

Paulo Sérgio Amaral

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Professional Summary

Paulo Amaral is a senior Brazilian IT professional with over 20 years of experience, including a sustained advisory engagement in Timor-Leste under UN-mandated programmes. With deep expertise in ICT and digital transformation, he has played a pivotal role in advancing Timor-Leste's digital public infrastructure and public sector modernisation. He has cultivated strong relationships with government officials, UN agencies, development partners, and donors spanning digital governance, health, justice, civil registration, child protection, rural development, and social protection sectors. This has enabled him to coordinate capacity-building initiatives, operationalise policy through digital platforms, and strengthen institutional and technical capacity in fragile and low-resource contexts, in alignment with national strategies and digital public infrastructure (DPI) frameworks. His experience includes digital maturity assessments, election systems, census and large-scale data collection, and national information system strengthening. His technical advisory contributions directly informed a EUR 6 million justice sector modernisation project, subsequently approved by the European Union.

Experience

UN Technology Bank for the Least Developed Countries

Timor-Leste (Hybrid)

Digital Transformation Consultant

Apr 2026 – Present

- Led Timor-Leste's Digital Readiness Assessment under a UN Technology Bank regional programme spanning 4 Least Developed Countries (Cambodia, Lao PDR, Nepal, Timor-Leste).
- Conducted a whole-of-government diagnostic using the ITU Digital Transformation Wheel framework, evaluating digital governance, connectivity, institutional adoption, digital skills, public services, interoperability, data governance, cybersecurity, and readiness for AI, blockchain, and IoT.
- Carried out a desk review of national digital strategies, e-government frameworks, ICT master plans, and cybersecurity policies, aligned with the UNSDCF and Timor Digital 2032.
- Designed and facilitated national workshops with government ministries, conducting interviews and surveys for qualitative and quantitative data collection.
- Drafted the Inception, Draft, and Final Assessment Reports with gap analysis, bottleneck identification, and evidence-based recommendations for a Digital Public Infrastructure roadmap.

GovStack

Remote

Digital Public Infrastructure Service Provider

Apr 2026 – Present

- Served as a GovMarket service provider, supporting digital transformation initiatives aligned with the GovStack approach.
- Assigned by Kwantu/GIZ as a Digital Government and GovStack expert for the Mozambican Women in GovTech Challenge, providing strategic advisory support on inclusive GovTech and digital public service initiatives.
- Delivered operation and maintenance, service design, software development, system integration, and technical advisory services for Digital Public Infrastructure initiatives.

UNDP

Dili, Timor-Leste

Digital Transformation Consultant

Jan 2026 – Present

- Led the National Digital Maturity Assessment for the Dalan ba Digital programme, assessing public sector infrastructure, digital governance, services, and human capital across 9 ministries, culminating in a national transformation roadmap aligned with Timor Digital 2032.
- Co-led with a UNDP counterpart the integration of a Digital Maturity Assessment and an AI Readiness Assessment, producing a comprehensive national diagnostic on Timor-Leste's digital and AI preparedness.
- Designed and built a custom Digital Maturity Assessment web platform based on the Deloitte framework, leveraging AI-assisted rapid prototyping to automate scoring, accelerate analysis, and generate data-driven strategic recommendations.
- Conducted comprehensive technical assessments of core government systems and led multi-stakeholder consultations, translating diagnostic findings into prioritised, scalable public sector digital reform actions.

UN Resident Coordinator's Office
Digital Transformation Consultant

Díli, Timor-Leste
Aug 2025 – Present

- Directed a strategic mapping of Timor-Leste's digital ecosystem, identifying actionable insights, systemic gaps, and strategic opportunities, positioning digitalisation as an enabler of national development and UN collective impact.
- Mapped institutional, policy, and financing frameworks for digitalisation, identifying key actors, overlaps, and high-priority areas across sectors.
- Contributed to the development of a One-UN Position Paper with strategic recommendations and an action plan.

Ginger Sofreco
Senior Expert in Information Systems Management

Díli, Timor-Leste
Apr 2025 – Jun 2025

- Engaged as Team Leader for the EU-supported e-Governance for the Judicial System in Timor-Leste (e-Just) project, covering the national court system across all 13 municipalities.
- Assisted the EU Delegation and TECS in scoping a project for the modernisation and digitalisation of the country's judicial system.

UNICEF
Technology for Development – T4D (Health) Consultant

Díli, Timor-Leste
Mar 2025 – Present

- Provided technical and programmatic support for Technology for Development (T4D) and digital transformation initiatives, advising on the effective use of data technologies and driving data-driven programme delivery.
- Led policy formulation and strategic development for system strengthening, ensuring robust knowledge management practices to support digital transformation across programmes.
- Built and maintained strategic partnerships and networks while delivering capacity-building support at national and municipal levels.

UNICEF
Information Technology Consultant

Díli, Timor-Leste
Aug 2024 – Present

- Strengthened the national CPIMS and CRVS systems across Timor-Leste's 13 municipalities, supporting child protection and civil registration services for over 1.3 million citizens, in collaboration with the Ministry of Justice and the Ministry of Social Solidarity and Inclusion.
- Strengthened the capacity of government partners to manage and utilise child protection and civil registration data effectively.
- Facilitated the integration of CPIMS and CRVS systems into broader e-governance frameworks, enhancing public service delivery and child protection outcomes.
- Convened multi-sectoral workshops to assess and document current and future data needs, system requirements, and operational processes.

Catalpa International
Data Analyst

Díli, Timor-Leste
Apr 2023 – Present

- Collaborated across programmes to gather and analyse information, supporting evidence-based decision-making for Catalpa's partners.
- Oversaw the integration of legacy data into the new PNDS platform, migrating over 9,000 project records totalling more than USD 100 million in disbursements.
- Executed data analysis for the Jerasaun Foun Bolsa da Mãe social protection project, facilitating over US\$8 million in confirmed payments to more than 40,000 registered beneficiaries, including 50,000 children and 10,000+ pregnant women.
- Coached 12+ professionals in Business Intelligence as part of the Pacific eLearning Programme (Cook Islands, Samoa, Solomon Islands, and Vanuatu).

UNDP
Digital Transformation Specialist

Díli, Timor-Leste
Feb 2022 – Jun 2023

- Led the design and deployment of the CNE National Tabulation Centre and Digital Transformation Platform for two major national elections (2022 and 2023).
- Oversaw the digital transformation platform for the CNE, including data entry systems, dashboards, and capacity-building initiatives for ICT staff.
- Provided comprehensive technical support to validate the results of the 2022/2023 presidential and parliamentary elections, encompassing over 650,000 voters across 1,400 voting centres.
- Coordinated, instructed, and mentored the IT team and data entry staff throughout both electoral cycles, ensuring operational continuity and integrity of the electoral process.

**Ministry of Education, Youth and Sports
(MOEYS)**

Consultant (World Bank-funded Project)

Dili, Timor-Leste

Nov 2022 – Apr 2023

- Planned and executed a nationwide Computer-Assisted Personal Interviewing (CAPI) system for the national school census and baseline survey, covering 1,700+ schools across 13 municipalities.
- Instructed 70+ enumerators on data collection protocols and provided technical support throughout the data collection process.
- Deployed cloud-hosted server infrastructure to support and maintain census data.

Office of the Prosecutor General

Senior System Engineer

Dili, Timor-Leste

Dec 2022 – Apr 2023

- Led training and capacity-building sessions for the IT team of 10+ staff using open-source technologies and network training lab simulators.
- Modernised IT infrastructure and rolled out open-source solutions, enhancing network security, operational efficiency, and team technical capabilities.

EYETRUST LDA

Head of Technology

Dili, Timor-Leste

Jan 2020 – Apr 2024

- Oversaw IT operations and strategic initiatives across multiple enterprise client engagements in banking, justice, and the public sector, managing a portfolio of 5+ concurrent projects.
- Supervised cross-functional teams and vendor relationships, ensuring the successful delivery of Eyetrust projects.
- Served as the primary integration focal point between Temenos T24 suppliers (India), IrisGuard (UK), and BNCTL's IT team, deploying biometric iris recognition for customer authentication (KYC) and strengthening fraud prevention and access security.

Court of Appeals

Information Technology Advisor

Dili, Timor-Leste

Apr 2019 – Feb 2022

- Advised the IT Chief and guided a team of 6 through modernisation and digital transformation initiatives across 7 District Courts and the Court of Appeals.
- Built an IT knowledge base with more than 200 tutorials and documents, including security and usage policies.
- Improved network services and deployed disaster recovery solutions, enhancing the overall cybersecurity posture and eliminating recurring unauthorised access incidents.
- Oversaw business continuity and disaster recovery, increasing system availability from 40% to 99%.
- Standardised operational processes and adopted open-source technologies, reducing annual costs by more than USD 60,000.

Office of the Prosecutor General

Information Technology Advisor (UNDP Justice System Project)

Dili, Timor-Leste

Jul 2014 – Mar 2019

- Formulated and executed ICT strategies including the rollout of IIMS (Case Management System), HR systems, Learning Management Systems (LMS), email, and video conferencing.
- Built an extensive IT knowledge base with over 300 tutorials, refining operational procedures and support.
- Increased system availability from 50% to 99%, minimising service interruptions and boosting Help Desk performance.
- Spearheaded the establishment of the first ICT Training Centre for the Office of the Prosecutor General and the broader justice sector, in collaboration with KOICA, strengthening institutional ICT capacity.

Otimizai LDA

Head of Technology

Dili, Timor-Leste

Jul 2015 – Dec 2023

- Directed enterprise ICT operations including infrastructure planning, security controls, vendor management, and service delivery for mission-critical systems in banking, justice, and public sector institutions.
- Designed and deployed secure digital public sector systems, including a sexual harassment reporting chatbot and a national teacher recruitment platform.
- Delivered AI and machine learning solutions, including a tax classification platform that identified over USD 1 million in tax optimisation opportunities, delivering measurable productivity gains for a Brazilian client.
- Scaled and operated large infrastructure environments encompassing national police case management systems and digital payments for 3,000+ beneficiaries.

FH CONSULTING – NTT

SAP ABAP Consultant

Curitiba, Brazil

Jun 2013 – Jul 2014

- Executed ABAP development, design, testing, data migration, and integration for SAP ERP projects across large-scale enterprises in Brazil, covering MM, SD, AFS, WM, and PI modules.
- Deployed SAP ECC and SAP AFS for Malwee Group (Retail), including 2 company codes, 5 factories, and 90 retail locations.
- Integrated a .NET-based statistical process control system with SAP ECC via SAP RFC for Providência Group (Manufacturing).

SONDA IT

SAP ABAP Consultant

Curitiba, Brazil

Jan 2013 – Jun 2013

- Performed ABAP development, data migration, and legacy system integration.
- Applied Brazilian Government fiscal requirements for BRF Foods and created new ABAP modules for the Sonda pw-CE trade management platform at Solway (Chemical).

CKBV FLORESTAL

System Development Analyst

Curitiba, Brazil

Nov 2002 – Dec 2011

- Administered ERP Datasul/Totvs, HCM TOTVS, and CRM systems, including database administration, security, backups, and virtualisation.
- Deployed IBM Tivoli for backup and recovery and adopted open-source server management, reducing operational costs by up to 30%.
- Enhanced ERP/HCM functionality, strengthened network security, and delivered Balanced Scorecard (BSC) reporting across all business units.
- Oversaw supplier negotiations and procurement, reducing costs and improving service terms, while providing advanced technical support across all branches.

Education

Pontificia Universidade Católica do Rio Grande do Sul

MBA – Leadership, Innovation and Management

Brazil

Centro Universitário Curitiba

Degree in Industrial Production Management

Brazil

Presentations & Workshops

- **UNISINOS – MBA in Business Analytics**, Speaker, Virtual, Brazil, 2024. Presented a case study on data-driven project development and Human-Centred Design (HCD) in international development.
- **UFC – Semana de Engenharia de Produção**, Panel Speaker, Brazil, 2019. Topic: *The importance of innovation in growth strategies*.
- **Joven Vota Youth Voting Seminar**, UNDP CORE-TL, Speaker, Timor-Leste, 2022. Presented to 200+ students, including participants with disabilities, on digital transformation in elections and youth civic participation.
- **Data for Beginners Workshop**, Facilitator and Trainer, ARCO-IRIS Association, Timor-Leste, 2024. Introduced 30+ civil society professionals to data literacy and analytical tools.
- **Data Collection and Dashboards with KoboToolbox**, Trainer, ARCO-IRIS Association, Timor-Leste, 2024.
- **Birth Registration System Strengthening – CRVS**, Trainer and Facilitator, Ministry of Justice, Timor-Leste, 2025. Trained ministry staff across 3 directorates on CRVS data collection and reporting.
- **Impact of Data Analytics on the International Development Sector**, Speaker, STRINGHINI, Brazil, 2025.

Skills

- **Technical:** DevOps · AWS · GCP · Docker · Kubernetes · Ansible · Terraform · CI/CD · Linux · Python · SQL · PostgreSQL · MySQL · MongoDB · DNS · LDAP · Active Directory · SSL · DHCP · Load Balancing · IDS · SIEM · Apache · Nginx · Drupal · LMS · Chatbots · ITIL · ERP · SAP · Metabase · Power BI · Zabbix · Grafana · ELK Stack · Git · GitLab · Firewalls · KYC · CPIMS · CRVS · ABAP · Power Query · AI · LLMs
- **Professional:** MEL (Monitoring, Evaluation & Learning) · Logical Problem-Solving · Innovative Thinking · Relationship Building · Teamwork · Human-Centred Design · Capacity Building · Budget Planning · Technology Integration · Critical and Analytical Thinking · Cultural Sensitivity · Facilitation · Project Management · Data Analysis · IT Infrastructure · Cybersecurity · Entrepreneurship · IT Service Management · Lean
- **Languages:** Brazilian Portuguese (Native) · English (Advanced – C1) · Tétum (Intermediate – B1)

Key Projects

- **Kartaun Bele** – Designed and delivered a digital cash transfer platform for low-income households, supporting social protection, beneficiary management, and secure payments in Timor-Leste.
- **Jerasaun Foun** – Directed data analytics and reporting for a national social protection programme, enabling evidence-based decision-making and payment validation at scale.
- **Iris Recognition Banking System (BNCTL)** – Deployed biometric authentication to strengthen KYC, fraud prevention, and banking security in a national financial institution.
- **Teacher Recruitment & Hiring System** – Built the first digital recruitment platform for the Ministry of Education, improving transparency, workforce planning, and process efficiency.
- **Election Systems (2022–2023)** – Built and deployed national election systems for Presidential and Parliamentary elections, supporting tabulation, validation, and operational continuity.
- **School Census System** – Created digital data collection tools and workflows for a nationwide education census and baseline surveys.
- **UN Women ROSA Chatbot** – Created a secure digital reporting system for sexual harassment complaints in the public sector, strengthening accountability and survivor-centred reporting.
- **SAP ERP Implementations (Brazil)** – Executed SAP ABAP integrations across MM, PP, and PI modules for large-scale manufacturing and retail clients.
- **Tax Classification AI Tool (Becomex)** – Led an AI/ML pilot for automated tax classification, increasing consultant productivity and identifying high-value optimisation opportunities.
- **DRBI Asset Declaration System** – Built a digital asset and interest declaration platform for courts and anti-corruption bodies, serving 37,000+ public officials.
- **Justice Sector LMS & CMS Platforms** – Designed Learning Management Systems and Case Management Systems for prosecution and anti-corruption units, improving knowledge management and case tracking.
- **National Police Systems (PNTL)** – Scaled and operated 40+ servers and 20+ databases for police intelligence and case management systems.
- **CRVS & Civil Registration (MOJ)** – Delivered technical improvements to strengthen birth registration systems and civil registration data quality.
- **PRIMERO CPIMS Dashboards (MSSI/UNICEF)** – Created dashboards and analytics for child protection case management to support policy and operational decisions.
- **Health Information Systems (MOH)** – Refined DHIS2 data collection, validation, and reporting, including EPI dashboards for immunisation monitoring.
- **PNDS PARTISIPA Platform** – Advanced rural development through end-to-end digital project management, data collection, analysis, and reporting.
- **M&E Systems for the CAJ in Guinea-Bissau** – Oversaw the design of a Monitoring & Evaluation system for the Centres for Access to Justice, defining functional and technical specifications, indicators, and data architecture.

Courses & Certifications

- OPSWAT Introduction to Critical Infrastructure Protection (ICIP)
- Introduction to Python – Stanford · Introduction to Statistics – Stanford · R Programming Fundamentals – Stanford
- Advanced SAP ABAP CRM · SAP SOLMAN · SAP BASIS Academy · SAP HANA Boot Camp – SAP LABS (2013) · Official SAP ABAP Academy ESPERANSAP (2012)
- IBM Tivoli Storage Manager 6 – Implementation and Administration
- GovStack 101 · GovStack Architects Programme 2024 – ITU
- Introduction to Human-Centred Design – IDEO
- Zero Trust: A Progressive and Comprehensive Approach to CII Protection – ITU, 2025
- Generative AI Overview for Project Managers – PMI Institute, 2025
- Civil Registration and Vital Statistics Systems (CRVS) – World Bank, 2024
- Developing Resilience in Turbulent Times – Micro-Credential – University of Manchester, 2025

Personal References

- **Laura Lima** – Head of the UN Resident Coordinator's Office · laura.lima@un.org · +670 78609005
- **Deolindo Deo Ramos** – General Director, CNE – National Electoral Commission · deolindo80@gmail.com · +670 77327313

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