

# ID 20 20

## Alliance

**Committed to improving  
lives through digital identity**

# ID2020 Alliance at a glance

## THE CHALLENGE

Over **one billion** people, including many millions of children, women and refugees, globally lack any form of officially recognized identification.

Without an identity, individuals are often **invisible**—unable to vote, access healthcare, open a bank account, or receive an education—and bear higher risk for trafficking.

**Without accurate population data**, public and private organizations struggle to broadly and accurately deliver the most basic human services.

## THE RESPONSE

The ID2020 Alliance is a global partnership working to address the lack of recognized identity by more than a billion people around the world, in accordance with Target 16.9 of the Sustainable Development Goals.

This alliance of governments, NGOs and the private sector will work to ensure that the technology development is informed by the needs of countries and individuals and that policies and standards reflect the latest technological innovations. By coordinating funding for identity and channeling those funds towards high-impact projects, this alliance model enables diverse stakeholders - UN agencies, NGOs, governments, and enterprises - to pursue a coordinated approach and creates a pathway for efficient implementation at scale.

The overall objective of the ID2020 Alliance is to empower individuals, enable economic opportunity and advance global development by increasing access to digital identity.

## ALLIANCE GOALS

1. Accelerate access to digital identity for those living without identity by financing projects to implement secure, interoperable digital identity solutions;
2. Set standards for a trustworthy decentralized identity framework, facilitating interoperability and creating a healthy market;
3. Enable multi-stakeholder collaboration on digital identity by establishing a neutral governance structure, promoting participation by a diverse ecosystem, and hosting meetings, events, and collaborative discussions.

This document was prepared by ID2020 as the Secretariat for the ID2020 Alliance. It is a living document and will be updated as necessary.



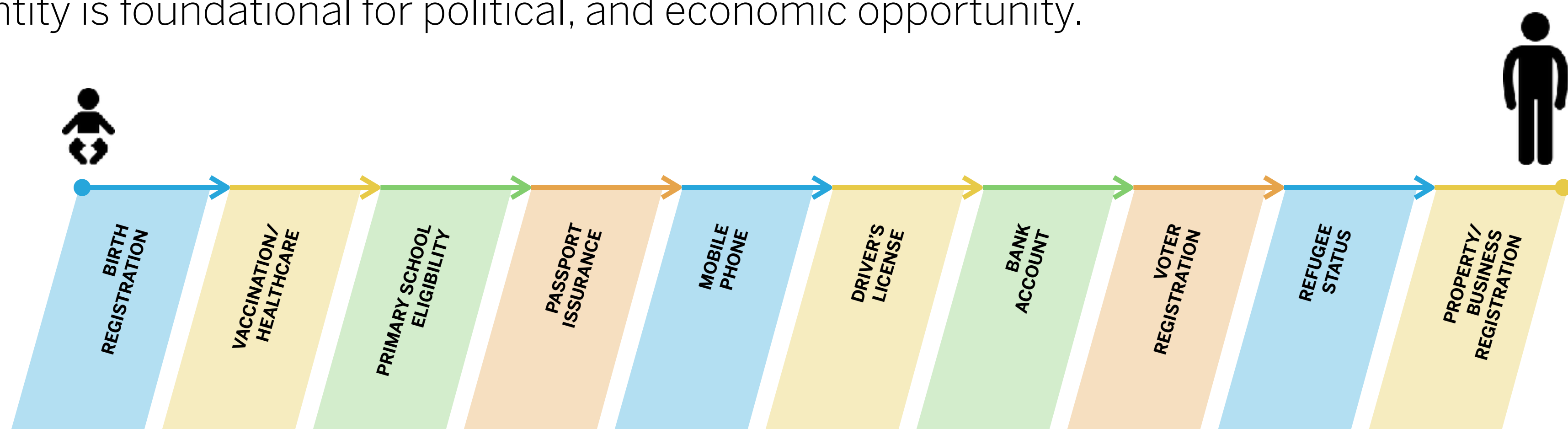
# The Challenge

# Over 1 billion

people live without a legally recognized identity.



Identity is foundational for political, and economic opportunity.



*A sample of potential public & private services that require a proof of identity*

Without a way to prove who they are, these individuals are often unable to access critical social and financial services, such as voting, healthcare, education, mobile communication and banking. Furthermore, they are vulnerable to violence and exploitation, including human trafficking.

An accurate and accessible ID system allows participation in the modern social, legal, governmental and financial worlds. Furthermore, accurate systems of identification are necessary for accountability and governance, and to help ensure that development aid is directed to those most in need.



# Case for Action

A unique convergence of trends provides an unprecedented opportunity to make a coordinated, concerted push towards the goal of universal digital identity.

**Growing Political Willpower:** In September 2015, all United Nations member states adopted the 2030 Sustainable Development Goals: 17 interrelated goals and 169 associated targets to promote social, economic and environmentally sustainable development. In Target 16.9 all countries made a global commitment to “provide legal identity for all, including birth registration” by 2030. This global commitment sets an ambitious timeline and there is an urgent need to harmonize existing approaches, bring in diverse voices, and accelerate action.

**Rising Global Connectivity:** The rapid proliferation of smart devices globally, combined with ever-increasing computing power and rapidly expanding broadband coverage, enables new methods of registration and facilitates ongoing interaction between individuals and their identity data.

**Emerging Technologies:** New technologies, including blockchain, when used in conjunction with long-proven technologies, such as biometrics, now make it possible for all people to have access to a safe, verifiable, and persistent form of technology.

## Global Calls for a New Model of Identity:

- Consumers are demanding both a more seamless digital experience and increased privacy.
- In April 2016, the European Parliament approved the General Data Protection Regulation (GDPR), which is designed to improve the security and privacy of personal data in the EU and which requires that the control of personal data rests with the individual.
- Companies are increasingly recognizing that user-owned and controlled identity could offer benefits to their bottom-line. While the nature of these benefits vary widely, but commonly cited benefits include drastic reductions in KYC/AML costs, the ability to reduce the quantity of personally identifiable data stored by the company (and therefore reduce cyber-security risks), and the promise of a better customer experience.

“This could be the greatest poverty killer app we’ve ever seen.”

JIM YONG KIM

WORLD BANK GROUP PRESIDENT

# Why an Alliance?

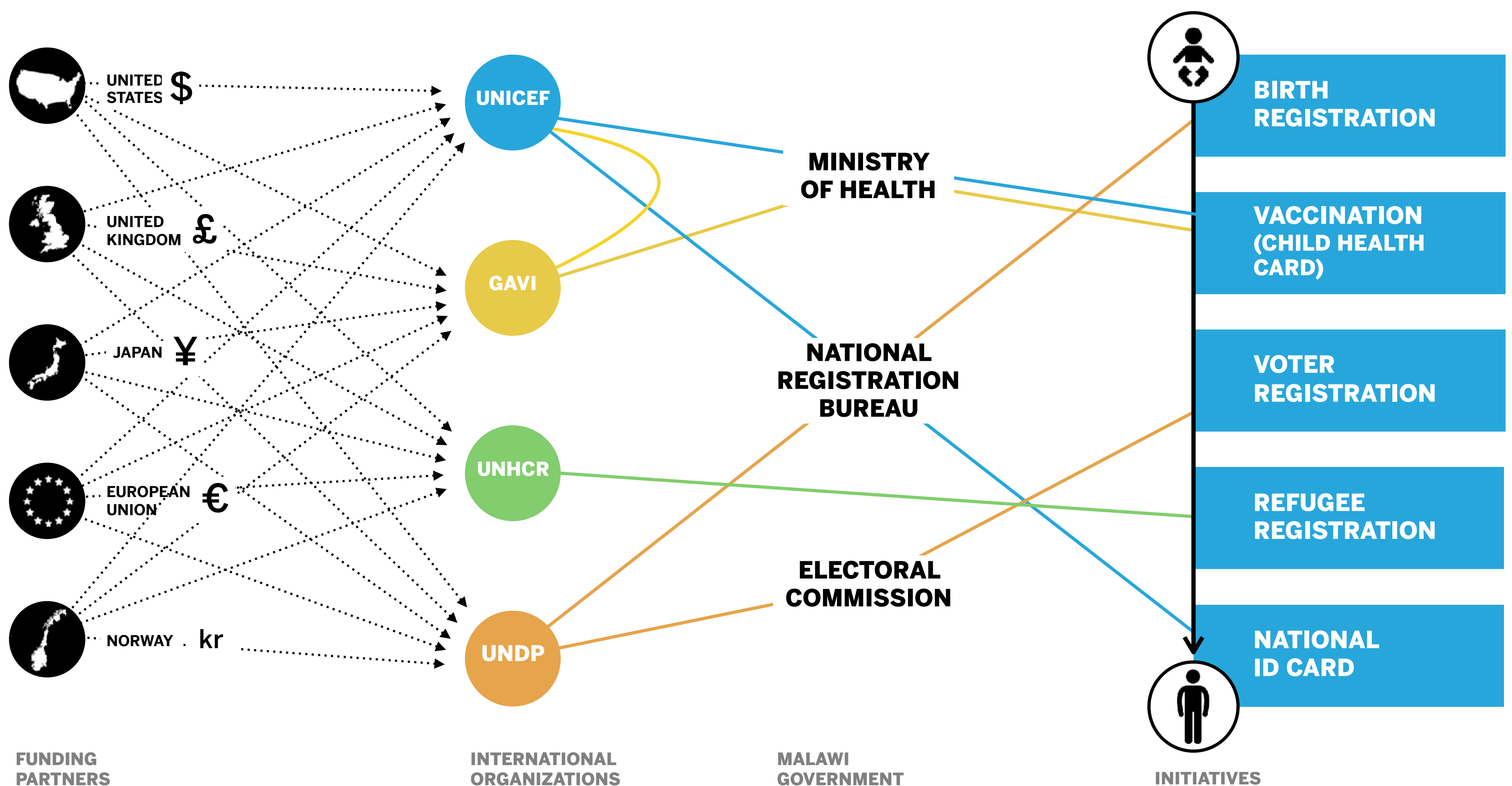
## AN APPROACH THAT IS HOLISTIC, MARKET-BASED AND ADDRESSES THE FULL SCOPE AND SCALE OF THE PROBLEM:

For digital identity to meet the needs of governments, international organizations, businesses and individuals alike, it must be:

- Personal: unique to you and only you
- Persistent: lives with you from life to death
- Portable: accessible anywhere you happen to be
- Private: only you can give permission to use or view data

To meet these criteria, an approach based on open standards and open API is critical, facilitating vendor neutrality, ensuring there's room for continued innovation, and allowing an ecosystem to develop around a framework for technical interoperability. No government, country or organization can solve this challenge alone.

Meeting this global challenge requires both an examination of the technical architecture that supports interoperability across geographic and institutional borders, and a mechanism for coordination on non-technical topics. In particular, current funding made available for the implementation of identity projects worldwide often encourage siloed approaches, as illustrated in Malawi.



“Business as usual” will not be sufficient to improve coverage rates and create broad adoption of holistic identity management systems. It is unlikely that an expansion of current initiatives will be sufficient to bring about the required transformative impact. Rather, multi-sectoral coordination will be required to bridge fragmented programs and ensure digital identity standards that are applicable globally and from birth to death.



## BUILT ON BEST-PRACTICES IN INTERNATIONAL DEVELOPMENT

This is not the first time that such a market failure has been identified and much can be learned from successful initiatives that have coordinated public and private sector efforts to address a global challenge. Gavi, the Vaccine Alliance, offers one example of how a similar alliance approach has accelerated global efforts to immunize children in developing countries, ultimately saving the lives of 14M children.

Gavi was officially launched at the World Economic Forum in 2000 at a time when multiple organizations were pursuing siloed approaches to immunization, leading to inefficiencies and ineffectiveness in the market for vaccines. The organization's founding partners, including UNICEF, the World Bank, the Bill & Melinda Gates Foundation, developing and donor governments, and others, recognized that uncoordinated programs and unpredictable financing were hindering vaccination efforts and hypothesized that streamlining funding was a critical driver of a coordinated approach. As such, the alliance not only coordinates action on the ground, but achieves scale and impact by operating as a multi-stakeholder alliance around a single funding entity. The alliance raises a single fund to support global immunization efforts, then channels that funding into vaccination programs meeting criteria determined by alliance partners. The result has been coordinated programs, efficient use of funding and a large pooled market for vaccines that has driven down the cost of vaccinations for more than 880 million children worldwide.

Taking the Gavi model as a blueprint, the ID2020 Alliance will play a catalytic role in solving the current “market failure” and demonstrate added value by:

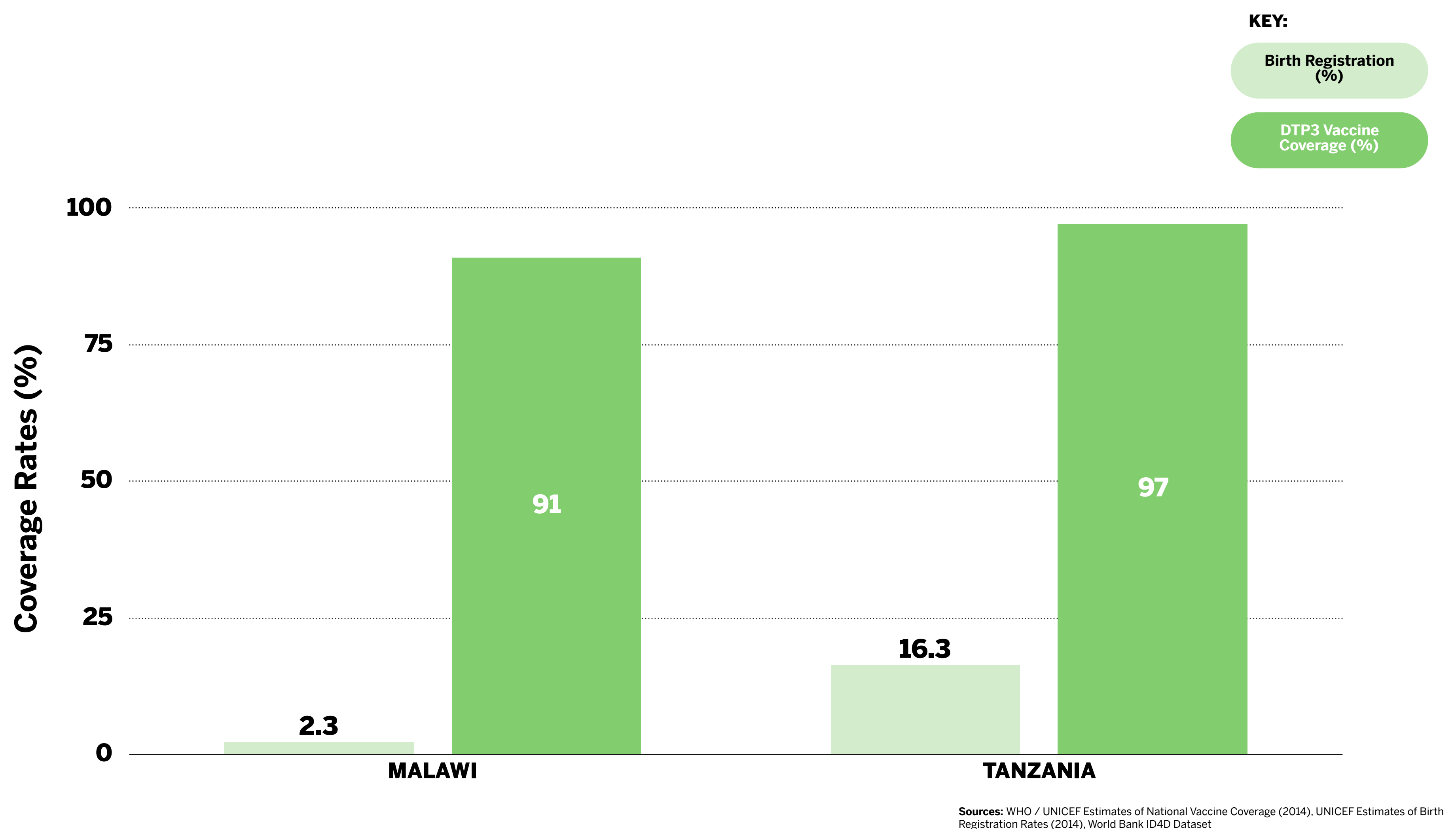
1. Facilitating investments in repeat-use, holistic digital identity systems that reflect technological best-practices
2. Creating a market for such digital identity systems, ultimately resulting in increased private-sector attention, support, and contributions
3. Contributing to achieving the Sustainable Development Goals (SDGs), and particularly, SDG Target 16.9
4. Prioritizing the development of innovative models or approaches for delivery that can be scaled more broadly
5. Providing a forum for cooperation and coordination, which is particularly important given the risks borne by any identity program
6. Advocating for digital identity as a cornerstone of international development
7. Driving transparency and efficiency through investments in monitoring and evaluation
8. Driving measurement and reporting of the ID2020 objectives and associated digital identity related operational metrics

By providing sustainable financing for interoperable identity systems, this model aligns diverse incentives and facilitates the adoption of identity that is truly personal, portable, persistent and private. And by bringing stakeholders together through a formal governance mechanism, the Alliance approach ensures the collaborative, iterative effort required to ensure that the best technological innovations are implemented in ways that are scalable, secure, and sustainable.

## SOLVING AT SCALE THROUGH PARTNERSHIP

As a collaborative effort of global partners, the Alliance is solving for scale from day 1. This approach opens up opportunities to piggyback on the systems and processes that public and private organizations already have in place to reach people, better positioning those organizations to fulfill their individual mandates.

For example, immunization rates far exceed birth registration rates in many developing countries - offering an entry point for identity:



Accenture, as a founding partner of the Alliance, intends to roll out an interoperable, user-owned and controlled digital identity to their workforce, which numbers many hundreds of thousands worldwide. This would provide Accenture employees the benefits of digital identity, cut down on the high costs paid by the firm for background checks on Accenture employees sent to a new client site, and build momentum for digital identity to be recognized by a broadening sphere of actors.

In both instances, these piggyback opportunities represent virtuous cycles where the organizations, both public and private, are able to connect to the people they want to reach: their customers, their beneficiaries, their employees. And through forging that connection, individuals will have a means of identifying themselves that better serves them.



# Strategic Roadmap

Reaching the goal outlined in Target 16.9 of the Sustainable Development Goals is ambitious and will require coherent and coordinated action at the national, regional and global levels.

The overall objective of the ID2020 Alliance is to empower individuals, enable economic opportunity, and advance global development by increasing access to digital identity. Four strategic goals support this mission.

## STRATEGIC GOALS

1. Accelerate access to digital identity for those living without it by financing projects to implement secure, interoperable digital identity solutions;
2. Set standards for a trustworthy decentralized identity framework, facilitating interoperability and creating a technical basis on which companies can build and run applications, platforms and hardware systems to support secure digital identity;
3. Enable multi-stakeholder collaboration on digital identity by establishing a neutral governance structure, promoting participation by diverse ecosystem, and hosting meetings, events, and collaborative discussions.

By 2030, the Alliance aims to have facilitated the scaling of a safe, verifiable, persistent digital identity system, consistent with Sustainable Development Goal 16.9. From 2017 to 2020, the Alliance's work will focus on two areas: developing and testing the best technological solutions for digital identity; and, working with governments and existing, established agencies to implement these solutions.

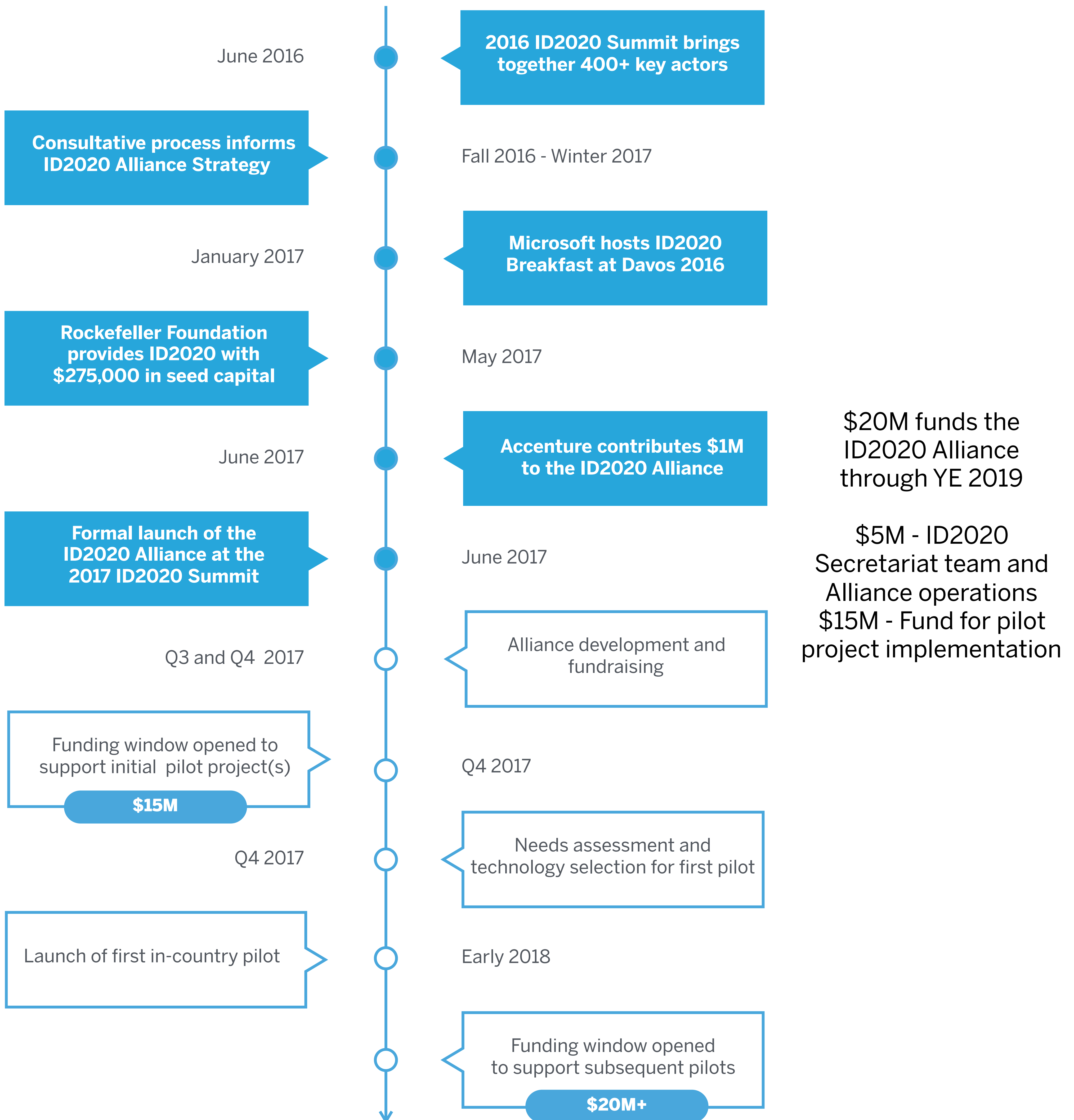
**Technology:** ID2020 and the other alliance partners are leading an effort to develop the standards and specifications for the “back-end” identity exchange layer needed for a globally useful digital identity system. This back-end layer will facilitate interoperability between existing and future systems, stitching together these systems and increasing the utility of identity systems for all stakeholders. The system's application program interface (API) will allow individuals, governments, commercial entities and other institutions to develop additional services on top of the common foundation.

**Delivery:** We believe that there is tremendous opportunity to leverage existing delivery networks as a route to scale. Rather than a “go-it-alone” approach requiring the mobilization of vast numbers of people on the ground, the alliance will develop creative partnerships with organizations, both public and private, with broad delivery networks at various “entry points.”

ID2020, working with these implementing agencies and governments, will finance digital identity pilot projects. These pilots will assess the cost, human resource requirements, opportunities and pitfalls associated with various pathways for enrollment and participation. Based on resources raised, ID2020 will open a funding window and solicit proposals from potential implementing partners beginning in September 2017. Proposals will be evaluated based on two key criteria: (a) the direct impact of the proposed pilot (i.e. number of individuals reached and forecast impact of digital identity on the lives of those reached) and (b) opportunities for learning posed by the pilot (i.e. potential scalability of the proposed entry point)



# Funding Targets and Timeline





# Alliance Governance and Operations

As an alliance, the success of this initiative depends on robust collaboration and a clearly defined means for stakeholder engagement. The model outlined below is based on best-practices from comparable alliances and reflects the landscape of partners currently engaged, but we note, and even expect, that it might evolve as the alliance is launched.

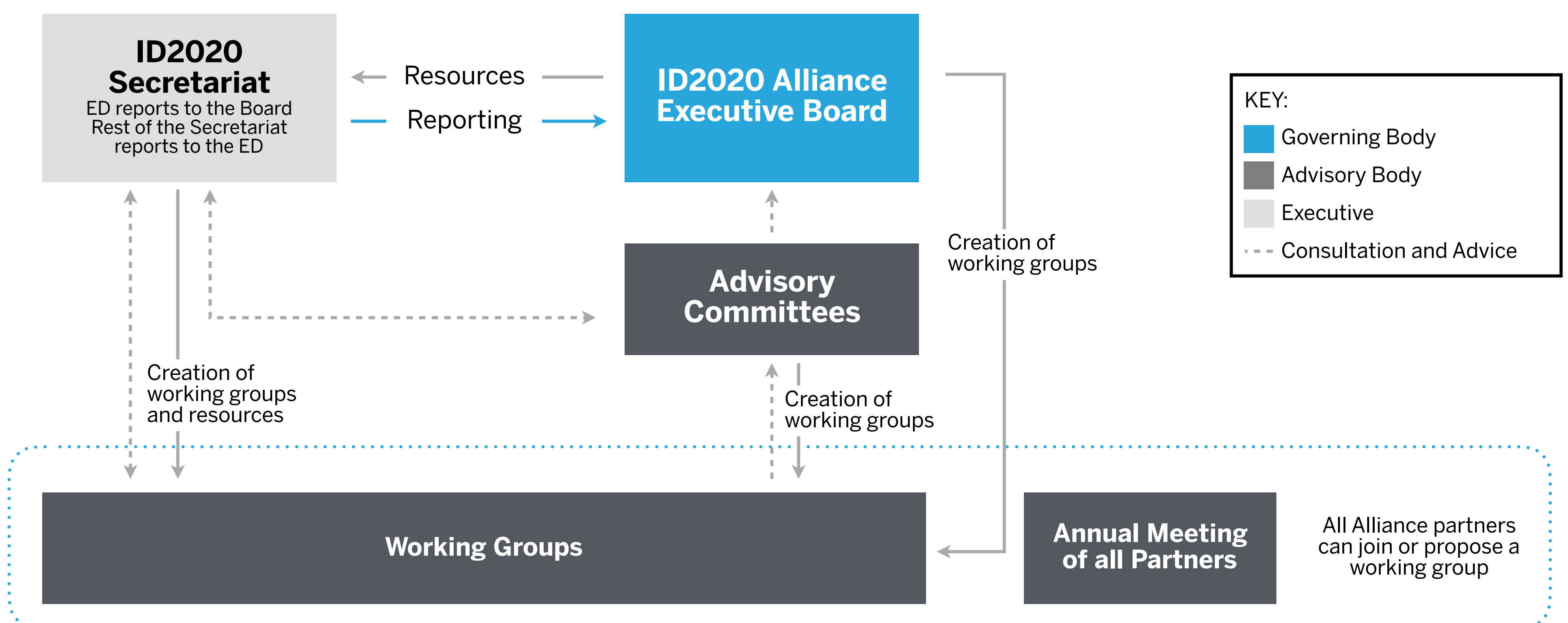
ID2020, a US-registered 501(c)(3) based in New York, NY, will act as the Secretariat for the alliance. As such, ID2020 is responsible and accountable for day-to-day operations, including: raising money to fund digital identity projects, coordinating with implementing partners for project implementation, setting and managing technical standards, monitoring and evaluation, legal and financial management and administration of the governance system. Management of these activities is the responsibility of ID2020's Executive Director.

The governing body for this alliance is the ID2020 Alliance Executive Board. Over the coming year, the Board will grow to 11 members - five independent Directors, two Directors nominated as representatives of the public sector Founding Partners, two Directors nominated as representatives of the private sector Founding Partners, one Director nominated as a privacy expert, and one Director representing funding organizations. This growth will ensure that the Board's make-up reflects the diversity of perspectives necessary for successful governance.

The Board will be supported by thematic "Advisory Committees" and "Working Groups," both of which will provide Alliance partners a mechanism for input into the Alliance's workflows and governance structure. More detail is available in the ID2020 Alliance Charter.

The breakout groups held in the afternoon of the 2017 ID2020 Summit laid the groundwork for the governance model outlined above and it is intended that each breakout group evolves into either an Advisory Committee or Working Group, as appropriate given the proposed activities of that group. We will be in touch with the individual participants and chairs of each breakout group to ensure continuity through this process.

## ID2020 ALLIANCE ENGAGEMENT AND GOVERNANCE STRUCTURE





## OVERVIEW OF KEY BODIES

### **ID2020 Alliance Executive Board (supported by the Secretariat):**

- Sets overall strategy, plans and policy
- Board members are senior leaders with relevant prior experience
- Intended to reflect balance of stakeholders' expertise, geographies and gender, with a mix of independent Directors and individuals nominated by the Founding Partners

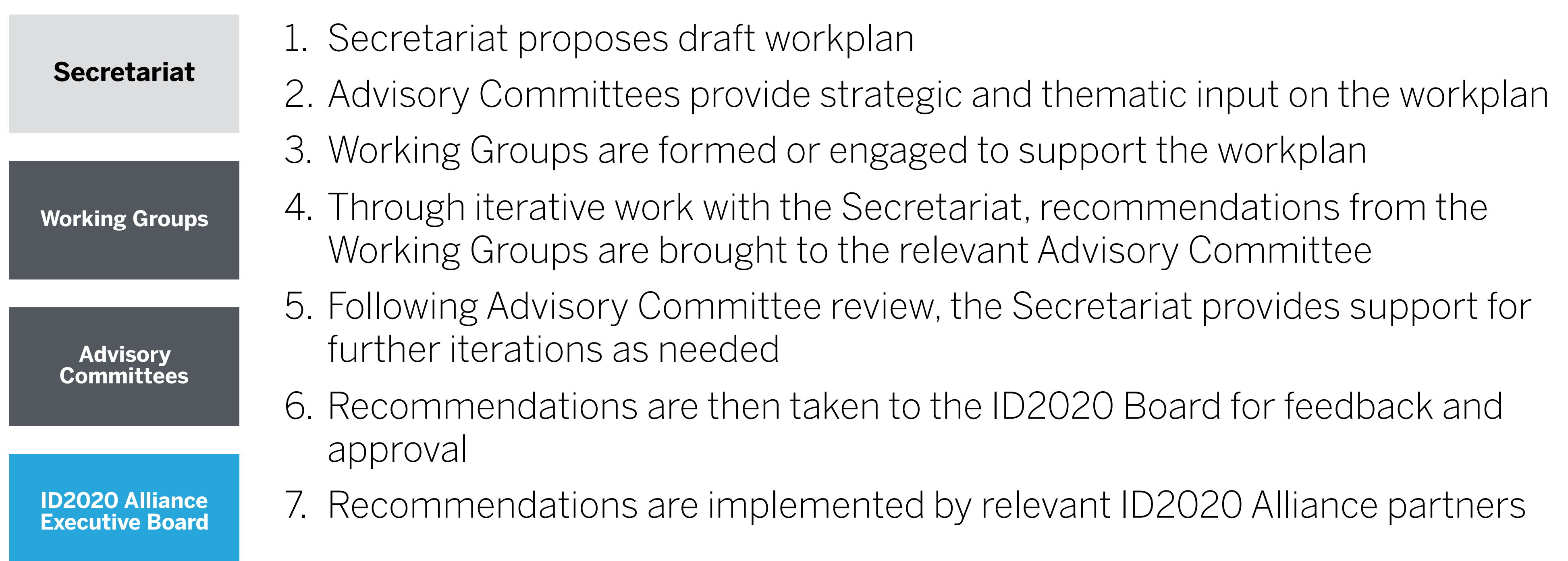
### **Advisory Committees**

- Thematic Advisory Committees (e.g. Technical, Policy and Programs, Ethics and Risks):
  - Provides in-depth advice to the ID2020 Board on key projects and topics of strategic importance
  - Membership set by the ID2020 Board, with Founding Partners eligible to nominate representatives to two Advisory Committees (if in good standing with the organization)
  - Members are appointed for two-year, renewable terms.
- Funders Group:
  - Provides donor input on strategy, plans and policy
  - Agree harmonized policies and processes across core donors, e.g. streamlining donor reporting, monitoring and evaluation plans, etc.
  - Any donor meeting funding threshold may elect to join

### **Working Groups**

- Key mechanisms for partner action and collaboration on specific projects
- Input from Working Groups fed into the agendas of the Advisory Committees, and from there into the ID2020 Board
- Any ID2020 Alliance body can initiate a Working Group, with membership in that group self-selected and self-managed

## ILLUSTRATIVE WORKFLOW





# Joining the Alliance

Please note: the benefits and obligations of Alliance partnership are outlined in detail in the [ID2020 Alliance Charter](#) and the [ID2020 Alliance Agreement](#). While a summary of both documents is included here, please refer to these documents as official record.

Additionally, as the Alliance is intended as a “coalition of the willing,” we recognize that our prospective partners will be a diverse group. As such, we’ve attempted to outline key tenets for Alliance participation, rather than providing details specific to each possible type of prospective partner.

## SHARED PRINCIPLES

While recognizing and respecting differences - and encouraging debate - a common commitment to the Alliance’s goals is necessary. Alliance partners must share the belief that identity is a human right and that individuals must have “ownership” over their own identity.

Furthermore, agreement to a shared set of principles lays the groundwork for the Alliance’s success:

- Given the humanitarian mission, partners will work together in good faith, bringing their experience, expertise and networks to bear to collaboratively progress towards the alliance’s goals.
  - Each organization's primary motivation for participation will be humanitarian.
  - Organizations will be clear and upfront about their commercial stance vis-a-vis digital identity.
- Alliance partnership is open (i.e. there will be no cap on the number or type of participating organizations). However, partnership must be approved by the Board following a due-diligence process and partnership can be terminated by decision of the Board.
  - ID2020 will conduct due diligence on potential partners using established UN policies including, but not limited to, the UNDP “Policy on Due Diligence and Partnerships with the Private Sector” (2013).
  - Partners are expected to contribute at a level appropriate given their size, resources and capabilities.
- While some alliance partners will have commercial interests in relevant technologies, the alliance itself will not pursue or endorse any approach that would provide a party with a monopoly on an element of the solution.
- Processes to govern the alliance will be transparent and set by the ID2020 Board
- Participating organizations will provide advice on policies via their participation in working groups and advisory committees.



## ALLIANCE PARTNERSHIP

While joining the ID2020 Alliance is open to all, we recognize that the Alliance itself can only be successful if the organization is fully funded and if all partners contribute what they can to the effort. As such, we've designed a tiered model intended to ensure that partnering organizations contribute at a level appropriate to their size and competencies, while fairly recognizing the "bold bets" made by founding partners.

		Private Sector Partners		Public Sector Partners		Individuals
		Founding Partner	General Partners	Founding Partner	General Partners	
Contribution	Initial Commitment*	Based on # of employees <sup>^</sup> : <b>\$1M</b> (5,000+) <b>\$500K</b> (500 - 4,999) <b>\$200K</b> (50 - 499) <b>\$50K</b> (<50)	n/a	No financial contribution is required for participation of public sector organizations; however, all members will be expected and required to participate in applicable ways through the contribution of human capital, intellectual property and/or goodwill. Public sector Alliance partners are also encouraged to help finance the work of the ID2020 Alliance to the extent that grants and donations are a core operational function of the partnering organization.		
	Annual Fees*	Based on # of employees <sup>^</sup> : <b>\$250K</b> (5,000+) <b>\$125K</b> (500 - 4,999) <b>\$50K</b> (50 - 499) <b>\$12.5K</b> (<50)	Based on # of employees <sup>^</sup> : <b>\$100K</b> (5,000+) <b>\$50K</b> (500 - 4,999) <b>\$20K</b> (50 - 499) <b>\$5K</b> (<50)			
Benefits	Logo on ID2020 Website	✓ Featured	✓	✓ Featured	✓	
	Right to use ID2020 logo on partner website	✓	✓	✓	✓	
	Participation in ID2020 events	With preference given for speaking slots	✓	With preference given for speaking slots	✓	
	Organizational representative eligible for nomination to one of four (4) partner seats on the Executive Board	✓		✓		
	Eligibility to nominate representatives to two (2) Advisory Committees	✓		✓		
	Eligibility for Advisory Committee participation through the General Partner nomination process		✓		✓	✓
	Eligibility for Working Group Involvement	✓	✓	✓	✓	✓

\* Participation as a Founding Partner requires an up-front commitment as outlined above. The upfront commitment includes the first two (2) years of membership at the Founding Partner level. At the third anniversary of membership, Founding Partners are asked to contribute on an annual basis at the rate outlined above.

<sup>^</sup> Our intent is that partnership levels are set appropriately based on the characteristics of the organizations that join and are balanced by an organization's ability to pay and magnitude of potential contribution, and as such, have used number of employees as a rough proxy. If you believe this does not accurately reflect your organization's potential to contribute, please be in touch to discuss.

ID2020 agrees that (a) Alliance partners have no obligations to disclose or contribute any of their intellectual property; (b) to the extent that Alliance partners provide any materials, information, or intellectual property to ID2020, the Alliance or any of their respective partners, members or customers, partners retain exclusive ownership of such items, and (c) ID2020, the Alliance and their respective partners, members or customers have no right to use any intellectual property of Alliance partners without their prior written consent.



# Advisory Committees

## Operating Principles

1. Creation: Advisory Committees can only be created by the ID2020 Alliance Executive Board
2. Membership: The Nominating Committee of the ID2020 Alliance Executive Board will consider candidates for appointment to Advisory Committees.
  - a. All members shall be appointed once every two years, with renewable terms
  - b. Members will be selected for their expertise and commitment to the goals of the ID2020 Alliance.
  - c. Each Advisory Committee will strive for diversity and gender balance
3. Defined time-horizon: Advisory Committees can be either time-limited or standing, depending on the specific nature of their mandate and role. This should be clearly defined within each group's terms of reference.
4. Reporting and Authority: Advisory Committees report directly to the ID2020 Alliance Executive Board, but cannot bind the Board or the ID2020 Alliance to any commitment or funding obligation.
5. Chairing: There shall be only one chair. The chair will be approved by the Board as part of each group's term of reference.
6. Meetings and Agenda: The Committee Chair shall determine the frequency and schedule of Committee meetings. A majority of the Committee shall constitute a quorum for the transaction of business.
7. Agenda: The Committee Chair will develop the agenda for each committee meeting in consultation with the Secretariat. The agenda and all pertinent information concerning the business to be conducted at each Committee meeting shall, to the extent practicable, be delivered to all Committee members sufficiently in advance of each meeting to permit meaningful review.
8. Observers: The terms of reference for each Committee will specify whether observers are welcome, and under what conditions.
9. Advisory Committee members will not be compensated for their participation in the group. In special situations, reimbursement for travel expenses may be considered.







# Working Groups

## Operating Principles

1. Creation: Working groups may be established by the ID2020 Secretariat at the request of the Board, a Board Committee, or by the Secretariat itself, to address specific technical, policy or strategy matters, as stated in the By-laws.
2. Accountability and reporting: each task team will be directly accountable and report to the entity that created it, as stated in the By-laws
3. Terms of Reference: All task teams shall use a standardized terms of reference (see Sample Template in Attachment A). The terms of Reference for each group should include a budget and any costs to ID2020
4. Defined deliverables and time horizon: The terms of reference should include very specific tasks and a clear timeline for completion, and a fixed date at which point progress will be reviewed and the future of the group will be decided. The entity (e.g. Board, Advisory Committee, Secretariat) that created the group will be responsible for reviewing progress at the end of the period, and for determining whether to disband or continue the group.
5. Authority: Task teams cannot bind the Board or the ID2020 Alliance to any commitment or funding obligation; therefore task teams cannot be responsible for managing work plan expenditures or consultant contracts.
6. Secretariat role: The Secretariat will facilitate the work of all task teams, and will have at least one focal point member in each team. For task teams that report to the Board or one of its Committees (as opposed to the Secretariat) it is the Secretariat's responsibility to work with the team's chair on papers and presentations.
7. Fixed membership: Seats should be assigned to individuals, and membership should remain constant throughout the life of the task team. Members should have the explicit approval from their employers/ institutions to serve on the task team, to ensure that they will be able to commit the necessary time.
8. Chairing: there should only be one chair, as stated in the GAVI Alliance By- laws.
9. Observers: Observers may be allowed to attend meetings by decision of the task team chair.