

# ACHIEVING IMPACT AT SCALE

## 2017-2022



**A WORLD  
WHERE  
NO CHILD  
EVER HAS TO  
LIVE ON THE  
STREETS**



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## FOREWORD

Railway Children has a vision that believes in a world where no child ever has to live on the streets.

Across the world many tens of millions of children struggle to survive on the streets. Every child has their own story of why they have found themselves living alone, with nowhere left to go and no one left to turn to. The brutal reality of a young life left to live on the streets is one of violence and exploitation, the potential life outcomes for these children are at best poor and at worst, they are unlikely to survive into adulthood. This truth is one we cannot accept. We have to be the voice for children and we have to make a sustainable difference in their lives.

Children are at the very heart of everything we do, every plan, every decision made is to create a positive outcome for every child we can reach and in this strategy we intend to make brave steps towards realising our vision.

Our strategic plan to 2022 has a vision to 'Achieve Impact at Scale.' We are aiming to directly reach 150,000 children through our strategic goals, alongside exciting plans to build a replicable model of our work and offer this to new regions where the issues and context prove to be compatible, enabling our approach to reach more children.

To meet our plans we are aiming to raise £8m a year by 2022, more than doubling our current income. A key part of our growth strategy is the shift in fundraising to our regions, strengthening their capacity to enable them to build on the long term investment already secured. Across the lifetime of the strategy we expect this focus to raise £8m, with £4.79m already secured we are confident that this shift will achieve the result we aspire to.

We realise that if we are to achieve our ambitions then we will need to work differently. This strategy outlines key changes in our operations:

- In the UK we are shifting our operations to direct delivery. Having previously worked through partners in our direct work this is a fundamental change, this is necessary to enable us to work hand in hand with the British Transport Police to create the first National Safety Network for runaways and missing children.
- We intend to explore replicating our model of work to at least three new countries, using social franchising as a possible route to achieving the scale of operations children need.
- With strong operations in our current regions, alongside expansion plans we will be putting our governance under review to ensure its fit for purpose. Our trustees will be reviewing the organisational and governance structures to ensure the right support and controls are in place to effectively manage a federation of activities across different territories.
- It is critical that we have the right people, in the right places, in the right number and we can both attract and retain the staff we need. This strategy will see the development of a progressive Human Resources plan to review terms, succession planning and a complete capability review.

Our future plans are brave and ambitious but reflect our deep sense of responsibility we feel in meeting the needs of children. We hope it will both inspire and create the change needed so in 2022 we can all tangibly see the great step we have taken in creating a world where no child ever has to live on the streets.

A handwritten signature in black ink, appearing to read 'Terina Keene', is written over a light-colored, slightly textured background.

Terina Keene  
Chief Executive

# 1. STRATEGY GOALS

Railway Children was founded in 1995, and over the last 22 years our work has directly benefitted in excess of 300,000 children. Our vision echoes our aspiration, with all of our resources aimed at creating 'a world where no child ever has to live on the streets'

This strategy articulates three key strategic goals that align across all of our regions. They work collectively and interdependently to achieve our strategy vision - Achieving Impact at Scale.

# EXPECTED RESULTS

By 2022 expected results across our regions aligned to our strategic goals are as follows:

## GOAL 1

**WE WILL MAKE A STEP CHANGE IN THE NUMBER OF CHILDREN WE CAN REACH, DELIVERING SERVICES THAT SIGNIFICANTLY IMPROVE THEIR LIFE OUTCOMES**



**STREET**

We will achieve this by:

- 1.1 Making meaningful and timely interventions with children to reduce the amount of time they are on the streets
- 1.2 Investing in therapeutic practices that recognise the level of trauma a child has experienced
- 1.3 Restoring a child with their family whenever possible or to a place of safety

## GOAL 2

**WE WILL CHANGE PEOPLE'S PERCEPTIONS OF CHILDREN ON THE STREETS TO REDUCE THE LEVEL OF HARM THEY FACE**



**COMMUNITY**

We will achieve this by:

- 2.1 Helping people to understand the issues that children on the streets face to build empathy and understanding
- 2.2 Working with communities to help them recognise their role in protecting vulnerable children
- 2.3 Working with transport stakeholders to increase their awareness and improve their responses

## GOAL 3

**WE WILL BUILD POLITICAL WILL AROUND THE ISSUES OF CHILDREN LIVING ON THE STREETS**



**GOVERNMENT**

We will achieve this by:

- 3.1 Influencing government policies and budgets to include the needs of children living on the streets
- 3.2 Including our beneficiaries into state systems and procedures where their needs are currently not adequately considered
- 3.3 Advising and assisting on issues that affect children on the streets and help communities implement and enforce existing laws and policies

- More than 27,000 children currently living on the streets across 12 cities in East Africa will receive quality services that enable them to recover from the impact of violence and live in safety
- At least 120,000 children living on and around 25 railway stations in India will be reached and protected
- In the UK, six new projects will provide support for at least 2,870 children and young people referred to us by the British Transport Police
- In at least three new countries children will receive services through our replication model

- Communities that live and work in areas where street children are found will provide an increased level of protection for these children, reducing the experiences of violence for children in East Africa target cities by 50%
- Government personnel and rail passengers in India will safeguard 900,000 children from harm, showing sensitivity towards children living alone and at risk
- In the UK 36,000 employees across the rail industry will have greater awareness and understanding of vulnerable children and will be enabled to respond to incidents and make the appropriate referrals
- Local organisations in at least three new countries will be supported to deliver effective community-based work, reducing the harm children face when living on the streets

- Street children in 12 target cities across East Africa will be protected by the law and provided with support through national systems
- Consultation with the government of India into best practice on child reintegration will result in new national policies being adopted
- The UK Department for Transport will actively promote safeguarding for children and young people across the rail network, influencing good practice with other stakeholder groups and UK government departments
- Mechanisms for effectively influencing government policies and budgets will be included within our replicable model, resulting in the effective inclusion of street children across three new countries

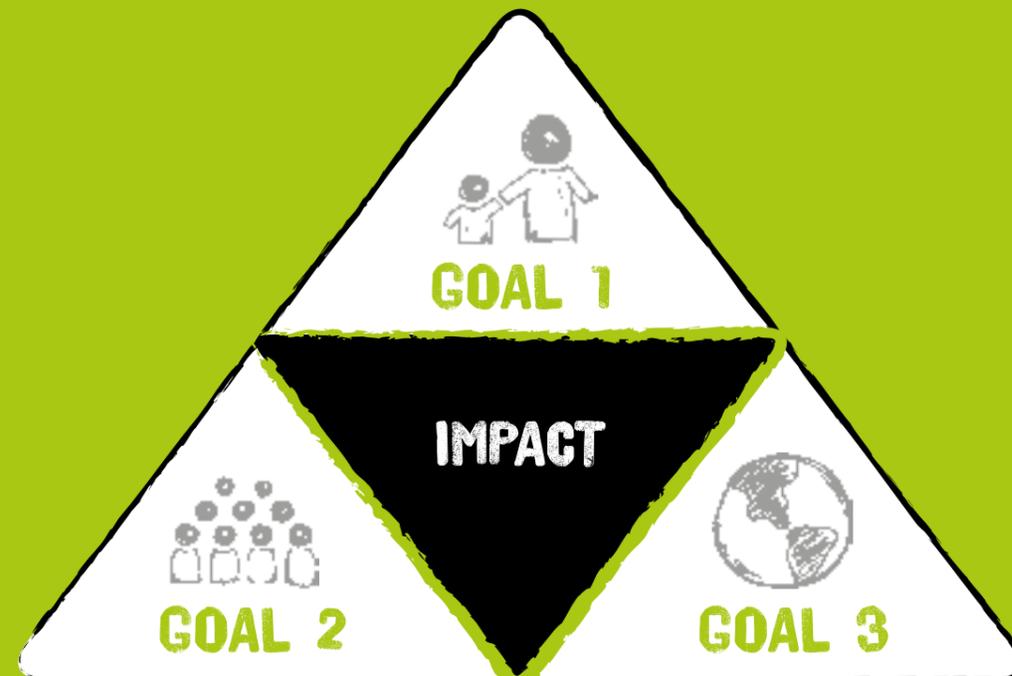
Appendix 1 outlines in detail our regional plans through a Results Based Framework. Further details on our Replicable Models can be found under our Operating Model section.

# ACHIEVING IMPACT AT SCALE - THEORY OF CHANGE

Our strategic goals focus activity and resources at three critical levels. They keep us focused on the right people, places and policies to work with so we can ensure children on the streets have the very best chance of being protected. The goals also work collectively and interdependently to create impact beyond the direct actions we take. The goals in themselves become the enablers we need to ensure that our impact stretches beyond our reach.

Our vision is to create a world where no child ever has to live on the streets. We therefore want our work to extend to any child forced to turn to the streets to survive, either today or in the future. We will achieve this by:

- ✓ Working to meet the immediate and ongoing needs of children in a therapeutic way, to recognise the level of trauma in their lives and their families. This enables us to restore a child and significantly reduce the probability that either they or their siblings will turn to the streets in the future
- ✓ Working with local communities, this not only reduces the level of harm children on the streets face, it also builds sustainability and awareness with families and children living or working near our activities. Children therefore have somewhere to turn to and can often resolve their issues or stay safe without needing to access our services or projects
- ✓ Building political will for our beneficiaries has a key aim of getting the needs of children into national, local and international budgets and policies. We use the evidence we gather from our direct work with children to demonstrate scale, need and best practice. Success in this area cascades down across our communities and projects, improving the life for all children



# IMPACT

Collectively all of this work forms our Theory of Change (ToC) - it creates tangible value beyond the conscious plans and action we take. This new strategy has four impact outcomes we expect to achieve through its application.

- We will create a National Safety Network on and around the UK transport system to effectively safeguard all vulnerable children
- All children on the streets in East Africa will be better protected and supported to recover from the impact of violence in their lives
- Child protection mechanisms for children living on and around railway stations will be effectively institutionalised within Indian railways and their reintegration will be efficiently implemented by the government of India
- We will prove, design, systematise, pilot and scale our work in at least three new countries; providing a global, sustainable solution to the issue of street children and alongside our current regions, achieve the impact at scale this strategy aims to deliver



# 2. OPERATING MODEL

## INTRODUCTION

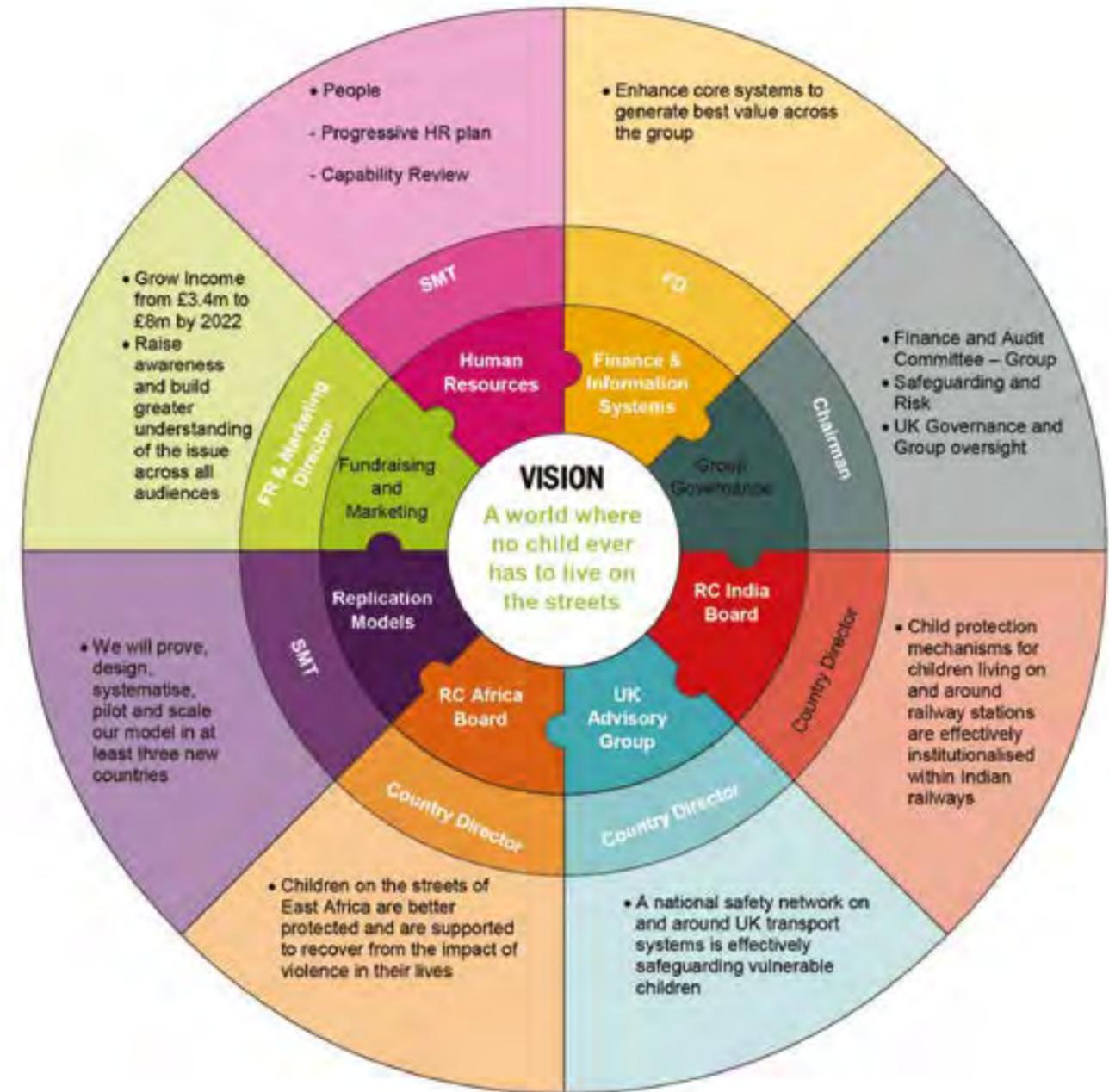
The need for our work has never been greater. Work in our current regions consistently reports an increase in the number of children turning to the streets to survive. In 2005 UNICEF estimated there were 100 million street children across the world and for many years this has been the received wisdom when considering the scale of the issue. However, data is not collected by the United Nations or any other international body, so we do not know how many children worldwide depend on the streets. In each country, city or town the numbers of street children can vary and conflict, disaster or economic difficulties can trigger a sharp rise in numbers. Understanding the scale of the issue is important, not only in terms of determining the right strategic action we need to take to achieve impact but also in identifying the right regional resources to deploy. We therefore use or gather credible observational data in all of the regions we work, based on local intelligence and sound methodologies.

This strategy outlines some challenging strategic goals. How we deploy and organise our resources is therefore extremely important if we are to achieve the impact we intend to. We articulate in this section the key drivers to achieve our strategy:

- Our people
- Our systems
- Our marketing and fundraising
- Our replicable models

The following model demonstrates how these key drivers work alongside our regional programmes, demonstrating their interdependency and connectivity.

The exact formula and method we use in our charitable work is echoed here in the operating model:



## PEOPLE

**Operational Goal 1 – We will develop a progressive Human Resources Plan to ensure we have the capacity and capability to deliver our ambitious strategy.**

We can achieve nothing without our dedicated staff, volunteers and trustees. Our people are our greatest asset and resource and over the strategy period we will be developing a progressive Human Resources Plan to ensure we are able to both retain our existing staff and attract the talent we will need in the future. Our Human Resources Plan will take a holistic view across the organisation.

### **We will review:**

- Terms of employment, to reflect the rapidly changing mind set around employment and remain an attractive employer.
- Succession planning for our key staff and trustees to ensure a sustainable future.
- We will undertake a complete capability review to ensure we have the right number of the right people, in the right places in the right number.

Reviewing the inputs of our Results Based Frameworks (Appendix 1) demonstrates that our headcount is expected to grow by 96% from 65 to 128, with the most significant increases in our Indian and UK programmes (42 and 16 respectively). Both of these programmes are undertaking significant changes in their operating models with direct or co-implementation planned, moving away from the partner model used in our previous plans. In India the headcount increase is already funded and therefore highly likely to reach the levels expected.

Given the changes we both know and expect, it is inevitable that extra resources will be needed in our support functions. However we will await the results of our capability review in year one to determine the appropriate increase and timing.

All of our people are asked to hold the following beliefs when they are operating as a Railway Children representative. These beliefs were developed as part of a wholesale review of our vision, culture and values. They inform not only our internal culture but the premise in which we engage externally with all stakeholders

- **INTEGRITY:** We will always act with integrity towards our supporters, partners and peers, acting in the best interests of our beneficiaries at all times.
- **BRAVERY:** We are not afraid to push the boundaries, try new things or challenge the status quo in order to change the world for children living on the streets.
- **INNOVATION:** We are constantly reviewing our work to find new and improved ways of doing the best for our beneficiaries. We push ourselves to deliver sector-leading work in the interests of children living on the streets.
- **EFFECTIVENESS:** Our work is constantly judged on results and impact and then assessed to ensure maximum return on investment both in our programme outputs and financially.

## FINANCIAL AND INFORMATION SYSTEMS

**Operational Goal 2 – Embed effective financial and information systems to support the optimal deployment and management of resources.**

Railway Children works across different territories, time zones and with varying levels of digital infrastructure and connectivity. This can present issues when working with global expectations, stakeholders and staff.

As strength in our country offices grows, alongside the scale and scope of our work, it becomes critical that the platforms we work from are secure and consistent. It's an important element of keeping us unified as one organisation.

Included within our systems are our financial controls, audit and impact assessment. This ensures rigour, control and effective deployment of financial resources across the organisation, enabling well informed choices for our beneficiaries.

**This strategic goal is supported by the following Strategic Intentions that aim to further strengthen our systems over the next five years:**

### **Strategic Intentions (SI):**

- SI1 Financial Management:** Ensure a strong and effective cycle of planning, decision support, recording and review is in place at Board, Senior Management Team (SMT) and budget holder level. This cycle supports progress towards organisational goals while making effective use of resources.
- SI2 Information Systems:** Group wide systems will continue to be in place that adopt new technology at an appropriate point of maturity. Systems development will be focused around organisational needs and adopting best practice throughout the group. The scope of the systems will cover accounting, document sharing, internal communication and impact assessment.
- SI3 Staff Development:** All staff will be assessed with regards to how they meet the financial and IT requirements of their role with appropriate support in place to develop their skills.
- SI4 Compliance:** Internal and external audits will be undertaken to assess compliance and evolve practice and policy to achieve organisational objectives as effectively as possible. This will ensure that we comply with local regulation, internal policies are adhered to and there is evidence of how non-compliance is addressed.
- SI5 Value for Money:** Decision to support will take a holistic view of expenditure, assessing how the best value for our beneficiaries is delivered over the life of the expenditure. This will ensure that there is evidence of good quality decision making through the purchase order, procurement and partner approval process.

## FUNDRAISING AND MARKETING

### Operational Goal 3 – We will grow income from £3.4m to £8m by 2022

We believe we have huge potential to grow our income significantly over the next five years. We are privileged to receive extensive support from the UK rail industry where our programme work and fundraising align to maximise relationships. Alongside this we have been working hard to build real strength at our regional offices and during 2016 India and East Africa have secured long-term funding stretching the span of this strategy. Our funding for India is more secure and includes significant investment in its organisational development, including fundraising and communications personnel that will position us strongly to reach donors across the country.

To reach £8m worth of funding by 2022, we have set the following key Strategic Intentions (SI):

- ✓ SI 1 Establish a diverse, professional and high-performing fundraising team, able to work collaboratively and effectively across all territories
- ✓ SI 2 Build and sustain a five-year programme of fundraising in India and East Africa to collectively deliver £3.3m per annum by 2022
- ✓ SI 3 Maximise the value of our relationships in the UK rail industry to significantly increase awareness of our work and propensity to support
- ✓ SI 4 Invest in Institutional fundraising, ensuring sustainability of programme funding and maximising the opportunities raised through the SDGs and UN General Comment
- ✓ SI 5 Seek new commercial, non-rail funding partners, by introducing strategically relevant, thematic and geographic CRM packages
- ✓ SI 6 Increase the value and number of Individual supporters and community groups, delivering high quality, relevant and engaging communications

### Operational Goal 4 – We will be the voice for street children, raising awareness and building better understanding of the issue

Our marketing department works across the whole organisation and centrally leads and co-ordinates our brand and marketing channels. It has a key role in supporting fundraising activity with strong, consistent and innovative collateral. At its core, the department works to achieve its goal of building understanding of our issue to all audiences, the platform for all our work.

To achieve the goal we have set the following key Strategic Intentions (SI):

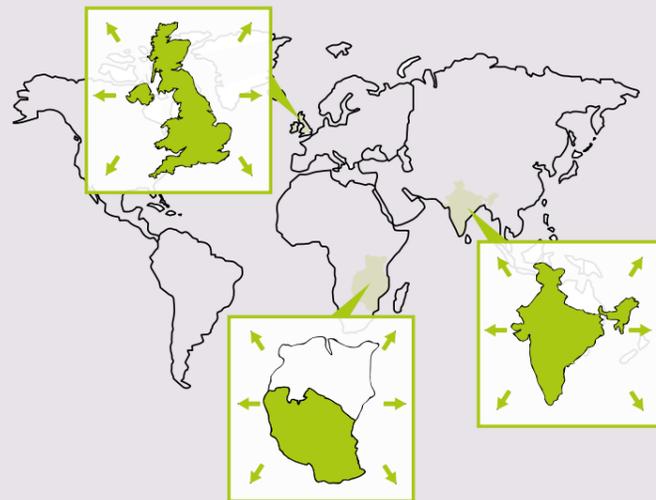
- SI 1 Develop a brand strategy that positions Railway Children to achieve its five year objectives
- SI 2 Develop clear and targeted messaging in service of fundraising and advocacy goals
- SI 3 Segment stakeholders and target with tailored communication while developing relationships with new tactical audiences
- SI 4 Monitor and evaluate all campaign activity, sharing insight and impact to continually improve marketing performance and audience engagement
- SI 5 Develop strategic communication plans in service of territorial programmes and fundraising objectives
- SI 6 Drive digital development and integration across the organisation

*The objectives and KPIs for this function are included at Appendix 4*



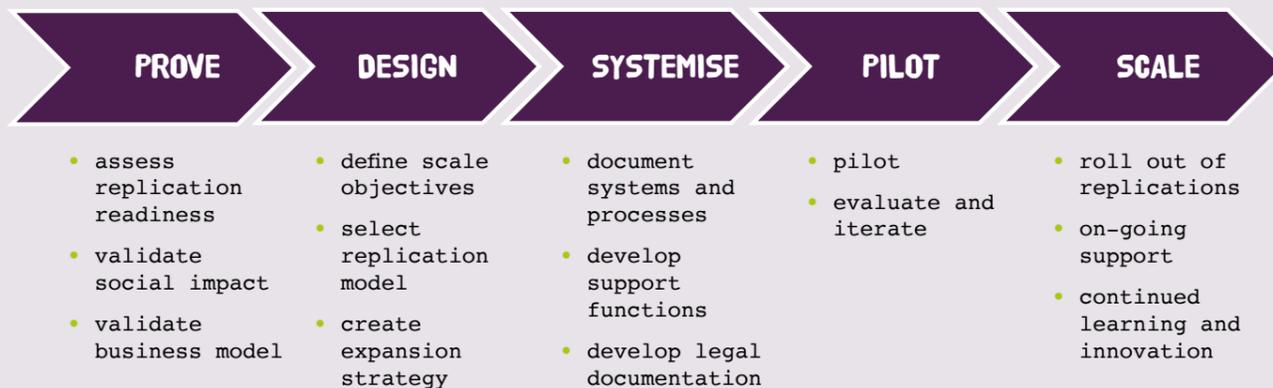
## REPLICABLE MODELS

Over the last 22 years we have developed successful methods of reaching children that live on the streets, alongside providing sustainable solutions through our Theory of Change. This strategy has an intention to 'Achieve Impact – at Scale' and it was forefront in the development of our regional plans. We remain fully committed to our current regions and intend to work closely with them in creating replicable models of their work to enable us to offer our solutions and methods to new countries within the vicinity of our operations.



Our drive to take this brave step forward is in response to our deep sense of responsibility for children living on the streets. We want all children to receive the same consistent quality of services, for all communities to be aware of their needs and actively working to reduce the harm children face on the streets and for all duty bearers to take up their responsibilities. We believe that to achieve this in a sustainable way, that doesn't grow the organisation in a hierarchical way, but rather focuses resources on the front-line, then replicable models could be a viable expansion route.

Replicable models include the concept of 'Social Franchising' that uses a commercial franchising approach to replicate and share proven organisational and service provision models for greater social impact. Given the scale of the issue across the world, alongside the level of vulnerability of our beneficiaries, we believe Social Franchising could be the right replication model to achieve the impact we want at the size of the social issue. We will be using the following five stage approach to achieve social replication, with each key stage subject to full governance sign off:



Appendix 4 – proposal from the International Centre for Social Franchising

We will be working with the International Centre for Social Franchising (ICSF), a not-for profit social enterprise with extensive experience of working with other charities who aspire to increase their impact at scale. ICSF will help us to navigate the five-stage process, adapting their support according to specific needs.

**The elements of a social franchise are as follows:**

1. The articulation of the 'model' with associated systems and processes that has been codified into an operations manual (to include HR, administration, brand, marketing and fundraising etc.)
2. A legally-binding franchise agreement
3. Our trademarked brand
4. Training and support to the franchisee, both at the start up and ongoing
5. Quality assurance system (including monitoring and performance)
6. A franchise fee structure

These elements enable Railway Children as the franchisor to enter into a legal agreement with another organisation (the franchisee) granting a license to use our brand, services, systems and processes to operate an identical model in their particular town or city where children are living on the streets.

Railway Children will teach the franchisee our entire 'business model' and provide support via training and communications for the duration of the agreement. In return, the franchisee will pay ongoing fees back to Railway Children that we will invest in the support systems needed alongside new franchisees.

We will be working with ICSF to help us find investors who are specifically interested in supporting organisations with the ambition to consider Social Franchising. Investors will cover the full cost of set up (five key stages) with the aim of ensuring that the activity is sustainable.

It is perhaps one of the most innovative steps we will take as an organisation and we expect that it will take at least two years to be completely ready to roll out, but we believe that investing now will enable us to considerably scale our work in the future.

# 3. GOVERNANCE AND KEY FINANCIALS

Governance in our sector is critical as it is a core part of our accountability to our stakeholders. Governance underpins all of our work and is organised and structured in a way to ensure compliance while enabling our executive and country offices to operate effectively. The Railway Children trustees are the governing body for the charity, and will include within their membership from 2017 the Chair of our Indian and African boards. This ensures that any decision made at the governing body level gives due consideration to the countries operating outside the UK.

## The key responsibilities of the trustees include:

- Group governance and affiliate oversight
- Management of risk and controls
- Safeguarding and controls
- The stewardship of funds, including reserves and assets
- Oversight and review of the charity's strategy and performance
- Appointment, terms and conditions and delegated powers of the Chief Executive

Over the last few years trustees have actively encouraged and supported the development of our country offices, all of which have their own governing bodies, with the Chief Executive sitting as a director or observer and operate under an affiliation agreement. In East Africa two of our UK trustees sit as directors and the Country Directors in the local regions are line managed by the Chief Executive. Plans in 2017 to include the Indian and African chairs as part of the group governing body will sustain strong alignment with all parties working towards shared goals and the organisations vision.

As a charity we are fortunate to receive the support of Ashurst LLP as our Company Secretary. Their support extends across the organisation, offering guidance and input on legal matters the charity faces. This work is offered pro-bono to Railway Children and contributes extensively to our governance and operations - it is an extremely valuable relationship to the charity and contributes significantly to the rigour and professionalism our trustees commit to in governing the charity.

With significant changes planned across the organisation over the next five years the trustees are committing to a review of our model of governance across the board to ensure it remains fit for purpose and can offer the right level of support and control.

There are two key elements of the review:

- Trustees will be reviewing the organisational and governance structures to ensure the right support and controls are in place to effectively govern a federation of activities across different territories
- In 2017 the new Charity Governance Code will be launched (ICSA, ACEVO and NCVO) offering best practice recommendations within the legal and regulatory context surrounding charity governance. In the first year of the new strategy, following the launch of the code, trustees will undertake a review of Railway Children's governance practice and benchmark against the recommendations. From this review a detailed plan will be developed to ensure our governance meets the recommendations as a minimum.

## KEY RISKS

In delivering this strategy we have identified 4 key risks that will be incorporated into our Organisational Risk Framework to ensure oversight, mitigation and management.

1. Our East African and Indian programmes operate under an affiliation agreement, enabling them to raise funds locally, employ local staff and work in partnership with local governments. The affiliation agreement outlines the terms in which they can operate under the Railway Children brand and therefore use, under license, our Trade Mark.  
**Risk: Regional offices operate outside the terms of our affiliation agreement.**
2. Income is expected to realise £8m of funds by 2022. There are however a number of assumptions informing this target, including – 1. That in-country funding will realise the sums we are aiming to raise; 2. Our support from the UK rail industry will continue and grow; 3. Future Institutional funds will include our beneficiaries in their call for applications; 4 We are able to attract and retain fundraising professionals.  
**Risk: Income expectations are not realised, compromising or disrupting strategic goals.**
3. Everything we are able to achieve as an organisation is down to our people. Our dedicated staff, volunteers and trustees work together in service of achieving our vision and strategic goals. We have within our teams a number of key individuals who are critical to the delivery of this strategy and with no succession planning currently in place, our planned activities would face disruption and potentially fail. In addition this strategy calls for a significant increase in our headcount and assumes we will be able to attract and retain the talent we need.  
**Risk: We are unable to attract or retain key individuals critical in the delivery of this strategy.**
4. We have plans to develop replicable models of our work and find suitable organisations in new countries that can deliver them under the Railway Children brand. Becoming a social franchisor increases the level of risk to our brand and given the nature of our model, the safeguarding of children and young people.  
**Risk: New partners operating under our replicable model bring the organisation into disrepute.**

*In addition to these key risks, each of our regional programmes has identified risks arising from their activities and how they will manage them. These can be found at Appendix 1.*

## KEY FINANCIALS

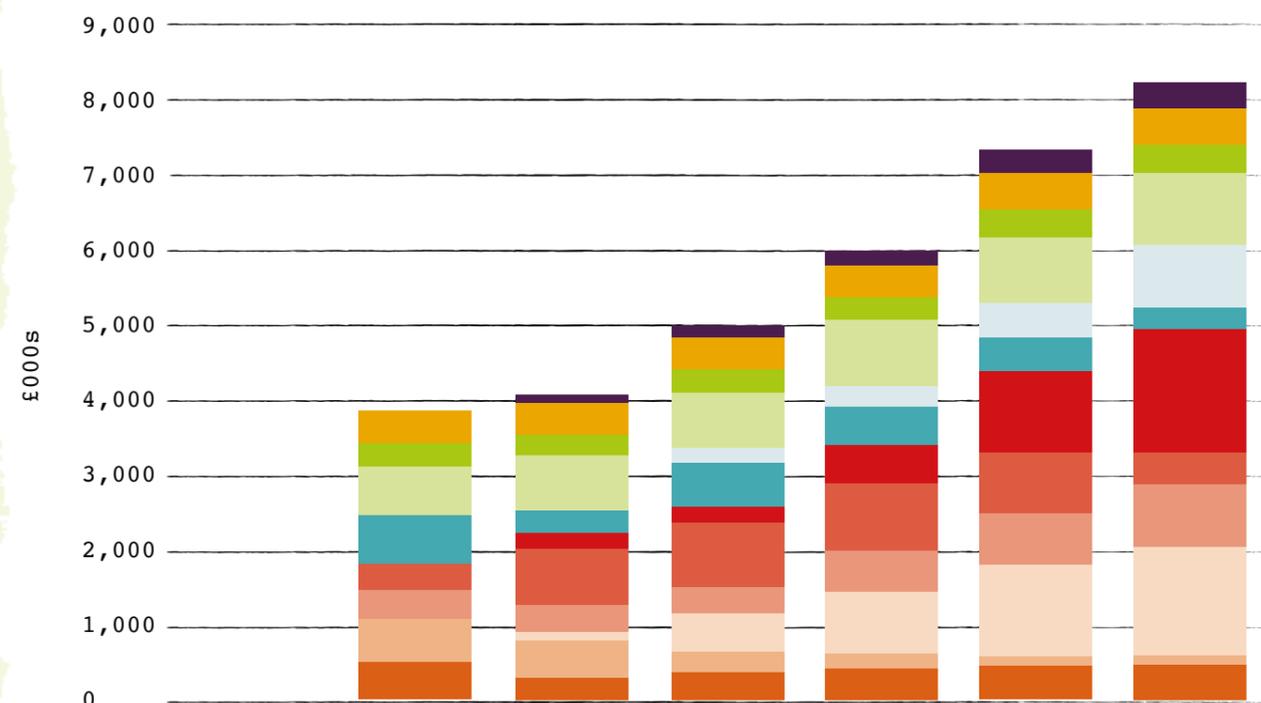
Our financial plan was built from the key inputs we asked our regional programmes to determine in the development of their strategy framework (Appendices 1). In determining the funds we would need to raise to enable strategic goals to be delivered we asked our fundraising teams to consider funding already secured alongside key strategic intentions around areas of income generation we were most likely to return at least £3.80 on every £1 invested. We have anchored our plan on the year one budget for FY17/18.

This financial plan will be reviewed annually as part of the budgeting process, which will take into account reserve levels, secured grants and our confidence in voluntary income plans.

### Key highlights of the plan include:

- Income will rise to £8.113m by 2022
- Our total charitable spend over the strategy is expected to be £22.34m
- The financial plan has £4.79m secured for work in East Africa and India (India £3.47m, East Africa £1.032m)
- We will spend £3.982m in the UK in support of creating a National Safety Network across the rail network (£2.159m in voluntary income)
- Our country offices will raise £7.891m through local fundraising, including Institutional bids (India £3.594m, East Africa £4.297m)
- We will raise 4.925m in voluntary income to support our work in East Africa and India (India £2.587m, East Africa £2.338m)
- We will invest £750k into replicable models to extend our work to three new countries
- Marketing, finance and Information systems are based on the F18 budget with a 4% year on year increment

## FINANCIAL PLAN 2017-2022



	F17	F18	F19	F20	F21	F22
Replication		50	100	150	200	250
Finance & IS	426	443	461	479	498	518
Marketing	305	267	278	289	301	313
Fundraising	652	723	791	838	888	941
UK-new funding		0	119	299	545	860
UK-secured						
UK-voluntary	617	432	517	499	424	287
India-new funding		118	279	520	1,055	1,622
India-secured	362	696	823	899	839	484
India-voluntary	393	380	381	485	639	702
EA-new funding	0	73	551	892	1,244	1,537
EA-secured	573	540	229	138	60	65
EA-voluntary	524	319	452	503	530	534
<b>Total Expenditure</b>	<b>3,852</b>	<b>4,041</b>	<b>4,981</b>	<b>5,991</b>	<b>7,223</b>	<b>8,113</b>

### Appendices:

- Appendix 1 Regional frameworks
- Appendix 2 Fundraising and Marketing framework
- Appendix 3 Charity Governance Code (ICSF - draft)
- Appendix 4 Proposal ICSF – Social Franchising

**WE'LL NEVER  
STOP FIGHTING  
FOR STREET  
CHILDREN.**

**IT'S ALL WE DO.  
IT'S ALL WE'LL  
EVER DO.**



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**children** RAILWAY  

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**Fighting for street children**