HUMANITARIAN INNOVATION FUND

Large Grant Application

- No longer than 10 pages (Arial, 12pts) excluding appendices and cover page –

Reference Number	HIF/L/2011/2-051

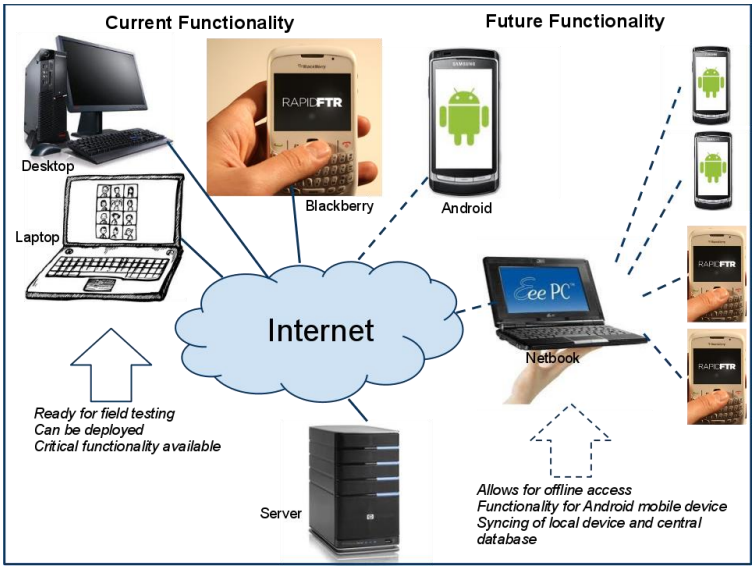
Organisation Name	UNICEF UK
Type of Organisation	Registered charity
Address/ Main contact person / Position / Contact details (email, Tel)	Geraldine Payne, Trusts and Foundations Manager UNICEF UK, UNICEF House, 30a Great Sutton Street, London, EC1V 0DU 020 7375 6018 geraldinep@unicef.org.uk

Project Title	RapidFTR (Rapid Family Tracing)
Location	Field testing planned in Uganda and potentially Haiti. Project management in New York
Start Date	10 January 2012
Duration	12 months
Total Funding Requested	£149,129

Partner(s)	Thoughtworks, New York University
Total Funding	Total cost of project: £389,869 HIF contribution requested: £149,129 UNICEF Supply Division: £148,000 UNICEF HQ and Country Offices: £92,740

One sentence description of the innovation	A technological application to rapidly collect and distribute data on separated children
Innovation Stage (i.e. Development or Implementation)	Development
Type of Innovation (i.e. Product – Service or Process or Position or Paradigm)	Product and Process

What type of humanitarian intervention are you targeting?	Child Protection
What is the core challenge that you feel needs to be addressed? **What will your innovation Achieve?**	The project addresses the problem of reuniting unaccompanied and separated children with parents or caregivers as quickly as possible in emergencies, by making it faster and more efficient to document these children and to share their information. RapidFTR is specifically designed to streamline and speed up Family Tracing and Reunification (FTR) efforts both in the immediate aftermath of a crisis and during ongoing recovery efforts. The goal is not to rethink the steps aid workers take in order to reunite families. Instead RapidFTR focuses on streamlining and speeding up a process that is already in place.

Do you have a simple visual input (picture, diagram, video, web link) to help illustrate the innovation? (In case of a video or large file, please attach a link to the file with the supporting information)	

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SECTION 1: CONTEXT ANALYSIS AND RATIONALE FOR INNOVATION

- **Context Analysis**

Every emergency, whether a rapid onset natural disaster or armed conflict, inevitably leads to the separation of children from their families and caregivers in the commotion of survival and flight. The longer a child is separated from his or her family, the more difficult it is to locate them and the more at risk a child is to violence, economic and sexual exploitation, and potential trafficking.

While speed is of the essence in reuniting children with their parents and caregivers, current practices to document separated children are inefficient. Child Protection Officers and case workers rely on long-hand collection of a child's essential information and the use of carbon paper to make copies. Information is then manually entered into a database to generate a record for each child that can be used to match records of parents searching for their children, printed for missing child poster boards and used by case workers to manage a child's overall care pending his or her family reunification.

This process can lead to delays in recording, transporting and consolidating information into a user-friendly electronic format. As a result, precious hours and days are lost in efforts to reunite children with their families during which time they become increasingly vulnerable to the many risks of child exploitation.

- **Existing practices and innovation**

RapidFTR is a continuation of a group project for 'Design for UNICEF' – a masters degree programme at New York University. In 2009/10, a group of students researched Family Tracing and Reunification and designed a system to improve the way this work is carried out. UNICEF supported the group of students to develop RapidFTR further, and one of the students was hired as a consultant by UNICEF in May 2010 to coordinate the project.

RapidFTR is unique in that its designers have maintained one guiding principle above all else: RapidFTR must be almost endlessly flexible. It is an application that achieves a specific purpose - to meet child protection concerns in emergency situations - while recognizing that the needs of partner organizations may vary widely and the conditions in which RapidFTR will be deployed are unpredictable.

A major design goal of RapidFTR is that information can be readily exportable into other systems. It is not intended to replace or override other platforms but simply to enhance them. This focus ensures that RapidFTR is a unique initiative, where there is no risk of duplication of efforts.

Compatibility with existing systems, specifically the Child Protection Information Management System, is a major requirement for RapidFTR and will be a priority in the next stage of software development. It could also be used to enhance data gathering for systems such as IOM's MiMOSA and UNHCR Progress database, so that paper forms filled out in various refugee destinations would not have to wait to be transported to a central location for processing before the information could be analysed and acted upon. ICRC Family Links and Google Person Finder are developing a universal data structure for missing person records and we will explore creating an export module that allows information to be shared with these systems whilst also being careful to protect

sensitive data on children as these are publicly open systems which work best as tools for family tracing. Finally, Sahana is a system that most closely resembles RapidFTR. While it does include a missing person module, the system is designed for high level, coordinated emergency management and is extremely complicated to configure.

RapidFTR is an effective alternative as it is extremely easy to use, understand, and deploy - all significant considerations for a user base who may not be familiar with the technology, but are asked to operate it in stressful conditions.

- **Evidence and rationale for the innovation**

Child Protection specialists from UNICEF, ICRC and key NGOs working in child protection in emergencies have consistently identified the need for enhanced tools to speed up the electronic documentation and usability of an unaccompanied or separated child's essential information in rapid onset emergencies. Consultation with the Inter-Agency Working Group on Unaccompanied and Separated Children (IAWG-UASC) and the global Child Protection Working Group confirmed that the current long-hand process is cumbersome and time consuming. The concept of RapidFTR was warmly received as a potential tool to vastly improve the speed and efficiency of the reunification process. UNICEF has continued these discussions during the development of RapidFTR to ensure that it meets the sector's needs and uses the standard inter-agency templates that have been developed for the documentation of unaccompanied and separated children. The benefit of the innovation is that it need not be limited to those forms; if standard protocols change in the future, the software is already equipped to conform to them.

- **Potential Impact**

As the agency charged with leading child protection in global emergencies, UNICEF's vision is to make RapidFTR a standard tool used by all child protection and humanitarian organizations to document unaccompanied and separated children in an emergency, in the hope of advancing and facilitating the collective process of child reunification. The technology's versatility and open-source nature allows for each organization to use it on a device of their choosing as well as share data safely between organizations when necessary. Since emergencies strike without regard to place or people, RapidFTR will also be adjustable to different languages and local needs.

The project's beneficiaries are children and families who have become separated in the chaos of a natural disaster or political emergency. RapidFTR has the potential to reunite children with their parents and caregivers more quickly – a direct benefit to children and their parents or caregivers. RapidFTR also makes information immediately shareable so that as children are moved from place to place their information can follow them; it allows information to be shared more easily amongst partners, and across camps and borders, while also avoiding the need to re-interview children multiple times at every place they end up (initial registration, transit camps, etc). The target groups are the humanitarian workers and public employees who must document children quickly and accurately when the stakes are at their highest. For Information Specialists using CPIMS it will decrease time between rapid registration and tracing stages. Whilst Child Protection Specialists will be able to access child information before it gets to CPIMS and will be able to share information across a region or in adjoining camps. Staff from organisations such as Save the Children and ICRC will benefit from built-in logging of system usage, which allows for better and more immediate monitoring and evaluation.

They will also be able to quickly modify or add forms, allowing for flexibility in the field – there is no need to wait for paper forms to be printed and shipped.

While the focus of RapidFTR is on documenting children who are separated from their families and caregivers in an emergency, the technology has the potential to be applied much more broadly to document vulnerable children in a variety of contexts and for a variety of purposes. For example, an adaptation of RapidFTR could easily be used to support the electronic registration of children at birth, in place of the manual ledger system that is prevalent in many countries. It could also be used to document children in residential care facilities, on the streets and those who are released or escape from armed groups, amongst others.

Furthermore, by developing RapidFTR as an open-source project, UNICEF has broadened the scope and possibilities for this initiative by creating an environment to inspire a sense of ownership for the project in partner organizations, as well as trigger innovative ideas and approaches from a wider pool of talent. The open source nature of the project also eradicates any concerns around losing 'ownership' of the code base, or becoming involved in long term support contracts or licensing agreements to maintain the ability to use the technology.

SECTION 2: DESCRIPTION OF THE METHODOLOGY AND PLANNED ACTIVITIES

- **Development approach**

The conception

RapidFTR was originally conceived in late 2009 by a team of graduate students from NYU's Interactive Technology Program (ITP) during the 'Design for UNICEF' course, in consultation with UNICEF's global Child Protection Specialist in Emergencies on Unaccompanied and Separated Children (Pernille Ironside), who provided advice to the NYU students on reunification work in emergencies and the limitations of the current system. Pernille also forged links between the students and relevant specialists, enabling them to engage in research and discussion on current challenges and inefficiencies. The students presented a series of mock-ups at UNICEF headquarters around the time of the Haiti earthquake. Following abundant reports of child trafficking in the aftermath of the emergency, UNICEF supported the group of students to develop RapidFTR further. It was subsequently developed into a Masters thesis and open-source project by one of the students (Jorge Just), who after graduation was hired as a consultant by UNICEF in May 2010 to coordinate the project.

RapidFTR Technical Development and Functionality

RapidFTR is an Application Programming Interface (API) that connects to a schema-less database called CouchDB. An API makes it easy for applications to interact with a web-based service so that data can travel between two endpoints in a structured way. RapidFTR is designed for use by future developers as much as it is by current child protection specialists. By following the documentation, developers can build whatever tool an aid organisation needs to be able to integrate RapidFTR into its workflow. As technology changes and organisations move to other platforms, they will need only to create new client-side applications, not entirely new systems.

RapidFTR makes use of CouchDB, a schema-less storage system that can return whatever information UNICEF and partner organisations need in the format they desire. Information is stored as individual documents and accessible through HTTP requests. Each child record is stored independently which means information can be appended, edited and reorganised without repercussions for the database as a whole, so the individualised schemas of different organisations can be easily accommodated, even if they change after the system has been deployed.

Another advantage of CouchDB is its replication system, which makes it easy to clone databases and keep multiple instances running that can share information and update each other. If need be, each organisation can host its own version of RapidFTR in keeping with its particular data security policies. The systems can synchronise silently in the background, so child records remain accessible regardless of which group collected them. Replication also allows for the creation of local databases.[1]

RapidFTR's current features include the following:

- Customising inter-agency standard FTR forms for local needs as the primary format for gathering information about a child or parent/caregiver[2]
- Recording essential information as part of a child's record[3]
- Taking photos as part of a child's record
- Recording audio of interviews with a child as part of their documentation
- Basic export of records to CSV and for paper backup.
- Printing photos for use on photo walls
- Allowing Blackberry devices to work without network coverage and synchronize when it is restored.
- Searching records from both the Blackberry and the web.
- Sharing records with other Child Protection Specialists to facilitate tracing.
- Logging and display of changes to child records, so that no information is lost.

The software development methodology that is being used is the Agile open source model.[4] Adopting Agile as a project governance framework creates value through rapid delivery of outcomes/solutions; a user-centered design focus; active and on-going stakeholder engagement; reduced project 'waste' and cost reductions; significantly improved risk management; and greater responsiveness to change. In addition, developing RapidFTR as open source allows interested parties to contribute bug fixes or enhancements back to RapidFTR or modify it to meet their specific needs.

[1] Source 'RapidFTR: Protecting Children, Making Friends', Jorge Just

[2] One of the main highlights of RapidFTR is that forms used for gathering of information can be easily and dynamically edited and updated for use by different partners, and in reaction to developments on the ground. It is extremely flexible, allowing choices made by UNICEF and its partners in an emergency to be reflected immediately within the application.

[3] Every child is assigned a unique ID. This allows aid workers (as well as the RapidFTR system) to refer to the child without disclosing personal information. Aid workers can use the information they've collected to questions people who claim to be the child's legitimate guardian.

[4] "Agile" is a proven approach to the management and governance of projects, particularly software development projects. Unlike traditional, linear project governance frameworks, Agile ensures predictable, efficient and transparent delivery of agreed outputs/outcomes, while also incorporating the flexibility required to handle the kind of complexity and uncertainty inherent in modern, multi-stakeholder (and, usually, multi-system) software projects. "Open source" describes a highly collaborative software process where the original source code is made publicly available.

Field testing and consultation with target groups

In October of 2010, RapidFTR underwent preliminary field testing in Uganda. In Gulu and Kitgum, the team met with social workers for interviews and user testing, conducted a fact-finding visit to an IDP camp to address questions about infrastructure, and met with a child formerly associated with an armed group to hear an in-depth account of the reunification process from his family's perspective. In Kampala, the team met with Child Protection Officers, social workers from community organizations, and government officials to assess how RapidFTR might be used in various Child Protection contexts. At each stop, the RapidFTR team shared the system to familiarize stakeholders with the application and to gather relevant feedback. In January 2011, RapidFTR team members conducted a two-day training in Gulu of more than 30 representatives from partner organizations, most of whom had previously worked in refugee crises or were preparing to do so. Attendees kept the devices overnight to practice. Trainees also visited WorldVision's Child Care Center, where they practiced registering child volunteers to simulate how RapidFTR might function differently in the field and then gave feedback.

Participants observed that the RapidFTR device made inputting and sharing information faster and more efficient, allowing for the registration of more people in a shorter period of time, and reduced the time spent transferring data to an electronic system. Survey responses showed trainees liked the idea of gathering a child's most basic and important information immediately at reception, leaving in-depth interviews to colleagues after the child had been moved to safety, something RapidFTR was ideally suited to facilitate. One trainee remarked, “It is efficient *and* effective, therefore time-saving, particularly where there is a network and capacity.” Other positive feedback noted that the application was easy to understand and use, it was helpful in engaging children in the interview process (by enhancing person to person interactions unlike a computer or paper forms) and the sharing capabilities of RapidFTR potentially had a much broader positive impact in supporting coordination between agencies and partner organizations.

We are consulting closely with the members of the global Child Protection Working Group under the humanitarian cluster system, and the Inter-Agency Working Group on Unaccompanied and Separated Children. At an IAWG meeting in July members expressed their continued support and commitment to participate in the design of key features of the tool and we will continue updating them every two months. At a recent global CPWG meeting in Geneva a presentation on RapidFTR generated a lot of excitement among other organisations. We have offered to have more detailed discussions with individual agencies. Amongst these members Save the Children, UNHCR and ICRC are particularly important stakeholders, and staff from these organizations in Uganda, as well as the Uganda Red Cross, were trained in using RapidFTR during the field testing that took place in January 2011. Ongoing engagement with these agencies will be continued and prioritized.

- **Methodology**

RapidFTR functionality has been developed for the web and Blackberry platforms. The next stage of the development includes both extending the functionality and supporting other devices, specifically Androids and Netbooks. Android has been selected as the next development platform because increasing availability of inexpensive Android devices around the world suggests it will quickly become a preferred and widely

available tool. Netbooks are small computers that are designed to be highly portable and inexpensive, while still allowing some of the networking and other functionality of mobile phones. By developing a Netbook client, UNICEF will be able to create instances of RapidFTR that are fully independent of the need to connect to the Internet. In these cases, the Netbook itself will act as a "server" connecting disparate devices and managing the exchange of child data. In this way, RapidFTR can act as a self-contained system, limiting the exposure of child data to the Internet, and making sure that the benefits afforded by the system (instant digitalizing of child information, immediate sharing with co-workers, etc) do not depend on the presence of network connectivity.

There remain significant additional needs to bring RapidFTR to the level where it is ready to be tested, deployed and shared with other agencies working in humanitarian emergencies to support actual child protection programmes.

The decision to use a document-oriented database was driven by a requirement to make RapidFTR as flexible as possible so that pre-determined data schemas would not limit its ability to interact with other systems. This increases the analytical capacity of RapidFTR by allowing export modules to be created that can work with many different tools. It is important to note, however, that RapidFTR was not intended for case management or data processing. The goal is to create a lightweight, easy-to-use, and flexible data collection tool that allows for information export into legacy systems. Analysis of information is best done using tools that are already in place and designed for this work, such as the inter-agency CPIMS.

Great effort is being placed into making RapidFTR useful on rugged devices and in absence of network connectivity, as mentioned above. Its use does not, however, preclude data collection by traditional means. If hardware is unavailable in the field, children can still be registered using paper copies of the forms, and that information entered manually through the web, a netbook, or a mobile device when time allows.

There are six key areas in which resources are required for RapidFTR over the next 12 months:

- **Project Management:** A core stakeholder group should be formalized, as well as representation for product ownership and requirements, product strategy, road-mapping, stakeholder management, project coordination, technical direction, budget and funding.
- **Software Development:** On-going development including an Android client and Netbook, support when RapidFTR is deployed, and maintenance of system in response to feedback.
- **Field Testing:** Testing different RapidFTR platforms with child protection officers in simulated situations with children must be implemented to validate the requirements as well as contribute to the effectiveness of the system.
- **Deployment and Distribution:** To respond to emergency situations, RapidFTR needs to be quickly and easily deployed. A deployment plan to achieve this needs to be developed and include accountability, monitoring, documentation, training, and a rollout strategy for the software. The distribution plan also needs to include processes for incorporating feedback from the field, support, new work and disaster recovery. Deployment will also include resources for hosting redundant instances of the software, as well as hardware costs for tests for kit prototypes.

- **Research and Development:** Two areas of RapidFTR could be improved significantly by dedicated research and development. First, a method of self-serviced deployments could be developed for RapidFTR to enable teams in the field to deploy their own systems as they encounter a problem. Secondly, more advanced data synchronization techniques between netbooks would allow teams to work more effectively when Internet connectivity is not available.

- **Planned activities:**

The proposed project will deliver the following activities over a 12-month period:

1. **Finalization of the Blackberry platform** – the Blackberry platform and increased coding will be developed further, followed by testing and deployment at field level.
2. **Software Development** - Development of the Android and Netbook platforms for non-Blackberry users to expand usage potential.
3. **Field testing** – UNICEF aims to deliver emergency simulations in Kampala involving over one hundred children, with possible follow-up emergency simulation in Haiti. These emergency simulations will be designed to test the usability and efficacy of RapidFTR, with child protection workers tasked with documenting dozens of children.
4. **Deployment and Distribution** - A deployment plan will be developed and will include accountability, monitoring, documentation, training, a rollout strategy and feedback system for the software.
5. **Research and Development** – the project will support research and development in the two areas of self-serviced deployments and advanced data synchronization techniques as outlined in the preceding section.
6. **Finalization of RapidFTR technology package**, including the development of user manuals and other documentation, and distribution to partners.

- **Deliverables/outputs**
  - RapidFTR Application for use on Android devices
  - RapidFTR Application for use on Netbooks
  - RapidFTR Web Application / API
  - RapidFTR Application for use on BlackBerry devices, OS version 4.6 to current
  - USB installer for netbooks / notebooks and locally-managed servers not connected to the Internet
  - Web-based installer for independent, locally-managed RapidFTR instances
  - Global front-end web dashboard to launch centrally-managed instances of RapidFTR to cloud services
  - Security Consulting and Penetration Testing - 3 page document
  - Deployment & Software Support Plan
  - Training materials for deployment, monitoring and troubleshooting for tech admins
  - Training materials for users and programmatic partners
  - Rollout strategy for all platforms and deployment mechanisms, including Mobile Devices, Locally and Globally managed cloud-hosted instances, 'FTR Kits' etc
  - 2 - 3 Deployment Testing Trips
  - Training materials and curriculums for project trainings
  - Code jams / hackathons and related documentation

SECTION 3: MONITORING, EVALUATION AND LEARNING (MEL)

The planned monitoring and evaluation system will allow us to measure and evaluate the speed and efficiency with which children are documented and referred to care services using RapidFTR.

There will be ongoing discussions with the members of the global Child Protection Working Group under the humanitarian cluster system, and the RapidFTR team will continue to consult approximately every two months with the Inter-Agency Working Group on Unaccompanied and Separated Children during regularly scheduled teleconferences. The results of RapidFTR's field testing will be shared with members of both these groups. Organisations including Save the Children and ICRC represent an important community of initial users with whom discussion, engagement, and testing will be ongoing.

We are committed to ensuring that RapidFTR remains an open-source innovation, so that once its' development has been finalised, partners and interested parties can avail themselves of the technology with limited constraints. The hope is that the innovation will be shared freely and openly to best benefit children and stakeholders, but that UNICEF and partners will maintain a stable and official version of the software.

UNICEF UK will provide quarterly reports to the Humanitarian Innovation Fund as requested. It is possible that the findings will also be written up in a professional journal or as a best practice model for innovations within the child protection sector.

- **Evidence:**

Measuring the impact of RapidFTR is a complex task, as each emergency presents its own unique set of challenges. In order to evaluate RapidFTR, UNICEF is building the ability to gather monitoring and evaluation metrics directly into the technology, enabling UNICEF and partners to measure how quickly forms are filled out and with what accuracy, how frequently child records are synchronized to the central database, how often records are updated and edited, and how quickly the status of a child changes from unaccompanied or separated to being in interim care or reunited. During trainings and simulations the speed of volunteers filling out and digitalising the paper forms will be timed, as these measurements will serve as a baseline for monitoring and evaluation. In addition, RapidFTR will log usage patterns and provide reports on the number of children documented, how many users interacted with RapidFTR, and to what depth, and many other points of information that are difficult to collect when using paper forms. UNICEF is also planning to integrate a user feedback process so that child protection specialists can comment on the system, suggest improvements and report problems.

During previous trainings, qualitative surveys of field workers and other stakeholders revealed new requirements and hidden deficiencies that were quickly addressed, analysed, and incorporated into the software. We will continue to use and build upon this strategy in the future.

We will compare the speed of using paper forms to using RapidFTR which will highlight where changes are needed in the software to make it more effective. These same

metrics can be used to compare different deployments of RapidFTR to each other. For example—if child protection workers in one area are not documenting children as quickly as in another, then this might signal a need for better training, or a different set of forms. By comparing the results of measurements taken within the software, users of RapidFTR can ensure that the project continues to be effective over time.

RapidFTR is being built using an "Agile" methodology of software development, which means that each aspect of the software is created and tested independently, so that changes to project requirements can be easily incorporated, even while it is still being built. Evidence gathered during the field testing trips and trainings will be analysed and used to improve RapidFTR before the project has been officially rolled out.

SECTION 4: ASSUMPTIONS, PROJECT RISK AND MITIGATION

A major concern during initial planning and design of RapidFTR was that it might prove difficult to use for individuals who had never been exposed to smartphones or netbook computers. This concern was laid to rest during preliminary field testing in Uganda. Participants were able to quickly learn and master the software during a single training session, and felt that the device was helpful in engaging children during the interview process.

Asset management will be an ongoing concern, as even increasingly inexpensive Android devices are valuable targets for theft. One of the benefits of a flexible open-source technology is that versions of RapidFTR software can be developed for a wide variety of devices as needs dictate, and the long-term vision is that it can be safely deployed on personal devices of RapidFTR users. In the short term, strategies for device management—protecting the actual devices, as well as limiting the ways they can connect to the Internet—will have to be developed, drawing on the expertise of partners during test deployments.

The risks to local partners and beneficiaries is minimal. The purpose of RapidFTR is to streamline and speed up processes that are already in place and have been vetted and improved over time. The main risk associated with any technology involving child information is data security. In order to minimize this risk, RapidFTR uses secure connection protocols, data encryption, and limits access to trained, registered users. In addition, data from local emergencies is never pooled with data from other places in the world, to limit the damage that any potential breach would cause. Every child is assigned a unique ID, a practice that allows aid workers to refer to the child without disclosing personal information, so that aid workers can question people who claim to the child's legitimate guardian. The child record ID incorporates the unique user ID of the aid worker who created it so that this primary contact can always be easily traced.

SECTION 5: IMPLEMENTATION CAPACITY

RapidFTR is made possible by a unique partnership amongst UNICEF, the private sector (ThoughtWorks, a global IT consulting firm) and academia (New York University). As of October 2010, the UNICEF full time coordinator for RapidFTR (Jorge Just) is managed by the global Child Protection Specialist in Emergencies for Unaccompanied

and Separated Children (Pernille Ironside) in the Programme Division and supported by UNICEF's Innovation Unit (Chris Fabian) in the Supply Division. In addition, ThoughtWorks volunteers and dedicated teams have provided over 16 months of direct development work to RapidFTR, including deployment of 3 developers to Uganda in two trips to Uganda to support with initial field testing. Global "code-jams"[5] of volunteers have been held in 5 countries and involved over 100 ThoughtWorks developers. In total, approximately 12,000 hours have been invested in RapidFTR to date.[6]

As the global lead for Child Protection in Emergencies under the Humanitarian Cluster system, UNICEF is well placed to lead and coordinate this initiative which aims to transform the global humanitarian response to reunifying separated children with parents and caregivers in emergencies. Jorge Just, RapidFTR Project Coordinator, has been at the forefront of the RapidFTR project since its inception and is well placed to develop the project further alongside UNICEF's Senior Advisor for Child Protection in Emergencies, Pernille Ironside and co-Director of UNICEF Innovations Unit, Chris Fabian.

Key members of the project:

- Pernille Ironside – UNICEF Child Protection Specialist in Emergencies and project sponsor;
- Jorge Just - Student of ITP Design for UNICEF class, mentored by Clay Shirky; originator of RapidFTR and current UNICEF Project Coordinator (consultant).
- Chris Fabian – UNICEF Innovation Specialist and advisor to RapidFTR;
- Zubair Khan / John Hume / Tom Elkin / Dave Cameron / Jen Smith / Chris George: Professional software developers with ThoughtWorks who bring knowledge of RapidFTR software and system, ability to deploy the system, make changes and apply an agile software development process;
- Hai Ton: Social Impact project officer with Thoughtworks providing business management support with deployment plan.

SECTION 6: ETHICAL CONSIDERATIONS

RapidFTR adheres to the Inter-Agency Guiding Principles on Unaccompanied and Separated Children through incorporation of data protection protocols to ensure confidentiality of child records. The rigorous standards for child protection are reinforced by the way the project functions. RapidFTR makes data collected from children easier to share with different levels of user access to sensitive data, and only to the registered workers who are authorized to view records. Children are also documented with their informed consent.

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[5] Code jams" refer to any time when a group of developers get together and contribute to a software application for a concerted amount of time. In the case of RapidFTR, code jams have primarily included one-off jams on weekends and regularly scheduled jams during the week after work hours.

[6] ohloh.net is a service that estimates the effort of reproducing an open source project by re-writing it from scratch. It uses an industry standard COCOMO model to generate these estimates. The model estimates it would take roughly seven person-years to recreate RapidFTR. Assuming an annual salary of fifty-five thousand, the project would cost just under four-hundred thousand dollars to recreate. https://www.ohloh.net/p/rapidftr

Supporting information:

- Appendix A: Summary CV of Jorge Just and Pernille Ironside
- Appendix B: Detailed budget information
- Budget narrative
- Appendix C: Detailed work plan of RapidFTR project development.
- Appendix D: Detailed statement of UNICEF's previous work and experience
- Appendix E: Partner details (including main contact details):
- Appendix F: A copy of UNICEF UK's signed audited financial statements