Eduardo Pádua.

Senior Advisor · Strategy, Partnerships & Delivery

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Profile

Senior public-sector leader with 20+ years of experience bringing governments, companies, funders and international organisations together around large-scale public challenges, and taking solutions from design to delivery. As programme manager at Rio de Janeiro City Hall, led the design and implementation of the city's full-day school and early childhood programmes, in a network of 650,000 students. Created, built and ran a vocational education company's government vertical, delivering Brazil's secondary and vocational education reform to 50,000+ students in three states. Has worked with the World Bank, the Inter-American Development Bank, UNESCO and UNICEF. Based in The Hague since 2021, working between Europe and Brazil, with a growing focus on the rest of Latin America and Portuguese-speaking Africa.

Core competencies

Programme management · Multi-stakeholder partnerships · Public-private partnerships · Government relations · Institutional design · Strategic planning · Capacity building · Education reform · Vocational education and training (VET/TVET) · Apprenticeships · Private-sector engagement in skills systems · Early childhood development · Digital government · Digital health · Team leadership · Talent development

Key qualifications

- Programme management at scale: accountable for delivering strategic programmes that coordinate many departments and partners, across a network of 1,500 schools and 650,000 students, and 50,000+ student places in vocational education.
- Multi-stakeholder partnerships: experience on every side of the table: government, private sector, international organisations and funders, including public-private partnerships and private-sector engagement in skills systems.
- Education and skills: education reform, VET/TVET, apprenticeships and early childhood development, with knowledge of European dual-training systems (Germany, the Netherlands, Austria and Switzerland).
- Evidence of impact: gains of 0.81 and 0.68 standard deviations on national and municipal education quality indices in Rio's certified full-day middle schools (World Bank evaluation); children with positive developmental indicators up from 73% to 85%.
- Leadership through small core teams: delivery teams of three to 20+ people working with networks of experts and institutions, with a strong focus on developing people.
- Digital government and digital health: current partner and board roles in telemedicine and public-budget transparency.

Professional experience

Nov 2025 – present

Principal

Eduardo Pádua · Strategy, Partnerships & Delivery · The Hague

Independent practice advising governments, international organisations, foundations and companies.

- SESI (social service of Brazil's industry): ongoing advisory on vocational education and training, starting with an international benchmark comparing Brazil's model with those of Germany, the Netherlands, Austria and Switzerland
- Demà: development of new products and business development for public-sector programmes in Brazil

2021 – 2025

Director, Government Partnerships and Public Policy

Proz Educação · Brazil

- Created, built and ran the company's government (B2G) vertical in two roles: personally leading sales, relationships and institutional relations with state governments, and directing operations from programme design to delivery with state secretariats of education
- Led the development and delivery of public-sector education programmes reaching 50,000+ students and mobilising 2,000+ teachers across São Paulo, Minas Gerais and Mato Grosso do Sul, with R$ 160 million (around €28 million) in government contracts
- Largest fully private provider in Minas Gerais, second only to Sistema S, Brazil's industry-funded training system
- Net Promoter Score of 87.1 among students, 88.4 among teachers and 83.3 among school managers in Mato Grosso do Sul
- Supported the Mato Grosso do Sul Secretariat of Education in designing its programme; built and led a programme management team of 20+

2020 – 2022

Health Front Lead

Movimento União Rio · Rio de Janeiro

- Coordinated the civil society health response and liaison with governments during the Covid-19 pandemic

2019 – 2020

Education Consultant

World Bank · Brazil

- Supported the reorganisation of the Recife municipal school network

2019

Strategy and Operations

Centre for Public Leadership (CLP) · Brazil

- Developed the organisation's strategic plan, set up its Brasília office and supported its policy work on the 2019 pension reform

2018

Secretary of Planning and Management

Municipality of Mesquita · Rio de Janeiro

- Identified governance as the city's binding constraint and redesigned its management model, including a weekly management routine with the mayor still in use today
- Brought in experienced public leaders from Rio de Janeiro, including its secretaries of health, culture and urban planning, to help design the city's policies
- Led a small team of four that followed every priority project across the administration

2017

Education Consultant

Inter-American Development Bank · Brazil

- Studied high-performing secondary schools in territories with very low human development indicators

2012 – 2016

Head of Full-Day Schools and Network Reorganisation

Rio de Janeiro City Hall, Secretariat of Education

- As programme manager, led the design and implementation of the city's full-day school programme, reporting directly to Mayor Eduardo Paes and Secretary Claudia Costin; goal: 35% of the network's 650,000 students in full-day education by 2016
- Reorganised how the whole network served the city, with each school serving a single stage of education under a new full-time model: dedicated teachers, collective planning, continuous training and a redesigned curriculum
- Aligned 19 city agencies and the State Secretariat of Education behind a R$ 4 billion programme (around €1.3 billion at 2014 exchange rates), planning schools with social housing, BRT transport and family health clinics
- Around 300 new schools and 227,000 new full-day places; 1,500 schools and 42,000 teachers reorganised
- In the certified full-day middle schools, gains of 0.81 and 0.68 standard deviations on the national and municipal education quality indices (IDEB and IDERio), according to a World Bank evaluation (Policy Research Working Paper 8086)
- Led a small delivery team of six, each member owning one area (enrolment, human resources, planning, budget or construction) and working with the relevant City Hall departments

2010 – 2012

Head of Early Childhood Development

Rio de Janeiro City Hall, Secretariat of Education

- As programme manager, led the design and implementation of the city's early childhood programme: 30,000 new day-care places for children aged 0 to 3, doubling capacity to 60,000, with priority for the most vulnerable
- Single protocol for more than 100,000 children from pregnancy to age six, joining health, social care and education; designed after a study visit to Chile with the World Bank
- Large-scale developmental screening with economist Ricardo Paes de Barros, then Secretary at the President's Office for Strategic Affairs; children with positive developmental indicators rose from 73% to 85% between 2010 and 2012
- Led a delivery team of three, in a matrix with the Secretariat's early childhood department, health, social care and the city's public works company

2009 – 2010

Partnerships Lead, Escola Aberta Programme

UNESCO Brasília / Ministry of Education

- Coordinated partnerships between federal ministries, states and municipalities for a national programme opening schools to their communities

2008 – 2009

Corporate Partnerships Fellow

UNICEF Spanish Committee · Madrid

- Supported corporate partnerships with companies such as Vodafone, and UNICEF's partnership with FC Barcelona

2003 – 2005

Programme Coordinator, Novos Brasis

Oi Futuro (formerly Instituto Telemar) · Rio de Janeiro

- Helped create and coordinate a corporate social investment programme funding NGO projects that used technology for education and youth opportunities; evaluated and selected projects for funding in more than 16 states

Board positions

2025 – present	Board Member · Central das Emendas (transparency of public budgets, Brazil)
2023 – present	Member of the Board of Advisors · Instituto João e Maria Backheuser (early literacy, Brazil)
2022 – present	Partner and Board Member · Grupo SAS (digital health and telemedicine)

Education

2015	Executive education, Public Leadership · Harvard Kennedy School
2014 – 2015	Postgraduate specialisation, Public Management and Leadership · Centre for Public Leadership (CLP)
2014	Executive education, Leadership and Public Management · Columbia University (SIPA)
2012	Executive education, Early Childhood Development · Harvard University
2005 – 2007	Master's degree, Documentation Research (public-private partnerships in education) · Universidad Carlos III de Madrid
2003 – 2005	MBA, Corporate Social Responsibility and Third Sector · Federal University of Rio de Janeiro
2000 – 2003	Bachelor's degree, Social Sciences · Federal University of Rio de Janeiro

Languages and countries

Languages	Portuguese (native) · English (fluent, full professional) · Spanish (fluent, full professional) · Dutch (A2, learning) · French (reading and listening)
Countries	Brazil · Spain · Netherlands