



BroadBranch Advisors

The Power of Universal Identity

Unlocking a pathway to a brighter future for the world's most vulnerable individuals.

BroadBranch Advisors helps organizations solve their most challenging strategic problems in every industry and every region of the world. While BroadBranch is known for its business expertise in particular, its scope also often extends to analyzing global problems—ones that affect us all and strike at the core of our common humanity.

One such problem is that of identity. More than one out of every seven people alive right now—mostly women and children in developing countries—have no way to prove who they are, lacking even a birth certificate. As a result, they do not have access to legal recourse, voting rights, healthcare, welfare, or bank accounts, rendering them more susceptible to human trafficking, modern-day slavery, and extreme generational poverty.

It is this issue that led BroadBranch to work with ID2020, an NGO blazing a pathway to a brighter future for the world's most vulnerable individuals. These 1.3 billion people lack access to even the most



fundamental human rights and civil services because they cannot prove their identity. Founded in 2014, ID2020 is a leading global advocate for ethical, privacy-protecting approaches to digital identification.

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ID2020 aims not only to increase humanity's access to identification, but to ensure that the identification we do have is implemented responsibly through adherence to the principles of "Good ID": identification that is privacy-protecting, secure, inclusive, globally recognized, trusted, and transferable between systems, putting individuals at the center of the data exchange. Good ID cannot be owned and controlled by a single entity where there is a solitary point of failure or control; it must preclude the potential for cybersecurity breaches, and it cannot exclude marginalized groups.

As with many organizations, ID2020's operations were deeply disrupted by the COVID-19 pandemic. As a result, ID2020 requested the help of BroadBranch to create a strategic path forward. "BroadBranch spoke to members of the board and had some really interesting high-level exchanges of ideas with everyone," Board Chairman Kim Gagné recalls. "To have an unbiased party come in and do the forensic work, talk to people in depth, get their thoughts, and then pull it all together along with some insightful conclusions was extremely valuable for us. BroadBranch was able to break it down what our assets were, how our board felt, and what we needed to do to move on. That was very useful."

Describing the results that BroadBranch had achieved for ID2020, Gagné shared, "Before engaging with them, nobody quite knew where our work on good health passes was going. All we knew was that if governments and private concerns were going to demand that people have health passes—whether it's to get into a concert venue, get on an airplane, or anything else—then we should ensure that those passes were built with the principles of Good ID in mind."

ID2020 had been working with a consortium of companies known as the [Good Health Pass Collaborative \(GHPC\)](#). Eventually, after making substantial contributions to the GHPC, Kim recalls that much of the board returned to thinking about the other audiences that ID2020 had been designed to address, and that the organization could not be "the Good Health Pass people for all time to come. So ... we needed to think about ... how do we exit the Good Health Pass space in a way that a) the work can continue to be done by those who had a strong interest in it; b)

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that we could utilize all the work and learnings we had achieved through the process and carry it forward in other areas more directly relevant to our objectives; and c) that we could effectively exit on a high note.”

ID2020 found itself at an inflection point, having just completed the technical blueprints for the whole GHPC operation. Now ID2020 sought to establish an approach to passing along those blueprints so that those who wished to carry forward with the GHPC could do so, and that ID2020 could carry on with its own mission leveraging their success with GHPC to drive forward their original Good ID mission.

BroadBranch’s work became critical in this journey forward. “Kim explains, “BroadBranch helped us seize upon an inflection point to do some deep thinking about critical matters at a time when we were seriously reorienting a lot of our fundamental activities. The report and recommendations that came back was discussed at length with the board, and it was incredibly useful. It gave me the ability to broaden my own thinking and better counsel our executive director on the directions we were taking.”

As with most BroadBranch projects, the relationship did not end at the conclusion of the initial contract. BroadBranch continues to serve as a trusted partner and strategic advisor for ID2020. “By virtue of having gotten to know the organization so well, BroadBranch has subsequently served as a sounding board for me every time I get a particularly thorny issue. I know that I can call them and say ‘Ok, you remember this event, or this person,’ and they do,” Kim says. “I can tell them when I’m struggling here and ask them what they think of one approach vs. another. They’ve given me some very great, objective, clear-headed guidance on issues which are



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relatively discreet, but ones that are terribly important to how we organize our work as an institution.”

“I can’t emphasize how helpful that’s been. I have these inchoate feelings that we should go in a certain direction, but BroadBranch has the ability to crystallize a path forward. Until you’ve experienced it, you don’t truly appreciate it.”

BroadBranch Advisors has extensive experience helping organizations of all types refine their strategies. If you are facing a critical juncture in the growth, development, or the strategic direction of your organization and want to learn more about how BroadBranch Advisors can help, [please visit us here](#), or reach out to one of our partners, Courtney Matson (courtney@brbradv.com) or Greg Thompson (greg@brbradv.com) for more information.



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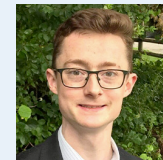
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