

EMMANUEL VASSOR

◆ emmanuel@atlasperspective.com

◆ linkedin.com/in/evassor

atlasperspective.com ◆

Senior advisor with 14 years' experience advising governments, development banks and UN agencies on civil registration, national identification and digital public infrastructure, across the full program lifecycle.

- Advised on national ID, civil registration and DPI programs in 14 countries across four continents, at every phase — from diagnostics and strategy to procurement, rollout and operation.
- Technical lead within multilateral development bank operations totalling over US\$700 million; led civil registration and identity components worth US\$155 million directly. Comparative base across 150+ countries.
- Four years deploying national identity systems on the supplier side (Morpho / IDEMIA) before moving to the buyer's side of the contract — vendor-independent since, with no supplier agreements and no referral fees.

CORE EXPERTISE

Civil registration & legal identity • Digital identity systems & credentials • Trust services (e-signature, PKI) & data governance • DPI & interoperability • Governance, institutional reform & inter-ministerial coordination • Legal & regulatory frameworks • Program structuring, costing & sequencing • Procurement, technical specifications & vendor lock-in mitigation • Biometric systems (ABIS, 1:1 / 1:N) • International standards (ISO/IEC, ICAO)

PROFESSIONAL EXPERIENCE

CURRENT Mar. 2026 – Present	ATLAS PERSPECTIVE <u>FOUNDER & PRINCIPAL ADVISOR</u> • Independent, vendor-neutral advisory practice focused on civil registration, national identity and trusted digital public infrastructure (DPI). • Service lines: diagnostics and strategy; governance and institutional reform; program structuring, costing and procurement; technical assurance and implementation support.	São Paulo, Brazil
CURRENT Nov. 2018 – Present	THE WORLD BANK <u>SENIOR CONSULTANT – IDENTIFICATION, DPI & DIGITAL TRANSFORMATION</u> • Led diagnostics and field assessments of national identity and civil registration systems — Angola, São Tomé e Príncipe, Central African Republic, Republic of Congo, Mozambique, Chad, Brazil. • Designed reform strategies, governance frameworks and national roadmaps, including institutional mandates and implementation arrangements. • Structured budgets, cost estimates and procurement plans; reviewed technical specifications, evaluation criteria and procurement for civil registration, biometric and PKI systems. • Advised on architecture, interoperability and data exchange across government systems; coordinated ministries, identity authorities, regulators and development partners.	Washington, DC, USA
CURRENT Jun. 2021 – Present	THE INTER-AMERICAN DEVELOPMENT BANK <u>CONSULTANT – IDENTIFICATION SYSTEMS & DIGITAL TRANSFORMATION</u> • Advise the Ministry of Finance on the national civil servant registry, a key instrument for payroll control and public financial management. • Designed the biometric identity verification architecture for the civil servant ID system, and led procurement of the solution and its integration. • Contributed to the national electronic signature and trust framework; reviewed draft legal and regulatory texts (levels of assurance, PKI, accreditation, supervision).	Haiti / Remote
2026 May 2026 – Sep. 2026	INTERNATIONAL ORGANIZATION FOR MIGRATION <u>CONSULTANT – CIVIL REGISTRATION & ACCESS TO CIVIL DOCUMENTATION</u> • Conducted a whole-of-Iraq assessment of the legal, regulatory, institutional and administrative frameworks governing access to civil documentation (Federal Iraq and Kurdistan Region). • Identified legal gaps, coordination challenges and service-delivery bottlenecks, and assessed barriers faced by vulnerable populations through a rights-based and protection-sensitive lens.	Iraq / Remote

- Delivered a validation workshop in Baghdad with government and partner stakeholders.

2022-2024 PRESIDENCY OF THE REPUBLIC OF MADAGASCAR**Madagascar****May 2022 – ADVISOR ON CIVIL REGISTRATION & BIOMETRIC IDENTITY SYSTEMS**

- Apr. 2024**
- Technical lead for component 1 (US\$86M) of the World Bank-financed PRODIGY project, modernizing the national civil registration and biometric identity system.
 - Designed the architecture and operational workflows of the national identity management system; defined specifications for the civil registration system, the IDMS, and the enrolment process.
 - Advised the Director General of the national identification agency on institutional mandates, roles and inter-ministerial coordination.

2022-2023 INTERNATIONAL ORGANIZATION FOR MIGRATION**Poland / Remote****Jun. 2022 – GLOBAL ANALYSIS CONSULTANT**

- Jan. 2023**
- Authored the IOM global analysis on access to identity for people on the move in EU migration contexts, mapping identification ecosystems across the EU.
 - Presented findings at an IOM conference in Warsaw to UN agencies, EU institutions, governments and civil society.

2012-2016 MORPHO – now IDEMIA**Santiago, Chile****May 2012 – PROJECT MANAGER & SOLUTION ENGINEER**

- Feb. 2016**
- Contributed to the deployment of Chile's national biometric identity card and passport program (US\$350M), including consular enrollment systems across 100+ locations.
 - Led technical pre-sales engagements, translating government requirements into system solutions for enrollment, verification and border control.

RESEARCH & COMPARATIVE WORK

Global. Research and data collection for the World Bank's ID4D Global Dataset — 150+ countries.

Europe. Legal and institutional analysis of the EU and Schengen identification framework and its agencies (IOM).

Latin America & Caribbean. 13-country survey of digital authentication platforms (World Bank / CLARCIÉV).

EDUCATION

May 2018	Johns Hopkins University, School of Advanced International Studies (SAIS) Master of Arts in International Economics and International Relations	USA
May 2012	EDHEC Business School Master in Management (<i>Grande École</i>); MSc in Strategy & Organization	France
May 2008	Classes préparatoires aux grandes écoles (CPGE), economics track – Intégrale	France

LANGUAGES & PROFESSIONAL TRAINING

Languages: French (native); Spanish, English and Portuguese (fluent); Italian and Russian (limited proficiency).

Training: Interoperability (X-Road / NIIS), Cybersecurity (Tel Aviv University), Public Financial Management (IMF, World Bank).

SELECTED PUBLICATIONS

Identification Requirements in European Migration Policy. Caribou. April 2025.

ID4D: Diagnóstico de Sistemas de Identificação em São Tomé e Príncipe. World Bank Group. March 2024.

Access to Digital Identity for People on the Move in Europe. International Organization for Migration. 2023.

ID4D Country Diagnostic: Central African Republic. World Bank Group. October 2021.

Reduzir o fosso digital requer universalizar o acesso à internet e a mecanismos de identificação online. Folha de São Paulo (op-ed). May 2021.

A CV in World Bank, IDB, EU or UNGM format, tailored to specific terms of reference, is available on request.