



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. Roughly one person in eight—mostly women and children in developing countries—has no way to prove who they are, lacking even a birth certificate. As a result, they are unable to access 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. Nearly one billion people lack access to even the



most fundamental human rights and civil services because they cannot prove their identity. Founded in 2016, ID2020 is a leading global advocate for ethical, privacy-protecting approaches to digital identity.

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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, user-managed, secure, inclusive, globally recognized, trusted, and interoperable across institutional and geographic boundaries. Good ID should not 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 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 launched a cross-sector consortium of 125 companies and organizations known as the Good Health Pass Collaborative (GHPC). After making substantial contributions to the global debate about vaccination certificates for international travel, 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

"Good ID" is identification that is privacy-protecting, secure, inclusive, globally recognized, trusted, and transferable between systems, putting individuals at the center of the data exchange.



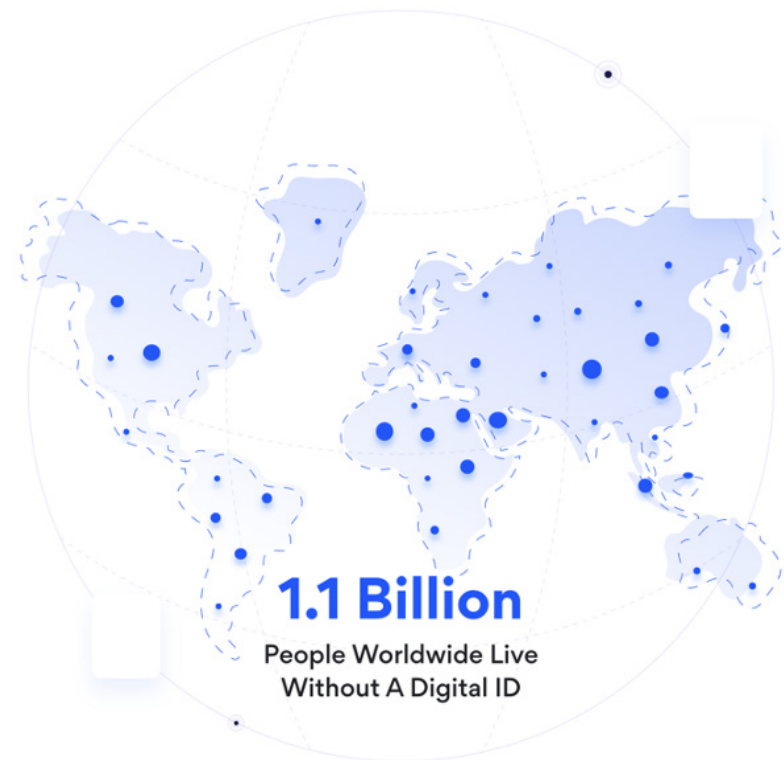
GOOD HEALTH PASS

a) the work can continue to be done by those who have a strong interest in it; b) 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 core objectives; and c) that we could effectively exit on a high note.”

ID2020 found itself at an inflection point, having just completed the technical blueprint for Good Health Passes. Now, ID2020 sought to establish an approach to pass along those blueprints so that those who wished to carry forward the work could do so, and that ID2020 could refocus, 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 were 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



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one approach vs. another. They've given me some very great, objective, clear-headed guidance on issues which are 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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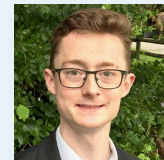
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