INTRO
The World Bank is innovating a breakthrough approach to identity management, helping developing nations integrate proof-of-identity systems to more reliably and cost-effectively speed critical services to those in need.

OPPORTUNITY
The World Bank provides a vital source of financial and technical assistance to developing countries around the world. Its Identification for Development (ID4D) program supports the World Bank Group’s twin goals of fighting extreme poverty and promoting shared prosperity. Key to success: avoid duplication and waste of resources by developing unified identification management systems. Hundreds of millions of people worldwide lack any proof of identity, barring them from receiving vital services such as healthcare, social benefits, financial services and voting rights. Developing countries frequently invest in identity systems that are disconnected and lack interoperability. The ID4D program seeks to help countries provide identity for everyone, including birth registration, by 2030, with a focus on the poor and disadvantaged. To move forward, the World Bank needs to establish a standardized integration approach for countries rolling out ID initiatives, reducing costs and duplication.

In 2015, the World Bank teamed with Accenture Development Partnerships (ADP) to rapidly develop a strategic framework for integrating civil registration and identification systems in client countries, including a comprehensive strategy and implementation roadmap for nations with widely differing levels of technology infrastructure maturity. It turned to Accenture because of Accenture’s extensive experience with identity management programs for governments and organizations worldwide, delivering accurate, convenient and cost-effective solutions—the foundation of high performance public service for the future.

SOLUTION
Working closely with the World Bank ID4D team, Accenture spent four weeks researching ways to integrate identity management system components with disparate initiatives (such as civil registry, social protection, electoral commission, and law enforcement) within a country, as well as regional integration across countries. The project required collecting first-hand information through presentations and interviews with delegates at the ID4Africa conference in Dar es Salaam, Tanzania and consulting with country ministries and World Bank experts. Accenture also examined best practices from its past identity management work, including the United States, South Africa, India and the United Nations High Commissioner for Refugees. The resulting framework benchmarked 15 countries against world-class identity management systems, identifying key gaps and ways to overcome them. The process involved examining maturity in various areas including:

- Enrolling an entire nation’s population
- Establishing shared infrastructure to support delivery of critical services
- Implementing appropriate governance structures
- Enhancing legal and regulatory frameworks
- Identifying suitable business models

Accenture defined a framework for grouping countries based on the maturity of their ID systems and then built an ID4D Integration Model with different strategies and roadmaps for each of the three country categories.

RESULTS
The ID4D Integration Approach Study provides a foundation for ID4D implementation and consists of the following components:

Benchmarking Report: Defined the features of a highly integrated, unified ID system and
categorized countries based on three levels of maturity of their national ID and registry systems.

**Scoping Report:** Assessed what each country category requires for implementation of a highly integrated model in terms of policy, legal and regulatory frameworks (such as privacy laws), institutional structures, business models, technology systems and regional integration standards.

**Strategy and Roadmap for Implementation:** High-level strategy and phased roadmap for creating an integrated ID system, customized for each country category.

**15 Country Case Studies:** In-depth look at 15 countries, including an analysis of existing registries, legal framework, institutions for overseeing ID systems, processes and challenges. For 3 studied countries, detailed recommendations were provided based on interviews and vetting of the ID4D Integration Model.

In addition to leveraging Accenture's business & technology expertise and identity management experience, the World Bank chose ADP because of its ability to quickly mobilize an international team with distinct roles and responsibilities to meet important World Bank project delivery milestones. To accomplish this, ADP utilized Accenture's global capability network and staffed resources across varying geographies and time zones. Dr. Mariana Dahan, Coordinator of the Identification for Development (ID4D) Working Group at the World Bank, noted, "I have been impressed by the around-the-clock responsiveness and service delivery. And while I fully recognize that this was an extremely challenging assignment - I also see this as a great demonstration of teamwork and effective project management."

In just four weeks, Accenture provided the World Bank with a unifying vision and strategy for helping developing nations implement standardized national identity systems, designed to ensure that those in need gain access to life-saving services.

By teaming with Accenture, the World Bank is delivering public service for the future—a model for integrating identity management components that helps to improve the lives of people worldwide.

**ABOUT ACCENTURE**

Accenture is a global management consulting, technology services and outsourcing company, with more than 336,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.