2002. Centro de Estudos Estratégicos – CEE.
2. Portugal, A. D. and Alves, E. 2002. O impacto da agricultura nos setores de indústria e serviços em nível de municípios. In: Revista de Política Agrícola, Ano X, n.5, p. 9-20. Jan-Fev-Mar-2002.
3. de Castro, L. A. B. and Portugal, A. D. 2001. Elementos de uma estratégia para o desenvolvimento da biotecnologia agropecuária no Brasil. Parcerias Estratégicas – Biotecnologia e Transgênicos (10) 187-199.
4. Portugal, A. D. 2002. O Desenvolvimento da Biotecnologia Agropecuária no Brasil. In : Revista da Política Agrícola, Ano IX, n.3 – Jul-Ago-Set 2000.
5. Portugal, A. D. and Contini, E. 1998. Contribuição do Sistema EMBRAPA para o Desenvolvimento da Agropecuária Nordestina. In: Revista Econômica do Nordeste. V. 29, n. 4, p. 407-428, Out-Dez, 1998.
6. Portugal, A. D., Ávila. A.F.D., Contini, E. and Souza, G. da S. 1998. Sistema de Avaliação e Premiação por Resultados da Embrapa – In: Revista do Serviço Público, Ano 49, n.3, p.59-83. Jul-Sept, 1998.
7. Portugal, A. D. and Contini, E. 1997. As Grandes Transformações na Agricultura Brasileira. In: Revista de Política Agrícola – Ano VI, n.2, p. 5-9. Abr-May-Jun, 1997.
8. Portugal, A. D. e Contini, E. 1998. Inserção da Embrapa no Agronegócio. In: Agronegócio Brasileiro: Ciência, Tecnologia e Competividade, p. 123-140, Brasília, CNPq, 1998.

9. Portugal, A. D. 1993. Perspectives for Cooperation Between Latin America and the Caribbean. In: Reunião sobre Transferência de Tecnologia Agrícola – América Latina e Caribe. Santa Lúcia, May, 18-20, 1993.
10. Portugal, A. D. 1982. Use of systems simulation to assess policies development of the cattle industry in Brazil: a case study of the impact of the farmer's managerial capacity. Reading, England, University of Reading, 1982. 2v. (Ph. D. Thesis).

AWARDS and MEDALS

- Admission in the “Ordem Rio Branco”, Grade of “Comendador”, presented by the Brazilian Government, 1998.
- Medal of “Honra ao Mérito Agropecuário” presented by the Government of the Federal District, 1999.
- Admission in the Ordem Nacional do Mérito Científico, Class of Grã-Cruz, in the area of Biological Sciences, presented by the Brazilian Government, 2000.
- Commend of “Mérito Administrador” presented by the Regional Administration Council of the Federal District, 2000.
- Honor Medal of the “Inconfidência”, presented by the Government of the State of Minas Gerais, 1997.