

Deployed national identity systems from the supplier side.

Now I help governments buy and run them.

For governments, development banks, and UN agencies. From a single phase to the whole program.

Atlas Perspective is the independent advisory practice of Emmanuel Vassor. Working in English, French, Portuguese and Spanish.

14

YEARS

digital identity, civil registration and DPI

14

COUNTRIES

advised directly, across four continents

155

US\$ MILLION

in civil registration and identity components led directly

4

LANGUAGES

English · French · Portuguese · Spanish

ENGAGEMENTS WITH World Bank · Inter-American Development Bank · International Organization for Migration · National governments in 14 countries

01 · OUTPUTS BY LINE OF WORK

LINE OF WORK	TYPICAL OUTPUTS	PHASES	EXAMPLES
Diagnostics & Strategy <i>When you need to know where the system stands and what to do first.</i>	Country diagnostic; gap analysis; target architecture; national strategy; costed national roadmap.	Phases 01–02	São Tomé · Angola · Brazil · CAR · Mozambique · Congo · Chad
Governance & Institutional Reform <i>When the constraint is the mandate, the legal basis, or coordination between agencies.</i>	Legal and regulatory analysis; inputs to laws, decrees, and regulations; interinstitutional dialogue and agreements; institutional and governance model; institutional capacity building.	All phases	CAR · Madagascar · Brazil · Congo · Haiti
Program Structuring & Procurement <i>When a program has to become fundable and buyable.</i>	Component design and sequencing; cost tables and financing plan; procurement strategy and plan; bidding documents and evaluation reports.	Phases 03–04	Madagascar · Congo · Timor-Leste · CAR · Mozambique · Niger · Cameroon · Senegal
Technical Assurance & Implementation <i>When the specification has to be right, and what gets delivered has to match it.</i>	Technical requirements; independent design reviews; deployment and operation plans; acceptance test plans; supplier performance and change reviews; technical training for operating teams.	Phases 02–06	Haiti · Congo · Madagascar

150+

COUNTRIES ANALYSED

Global. Research and data collection for the World Bank's ID4D Global Dataset.

Latin America & Caribbean. 13-country survey of digital authentication platforms (for the World Bank with CLARCIEV).

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

Building blocks. Cross-country ID4D policy and technical notes on vendor ecosystems, credentials, and PKI.

Migration. Identification and civil documentation for people on the move, from EU policy to field operations in Iraq.

02 · DOMAINS, WITH THE WORK BEHIND THEM

HOW IT GETS BUILT
Program delivery

FOUNDATION
Governance & institutions

SYSTEMS
Technical domains

SERVICES
Sectors & use cases

FOUNDATION · GOVERNANCE & INSTITUTIONS

Civil registration & vital statistics	Mozambique · Congo · Angola · Madagascar · CAR · São Tomé · Iraq · Brazil · ID4D Global Dataset
National identity systems	CAR · São Tomé · Madagascar · Timor-Leste · Brazil · Iraq · Angola · Mozambique · Haiti · Congo · ID4D Global Dataset
Legal & regulatory frameworks	Madagascar · CAR · Brazil · Congo · EU / Schengen
Institutional architecture & governance	CAR · Congo · Brazil · ID4D Global Dataset
Financing & financial sustainability	Timor-Leste · Madagascar · CAR · Congo · Haiti
Data protection & privacy	Brazil · CAR · Haiti
Data governance & sharing	Brazil · CAR · Haiti · Congo · Mozambique · Madagascar
Safeguards, oversight & redress	CAR · Haiti · Madagascar

SERVICES · SECTORS & USE CASES

Migration, borders & travel documents	Iraq · EU / Schengen
Civil service & payroll systems	Haiti · CAR
eGovernment & digital public services	Brazil · Haiti
Adoption, inclusion & UX	Mozambique · Angola · Iraq · EU / Schengen
Social protection & cash transfers	Brazil · CAR · Mozambique · Haiti
Financial services & KYC / AML-CFT	Haiti
Elections & voter registration	Haiti

SYSTEMS · TECHNICAL DOMAINS

Biometric systems	Haiti · Madagascar · Brazil · ID4D note on authentication & credentials
PKI, eSignature & trust services	Haiti · Brazil · Senegal · ID4D note on PKI
Identity platforms & authentication	Brazil · Timor-Leste · Haiti · ID4D Global Dataset
Interoperability & system integration	Angola · Mozambique · Haiti · CAR · Madagascar
Enrollment & identity lifecycle	Timor-Leste · Madagascar · Haiti · CAR
Physical & digital credentials	Madagascar · Brazil · CAR · Iraq · ID4D Global Dataset · ID4D note on authentication & credentials
Digital public infrastructure (DPI)	Brazil · Haiti
Cybersecurity & resilience	Haiti
Mobile ID & digital wallets	ID4D note on authentication & credentials

HOW IT GETS BUILT · PROGRAM DELIVERY

Program structuring & sequencing	Madagascar · Congo · São Tomé · Brazil · Haiti · CAR · Angola
Costing & financing	Timor-Leste · Madagascar · CAR · Congo
Procurement strategy & bidding documents	Madagascar · Congo · Haiti · CAR
Implementation management & oversight	Congo · São Tomé · Haiti · CAR · Madagascar

03 · STANDARDS AND FRAMEWORKS APPLIED

PRINCIPLES & SAFEGUARDS

Principles on Identification for Sustainable Development (ID4D) · Universal DPI Safeguards Framework (UN / UNDP) · UN Principles and Recommendations for a Vital Statistics System

IDENTITY & SECURITY

ISO/IEC 24760 (identity management framework) · ISO/IEC 29115 (entity authentication assurance) · ISO/IEC 27001 (information security management) · ISO/IEC 29100 (privacy framework)

DOCUMENTS & CREDENTIALS

ICAO Doc 9303 (machine-readable travel documents) · ISO/IEC 7816 and 14443 (smart cards) · ISO/IEC 18013-5 and 23220 (mobile credentials)

BIOMETRICS

ISO/IEC 19794 and 39794 (data interchange) · ISO/IEC 30107 (presentation attack detection)

PLATFORMS & INTEROPERABILITY

MOSIP · OpenCRVS · X-Road · OpenID Connect · eIDAS (EU trust services)

PROCUREMENT

World Bank and IDB procurement frameworks

04 · HOW TO ENGAGE

CONTRACTING

As an individual consultant to development banks and UN agencies, or directly with governments. Larger mandates with specialist partners.

ENGAGEMENT LENGTH

From a few weeks for a diagnostic to multi-year implementation support.

WHERE

Remote and in-country missions. Based in São Paulo, Brazil.

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