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## THE DEVELOPMENT STRATEGIES OF “SPORT AND POVERTY” RELATED ORGANIZATIONS

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### Abstract

The Homeless World Cup (HWC) is an annual international event in which only homeless people can participate. In July 2016 at Glasgow, Scotland, the 15th tournament was held for one week, and over 500 men/women players from 51 countries played matches, and approximately 80,000 enthusiastic spectators braved the sometimes grey Scottish weather to attend the tournament (Official home page of the homeless world cup, 2016).

All the players were sent by their National Partners after selection in each country. These National Partners conduct unique activities based on their philosophies, methods and organizational structures to reduce homelessness and to combat issues related to poverty. Needless to say, the causes and the aspects of poverty vary according to the country and area. The National Partners have much experience at the grassroots level, and adopt futsal as part of their programme.

In this research, I aim to verify the dynamic progressions of National Partners in 6 countries; Japan, Zimbabwe, Cambodia, South Korea, Hong Kong and Mexico. Much effort has to be made to participate in HWC, including both the development of their own activities and those of futsal.

Some common characteristics of their progressions have emerged in my research; 1) expansion of beneficiaries, 2) positive creation of new partnerships, and 3) contents development of their activities apart from HWC itself. Although these National Partners move at their own pace and direction of development, wider collaboration with various sectors and close communication with some grass root organizations are one of the most important factors. Giulianotti (2011) noted “new partnerships may also be developed between mainstream NGOs, community-based organizations and new social movements”. Dynamic progressions of these National Partners have common features, and verifying their changes may have significant meaning to find the way to combat poverty issues through sport.

Key words: sport and poverty, Homeless World Cup, futsal

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## 1. Introduction

“Another World Cup”: there is such a world tournament. It is the Homeless World Cup (HWC), an international futsal event which has been taking place since 2003. Its aims are to eradicate homelessness from the world and create opportunities for people living under this condition to change their lives. The players, male and female, selected by National Partners (NP), are required to have participated in programmes held by the NP, and to meet the conditions for the definition of homelessness, as stipulated by the Homeless World Cup Foundation. More than 500 participants are sent each year by NPs which conduct activities in over 420 regions of the world. It is assumed that the number of beneficiaries of HWC related activities has increased to more than 100 thousand people who are in a homeless condition<sup>1)</sup>.

The NPs carry out activities according to the status of poverty, homelessness and development of their country, and consequently the structure, scale, objectives, and targets of their activities and their application of HWC greatly differ. However each country’s activities are equally praiseworthy in that they encourage players to positively make changes to their lives as they prepare for HWC, and by interacting with other nations’ teams while participating in HWC players find a way to connect with society. Although the overall aspiration of HWC is to help solve the problem of homelessness, the approach to issues, the definition of poverty and activities differ among the participating countries to such an extent that there are huge gaps among the NP’s utilization plans for HWC.

## 2. Background of the research

### 2.1. Objectives of the research

This research will compare and examine the structures of NPs and features of their activities from a number of countries in order to understand how HWC is positioned in each country regarding its expectations and approaches to poverty reduction and homelessness issues. Furthermore, the objectives of this paper are to comprehend strategies regarding “sport and poverty” and to establish a pattern of development by tracing the changes in each nation’s activities and organizational structures.

### 2.2. Research methods

Observation at HWC and related events and interviews with players and other participants took place at the games in Paris 2011 HWC (France: August, 2011), the Amsterdam 2015 HWC (Netherland: September, 2015), the Glasgow 2016 HWC (UK: July, 2016), the Diversity Cup (Japan: July, 2015), and the Asia Tournament (Hong Kong: May, 2016), and also at other

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<sup>1)</sup> Homeless World Cup website, <https://www.homelessworldcup.org/about/> [2016/09/23]

activities such as the daily practices of Nobushi [Japan's team] at events to select players, and at meetings of the Sports for Social Inclusion Executive Committee in Japan.

The interviews took place during the period of January 2011 to August 2016, and targeted 34 players and other participants, as well as 8 staff members of the Paris August 2011 HWC, 5 of the Amsterdam 2015 HWC, and 3 of the Glasgow 2016 HWC. In addition, interviews were held with 7 persons from the Korean NP in February of 2014, 5 from the Cambodian NP in February and August of 2016, and 5 from the Hong Kong NP in May of 2016, which accounted for 67 interviewees in total. Interviews were held face to face in Japanese or English at offices of NPs in Tokyo, Osaka, Paris, Amsterdam, Seoul, Phnom Penh, and Hong Kong, and at players' exercise sites, at tournament venues and at cafeterias.

### 2.3. *What is the Homeless World Cup?*

HWC is an international street futsal tournament that has been held annually since 2003. At the 14<sup>th</sup> tournament, held from 10 to 16 July 2016, 44 men's teams and 14 women's teams participated and spectator attendance reached 80 thousand<sup>2)</sup>. To be eligible to participate in the tournament players have to be 16 years of age or older, with no past participation in the tournaments, and must meet one or more of the following criteria: 1) have experience of being homeless for 3 weeks or longer, or have made a living through selling street papers within a year before the tournament date, 2) have received treatment for drug or alcohol addiction within 2 years prior to the tournament, 3) have sought refugee status within a year prior to the tournament or is currently seeking asylum. Also each country's NP adopt their own criteria in carrying out their own activities and decision making regarding player selections for HWC.

There is no common global definition of the term "homeless", due to "differences in circumstances. Not only are some individuals simply poor and without a home, they may also have been excluded from the frameworks of education or welfare. Many of these individuals also have criminal records, a history of drug use, or are addicted to alcohol. Some suffer from psychological problems, and some even have a combination of all of these issues. Furthermore, due to differences in legal systems, family structures, or public support, each nation defines homeless people differently" (Okada, 2016).

The NP in each country is responsible for activities before and after sending players to HWC, and one of their main tasks is to raise funds for travel expenses to the tournament venue. HWC is held under the responsibility of the organizational committee, which consists of the Homeless World Cup Foundation and local public bodies that host the tournaments. The tournament committee provides accommodations, meals, transportation and sightseeing opportunities during the tournament period for the 10 participants who include the players, coaches, and staff members of each NP.

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<sup>2)</sup> Homeless World Cup website for Glasgow tournament  
<https://www.homelessworldcup.org/tournament/glasgow-2016/> [2016/09/22]

### **3. Research on organizations engaged in development and sports**

Research on organizations engaged in “development and sports” or “poverty and sports” is somewhat limited. According to Suzuki, “realistic portraits of operative organizations that conduct ‘sports and development’ have only been revealed in fragments, though many are said to exist” (Suzuki, 2011), and he states the necessity for bi-directional research that incorporates both micro examples in research and macro trends. In the first place, it was around 2000 that sports came to be evaluated as an activity for development. In its beginning stages, concrete results from research and reports were highly demanded, and most reports focused primarily on “individual” results through sports such as education, health, communication, and acquisition of social skills. Many organizations were “forced to survive in a competitive environment by endlessly being required to show visible impacts” (Suzuki, 2015) amid the rapid advancement of the field of sports and development because of the emphasis on the speed at which funds could be secured and at which performance reports could be submitted. This tendency was said to be a “lack of initiative, from the very beginning, towards attempting innovation of social structures and conditions that caused low rates of development” (Hartmann and Kwauk, 2011), and research which evaluated sports from a macro perspective for the purpose of countering poverty was rarely carried out due to such difficulties.

If we want to focus more on the long-term development outcomes, especially for individuals, we should pay attention to the philosophy of the implementing organizations as well as to the short-term effects of their programmes. Although clarifying the short-term outcomes that are easily visible is important, long-term outlooks of the organizations must be elucidated in order to analyze the attempts towards social innovation through sports. Above all, this research will verify activities of each NP which aspires towards the common goal of participating in HWC through different philosophies and methods, and will further verify the significances of sports for each NP as well as strategies toward development in the context of poverty reduction.

### **4. Activities aimed towards HWC in each country**

This section will verify the NP’s organizational outlines and activities in some countries. Since each NP and their activities are developing dynamically, current conditions and the conditions at the time the interviews took place might be different. These countries were chosen as samples because the authors already had some connections with the NP or the author used to work with/do research on them. Data was collected by interviews held several times in interviewees’ home countries or at HWC venues, communications through E-mail with NP staff members, and information from websites and/or brochures.

#### 4.1. Japan

The NP in Japan is the certified NPO known as the Big Issue Japan Foundation, whose parent organization is the Big Issue Japan, Ltd., which helps create a means of earning and living for homeless people by selling street magazines<sup>3)</sup>. The Big Issue Foundation provides programmes such as the “Independent life support programme,” the “Employment support programme,” the “Sports and culture activity support programme,” and the “Civic social participation programme” for the purpose of comprehensive support for homeless people to become socially independent. As a part of the “Sports and culture activity support programme,” the futsal team “Nobushi Japan”<sup>4)</sup> had sent players to HWC in 2004, 2009, and 2011. It also periodically has futsal training opportunities in Tokyo and Osaka, and has been holding annual games in cooperation with other groups since 2015. The Big Issue Foundation’s futsal activity aims to 1) create “hope” by making futsal a hobby/something to be enjoyed, 2) provide opportunities for frank communication, and 3) create a sense of determination through accumulation of successful experiences, making goals, and victories (Hasegawa, 2011).

The Big Issue Foundation, through comprehensive homelessness countermeasure experiences, has become aware of a sense of crisis with respect to the lowering in age<sup>5)</sup> of homeless people since the late 1990s. At the “Young homeless support network meeting,” which was held by people concerned about this growing problem, it was elucidated that “all issues, such as the issue of homelessness, NEETs/social recluses, impaired individuals, and issues rooted to children who grow up in nursery homes are on the same bedrock” (The Big Issue Foundation, 2013). Additionally, Okada pointed out that “there is a possibility that the growing number of younger invisible homeless might be thrown out onto the streets at once around the time when the provision of pensions to the baby boomer generation parents were stopped” (Okada, 2014); thus, the futsal activities, the Diversity Cup in 2015 and 2016<sup>6)</sup>, for the growing number of youths with various problems as well as for people who are currently under the homeless condition has started.

The 2016 Diversity Cup was hosted by the Sports for Social Inclusion Executive Committee and the Big Issue Foundation, in which 207 individuals from Northern part of Japan participated. Three leagues with 15 teams comprised of: “the homeless,” “unemployment youth,” “people with depression,” “those with experience in truancy or social withdrawal (HIKIKOMORI),” “individuals who grew up in an orphanage,” “youths living in Fukushima which was affected by

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<sup>3)</sup> The Big Issue Foundation defines “homeless” as individuals who are generally known as “homeless,” which refers to a roofless condition, (rough sleeping), as well as individuals who live in a place with a roof but not a house (internet cafe, shelter, etc.) (The Big Issue Foundation, 2011).

<sup>4)</sup> Japan’s team, “Nobushi Japan,” participated in HWC of Gothenburg 2004, Milan 2009, and Paris 2011.

<sup>5)</sup> The Big Issue calls homeless people under 40 years old “young homeless.” The large number of young homeless who stays in such as internet cafes, or in their friends’ houses makes this issue difficult to identify.

<sup>6)</sup> The Diversity Cup is held so that those who have several social difficulties will come to understand each other through sports, and connect despite differences in their backgrounds. Prior to the tournament, the “Sports for Social Inclusion Executive Committee” consisting of various experts was organized.

the 2011 disaster,” “individuals from rehabilitation asylums for gambling addiction,” “displaced youths from overseas,” “refugees living in Japan,”. After the total of 43 matches, a lunch meeting and workshop were held to provide the opportunity for them to communicate with each other.

After the 2016 tournament, a player commented: “Being in the venue of the Diversity Cup made me think that I am not the only one who has problems or agonizes over personal backgrounds such as nationality, gender, disability, different values, etc. [...] it is necessary to have opportunities where people can feel that diversity is not special, but natural. Trying to communicate only with words is not enough to make this fact acknowledged<sup>7)</sup>.” After the 2015 tournament, there was an opinion expressed that: “I hope diversity becomes the norm for society. I think it is important to express that society can be as such” (Hoshino, 2016). These statements could show the significance of the Diversity Cup.

The Big Issue Foundation, through long-term experiences of engagement with homelessness issues and HWC participation, began developing its span of activities after focusing on futsal’s functions, not only for those who possess some type of difficulty or obstructions in life but also for those who feel they are a “minority” in society, to change their perspectives and have opportunities to voluntarily interact with others.

#### 4.2. Zimbabwe

The NP of Zimbabwe is the Young Achievement Sports for Development (YASD). It was established for the purpose of enlightening children and young people in a slum area located in the outskirts of the capital city, Harare. Their subjects are HIV/AIDS and drug abuse prevention, stimulating self-esteem through football, educational services, and stage drama programmes. Since the late 1990s, Zimbabwe has experienced frequent misgovernment, including the dispatch of troops to neighboring countries, compulsory acquisition purchases of farms run by Caucasians, and farmland occupations by veterans, which caused Zimbabwe to be stripped of membership of the British Commonwealth and forced to leave the IMF.

In 2005, Operation Murombatsviha, which evicted residents from slums in the outskirts of Harare, was executed. Murombatsviha can be translated as “cleaning,” and this was a campaign in which the government bulldozed down residential homes and street stores citing unlawful occupation. According to the United Nations, approximately 700 thousand individuals lost their homes and jobs in one night. Since the water and sewage systems were destroyed as well, the sanitation rapidly deteriorated.

Then Zimbabwe recorded an annual inflation rate of 355,000% in the late 1990s, and its subsequent economic condition has been nothing but a progression of regression. The Zimbabwean school enrollment rate, which had been said to be the highest in Africa, decreased, and the

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<sup>7)</sup> J-Futsal “Hoping to be a chance to make difference in a person a norm—The 2nd Diversity Cup—”  
[https://j-futsal.jfa.jp/news/2016/08/26/1388.html?\\_ga=1.153395708.550917125.1444882847](https://j-futsal.jfa.jp/news/2016/08/26/1388.html?_ga=1.153395708.550917125.1444882847) [2016/09/07]

unemployment rate exceeded 90%. It was not until the start of 2010 that the explosive rate of HIV infection finally diminished.

In these circumstances, YASD was established under the recognition that it was necessary to establish “smart communities and people” (Petros, 2016), and launched activities especially focused on education<sup>8)</sup>. YASD collaborates with local and international organizations to carry out 3 activities, one of those are the “Sport training project” that leads to sending players to HWC.

The “Educational support project,” provides children who are having difficulty enrolling in school with tuition and items for school such as uniforms. Additionally, it may provide their families with housing, water, and food depending on how urgently they need them to eliminate preventative factors to enrollment. In the “Youths support service project,” besides setting up opportunities for children to study or read books after school, it is implementing mental support provided from experts as well as training for improving life skills. The “Sport training project” provides daily futsal practice 3 times a week as well as weekend games. This project is expected to let youths recognize themselves “as somebody who was able to achieve something” and “living in a poor environment does not make them failures at life” (Petros, 2016) through their training aiming towards participation in HWC, and exhibiting their best performance during HWC.

Under this objective, the YASD started cooperation with other organizations in 2014 to have a futsal tournament with the participation of over 300 youths. To send the players to HWC 2016, YASD conducted selections for over 250 youths from 40 areas near the capital city of Harare. The YASD now plans to expand the youth beneficiaries of football to a wide area, and for that they have taken energetic actions for publicity, such as on T.V. and radio news, in magazines and newspapers all over Zimbabwe using 20 different media.

In addition, one of the characteristics of YASD is the tactics of publicity in HWC as well as in Zimbabwe. The coach, Farai, said “we want to let as many people as possible know what happened in Zimbabwe” (Farai, 2015). Talk about “homelessness” tends to focus on individuals, and there are not many teams in HWC which have the target to draw attention to their own country. In that, the YASD trial is rare in HWC and it might be regarded as a peaceful protest action against their government.

#### 4.3. Cambodia

The Cambodian NP is the Happy Football Cambodia Australia (HFCA), whose office is in Melbourne, Australia. Cambodians who became interested in education through sports and Australian volunteers started to provide futsal training to youths in the early 2000s, and established HFCA in 2006. It has been participating in HWC annually since 2008, but because

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<sup>8)</sup> As of 2015, YASD is cooperating with the Zimbabwe Sports and Education Fund, the Fight for Peace, the Maiden Films, and their expenses are mainly provided by these groups.



of the issue of traveling expenses to the tournament venues, the number of players and coaches varies each year<sup>9)</sup>.

HFCA carries out activities only for futsal, and provides training once a week primarily on Saturdays for youths gathered from various NGOs and orphanages. They gather a maximum of 25 individuals from each group, and specialized coaches provide training in 3 groups: 17 or older, 15 and 16 years old, and 14 or younger. Every year, 5 months prior to HWC, players are selected from the 17 or older group, but weekly training continues for all group members for the whole year.

HFCA has formed a coalition with NGOs in Cambodia which are comprehensively addressing issues of poverty, and a part of their activities is undertaking futsal activities which facilitate participation in HWC. Despite having cooperative relationships with 6 groups at most in the past<sup>10)</sup>, HFCA has been collaborating with 3 groups as of 2016: the Cambodian Children's Fund (CCF), Happy School (HS), and Build Your Future Today (BFT). Among them, CCF has been the largest international NGO in Cambodia since 2004, located in the Steung Meanchey district, which was once a waste collection point<sup>11)</sup>. Although the collection point was closed officially in 2009, because it was located in the suburbs of the capital city of Phnom Penh, which is a destination for migrant workers, there were many people making a living by collecting recyclable waste or by begging. CCF, comprised of almost 400 staff members, both full-time and part-time, as well as volunteers, carries out 6 projects in the fields of education, leadership, community support, healthcare, childcare, and vocational training for approximately 3000 children.

The HS is a private educational facility which has been run by the foundation of Act, Change, Education (ACE) since 2004. It provides 1<sup>st</sup> to 5<sup>th</sup> grade primary students who are unable to attend school because of poverty with the same curriculum, taught by 7 teachers, as public primary schools. As of 2016, 110 students age 6 to 10 years were enrolled. After 5 years of the programme, students are given scholarships, uniforms, and school supplies that will be necessary for them to go on to public primary and junior high schools. Families whose children are forced to work due to extreme conditions of poverty directly receive supplies of rice. The HS provides special English lessons and Khmer dance lessons aside from the futsal training at HFCA.

BFT is the only group located in another state, Siem Reap, to which players commute by 7 hours night bus to attend training. The BFT was founded in 2006 by a refugee from the Pol

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<sup>9)</sup> For example, for the Chile tournament in 2014, only 3 players participated. However, because the game is played with 4 players per team, they were disqualified due to violation of the rules. It was a non-official participation to the tournament, and was not officially recorded.

<sup>10)</sup> The reasons for dissolution of the coalition were termination of activity by the other party, transfer of the person in charge of the project, and policy revision due to replacement of the group representative. The relationship between groups had been good, so the end of the activities was met with regret.

<sup>11)</sup> CCF has a NGO registration at Cambodia, U.S.A., Australia, U.K., and Singapore. Its annual expense for projects in 2013 was approximately 12 million USD, and the number of views it has got on Facebook is as many as 200 thousand. Its scale is world-class scale among groups providing support to specified regions of Cambodia.  
<https://www.cambodianchildrensfund.org/> [2016/09/08]

Pot era who raised many children in refugee camps along the border with Thailand. The BFT carries out projects in 5 fields as of 2016: supporting children in terms of learning, educational development, health and nutrition, capacity building and improving standards of living and peace building. BFT selects poor villages to conduct tailor-made specific supports combining those 5 fields for 4 years per village. As of 2016, there were 30 villages for which support activities had been completed.

HFCA's activities are partially outsourced from CCF, HS and BFT, with the expectation of providing a high level specialization in futsal. Since HFCA has connections to national professional teams and the Football Federation of Cambodia, HFCA has received advice regarding training menus, and training opportunity of referees and coaches. In Cambodia, there is an insufficient system for club activities or regional sports clubs, and very few people experience domestic games, let alone international games, when they are still in the junior category. That is why participating in HWC is considered as a gateway to becoming a professional football player. Since some of the individuals who played in HWC actually became professional players in the domestic league, HFCA's specialization brings hope as a means of earning a living in the future.

#### *4.4. Korea*

The Korean NP is the Big Issue Korea. The Big Issue is a social enterprise which publishes magazines that can only be sold by the homeless people. Since it launched its first issue in London in 1991, it has extended publication to Korea, Japan, Taiwan, Australia, Ethiopia, Kenya, Zambia, South Africa, and Namibia, in addition to 4 regional versions in the U.K. as of 2016. The Big Issue Korea was founded in 2010. The initial 9 vendors at the establishment of the organization have increased to over 50, and the 100<sup>th</sup> issue was published in 2015. The Big Issue Korea provides football, ballet, chorus, and creative writing programmes for hobby activities and all vendors are recommended to join at least one of them. The football programme offers daily practices and player selection matches for HWC. It has participated in HWC consecutively since 2010.

The largest concern for the group is raising funds for the travel expenses to annual HWC. As for daily practices, in 2014, the Big Issue Korea start providing futsal training to socially vulnerable people besides Big Issue's vendors, funded by the Ministry of Culture, Sports and Tourism of Korea. The games of "The Homeless Healthy Football League," aim to show two points to the Korean society: that homeless people can maintain their mental and physical health through making a habit to exercise daily, and that homeless people can also play football, work, and live just as other people do<sup>12)</sup>. In the 2015 matches, 186 individuals were formed into 31 teams according to the facilities where they usually lived.

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<sup>12)</sup> The Big Issue Korea website <http://bigissue.kr/> [2016/09/09]

Two bodies in Korea, the “National Rough Sleeper Facility Association” and the “Korea Rough Sleeper Facility Association,” provide support for homeless people, and these networks facilitate the formation of teams. 30 or more teams participated in “Homeless Healthy Football League”, but it is estimated there are over 100 rough sleeper teams around the nation, and daily futsal practices and small-scale games are held in each region. On the occasion of the 2014 HWC, the Big Issue Korea invited willing representatives of rough sleeper facilities to consider the possibility of futsal to support rough sleepers. The representatives, after returning to Korea from HWC, became more aggressive in their search for support activities which utilize futsal and this attitude led to Korea hosting the league matches mentioned above.

The issue of homelessness in Korea is similar to that of Japan. For example, although there is a large number of an elderly homeless people, there is also a growing number of potentially homeless people among young low paid part-time workers, which is not yet visible. At the forum hosted by the Big Issue Korea and The Big Issue Japan Foundation in 2014, the current condition of Korea was reported as follows: “the youths’ anxiety over employment and the deterioration of employment quality (increasing part-time work, low wages, exclusion from social insurance) are connected to unstable housing conditions,” and “many youths are living under harsh environments such as Goshiwon (originally refers to extremely small rooms where students study for national qualification examinations) or internet cafes”<sup>13)</sup>.

The Big Issue Korea has set the age for players to participate in HWC at around 30 years old or younger since 2016, and is aiming to maximize benefits from HWC. However, the Big Issue Korea stresses that maximizing results does not refer to winning or losing in the tournament; rather, it is expressed as “we want to maintain our own Korean values (players getting motivated through participation in the tournament), even though the recent HWC has become a mature world sports event where wins or losses are determined” (Lee, 2015). Futsal activities, which the Big Issue Korea considers as an important card for tackling the issue of homelessness, has prescribed their core target as homeless youths. The Big Issue Korea formed a coalition with a youth independent centre in Seoul, and is making an effort to publicize their practice sessions and tournaments through some SNS.

#### 4.5. *Hong Kong*

Hong Kong’s NP is a committee organized by some staff members from the Wofoo Social Enterprise (Wofoo) and the Society for Community Organization (SoCO), the latter of which has experience in homelessness measures in Hong Kong. In 2005, social workers, football coaches, and social entrepreneurs from these 2 groups together formed an executive committee named “Street Soccer Hong Kong (SSHK),” for the purpose of HWC participation. SSHK

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<sup>13)</sup> The Big Issue Online, “Progression of lowering age in homeless individuals both in Japan and Korea: Japan-Korea homeless interactive project report” <http://bigissue-online.jp/archives/1004129304.html> [2016/09/12]

has been working on various activities associated with HWC participation since 2005, and it has been carrying out social development activities stemming from futsal, since 2013, by expanding the target of their activities to “people suffering from various social difficulties” (Catherine, 2016).

SoCO and other private sectors’ grassroots support activities were once reflected in Hong Kong’s policy, and a “3 years action plan to support rough sleepers” was carried out between 2001 and 2004. Consequently, the number of rough sleepers dropped to less than 1,000 for a time, but due to the economic depression after the 2008 financial crisis and the subsequent real-estate policy, the number bounced back and even increased around 2010. However, the core of the homelessness issue in Hong Kong is said to be not only with rough sleepers, but also with “bed space lodgers” (Kornatowski, 2012)<sup>14</sup>. According to the Hong Kong Development Planning Bureau’s announcement, in the centre of the city, “the majority of the population is forced to work and live in a population density of over 50,000 people per 1km<sup>2</sup>. [...] In Hong Kong, more individuals than any other city in the world live in offices and residences higher than 13<sup>th</sup> floors” (Zheng Jing, 2015). Under these circumstances, where one out of 5 people are said to be homeless, some information indicates that the sky-rocketing prices of land, property, and rent post-2010 make the homelessness issue even more complex and expansive.

The activities of SSHK developed to “Hong Kong Street Soccer” in 2013, based on the experience of sending teams to HWC from 2005 to 2012. In 2013, 8 teams united and played in league competitions, followed by 12 teams in 2014 and 16 teams in 2016. These competitions lasted for 8 months, respectively. SSHK also holds daily practices twice a week for rough sleepers. Based on the evaluation of the players in the league, 25 are selected as the Hong Kong representative candidates in April. During the period between May up to HWC, intensive training is conducted, while the coach screens players in terms of technique and social workers consider the athletes from a psychological standpoint, such as their desire to re-enter society. The Hong Kong participants for HWC undergo counselling after selection. SSHK is planning to provide a “leadership programme” and a “career programme” as their career support, targeting players returning from HWC. It is slated to be a long-term target by SSHK to support players coming back from HWC, aiming towards employment and return to society along with daily provision of support, training, and educational opportunities by social workers.

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<sup>14</sup> “Bed space” literally means a space only for sleeping, with the approximate size of 1 tatami mat (1.62 m<sup>2</sup>). Many facilities provide shared bathrooms. They are also referred to as cage houses or coffin houses, and the buildings are often deteriorated and seldom have safety measures in place.

Activities of SSHK are characterized by efforts to widely familiarize others with outcomes of past activities<sup>15)</sup> and by constant aspirations toward expansion of beneficiaries and supporters. As part of its activities, players visit primary and junior high schools to talk about their experiences of homelessness or drug addiction, and they hold regular interactive events between the sponsor companies and the players. In 2016, SSHK hosted an international tournament named the “Asia Cup” and invited teams from Egypt, Korea, Kirghiz, Russia, and Macao. The main purpose of hosting this tournament was to raise interest in HWC among Hong Kong citizens, as well as to cultivate a foundation for bringing HWC to Hong Kong in the near future.

For the hosting of these tournaments and its daily activities, SSHK receives support in the form of 5.3 million Hong Kong dollars (approx. 70 million JPY) from a primary sponsor and 15 thousand Hong Kong dollars (approx. 200 thousands JPY) from each of 20 secondary sponsor companies. Expenses related to players’ dispatch to HWC are financed by donations collected at events, and activities are held using these funds. Using participation in the football programme as a springboard, SSHK aims to empower homeless people to seek for their careers thorough participating in career programmes and leadership programmes. Simultaneously, SSHK advocates contributing companies as investors in, and activity participants as creators of, the future of the society. Here, the aim is to structure a Hong Kong type model of encouragement for supporters and beneficiaries with respect to heightening the “aspiration to fulfil social responsibilities” (Catherine, 2016).

#### 4.6. Mexico

The Mexican teams, which consecutively won the men and women HWC in 2015 and 2016, were from Street Soccer Mexico (SSM). When SSM was established in 2005 and registered as an NGO in 2008, it was small and focused its activities mainly on sending players to HWC. However, in 2009, TELMEX<sup>16)</sup>, a worldwide corporation established in Mexico, started to be a sponsor, which made the SSM develop drastically. The TELMEX provided the support of human resources, which was mainly staff members of the company as volunteers, as well as budgetary support.

Currently, SSM starts preliminary matches in 32 regions 6 months prior to HWC. The winners of the preliminary matches in each region face off in the matches for the final selection until 8 representatives of each gender are selected. There were 17 thousands players in the preliminary

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<sup>15)</sup> According to the staff of Street Soccer Hong Kong, in their 11 years of conducting activities, approximately 70% of selected players (25 individuals) have been influenced positively in some way. This includes 6 individuals who became coaches after the training provided by the Hong Kong Soccer Association, as well as an individual who acquired a certificate to be a social worker.

<sup>16)</sup> TELMEX is a communications company established in Mexico in 1947. Its CEO is Carlos Slim Helú, who earned the number 1 position in the list of the richest people in the world in 2007, pushing Bill Gates down from the top. Besides owning the TELMEX foundation, he is well known for his political/social contribution activities including contributions to the Clinton Foundation and to the 1985 Mexico earthquake relief fund.

matches in 2013, which expanded to 28 thousands in 2016. Due to such a large number of players, individual Mexican players have the lowest chances in the world to participate in HWC. The chairman of SSM stated that “since representative players win through the high competition rate, by the time they reach the national final tournament, they experience a fairly high level of positive changes in their mental conditions” (Costa, 2015). The players selected for the tournament not only undergo training, but also receive group therapy or counseling for their issues such as addictions, if applicable, during a 10-day training camp, and also have to attend lectures on conditioning and training.

SSM has formed a cooperation agreement with many states, municipal governments, NGOs, and sports groups, so that the collaborative activities with those groups will accord with regional issues. In Mexico, it has been said that various types of homelessness in addition to rough sleeping exist. For example, in some number of cases, although people have a roof over their heads, the houses are actually without windows, walls, or floors, and/or do not have water piping or electricity supplies. There are individuals who are dependent on drugs and engage in drug-related occupations (even if they are not dependent on drugs themselves), and there are entire communities dependent on drugs. In some dangerous areas, where violence and guns are prevalent, there are cases in which people are forced to move out of homes because of frequent cases of unrest, with the result that they become homeless. The reality in Mexico is that, as diverse types of homelessness exist, it is difficult to fully comprehend it in simple frameworks such as employment, housing, education, or welfare. According to the resources announced by OECD in 2015, Mexico’s relative poverty rate is 21.4%, which is remarkably high compared to the OECD average of 11.2%, and the income gap index is 30.5, which is significantly higher than Chile’s 2<sup>nd</sup> place figure of 26.5 and the OECD average of 9.4. Mexico’s relative poverty rate and income gap index are the worst in the world.

In order to approach this condition through football, SSM organizes issues by regions and selects collaborative organizations such as governmental organizations, NGOs, and health and welfare related organizations. Apart from selecting players for HWC, SSM conducts an annual activity named “Formative League” during the period of September through February, to combat regional issues with the collaborative organizations in each region. The “Formative League” carries out activities such as football and educational training, which respond to regional issues such as discrimination, violence, dispute settlements, health, family, and communication. The educational programme is provided under the cooperation of regional experts and personnel sent by SSM.

SSM provides lectures for players who participated in HWC so that they can acquire some knowledge to become regional football coaches, social workers, and teachers etc. Those who become regional football coaches will have completed coach training at SSM and will have received official coaching certificates. 29 coaches have been certified so far, and most have found employment at regional collaborative organizations, becoming a drive for the development

of activities at each region, which has been evaluated as a symbiotic collaborative cycle construction.

Mexico, which possesses a large-scale symbiotic system, nominated itself and subsequently hosted HWC in 2012. Representative players from 56 countries faced off for a week at Zócalo Square located in the centre of Mexico City. The tournament attracted 168 thousand spectators. SSM is the world's largest NP in various aspects, including the scale of the organization, the number of beneficiaries, and domestic name recognition. The quality of SSM's activity, which is somewhat overshadowed by the popular topic of Mexico winning the championship for 2 consecutive years in both the men and women's tournament, includes many noteworthy aspects as a leading example to the world.

### **5. Conclusion—Development strategies for National Partners**

Looking over the development of NP activities in these 6 countries, we can see they have changed over time, and have some points in common. In the case of Japan, after dispatching the Japan team to HWC 3 times, the NP stopped dispatching players and turned their main focus to domestic activities. The Big Issue Foundation started holding the “Diversity Cup” for those who suffer from social difficulties and face a life of hardship. Although daily practices for homeless people are still being conducted, participation in HWC has not been a main activity; now may be an appropriate timing to consider the possibility of re-joining HWC adjusting the relationship between HWC and the “Diversity Cup”.

The Zimbabwean NP, YASD, is expanding its share of sports projects, which has resulted in participation in HWC in both 2015 and 2016. Daily practices are carried out in the community in which YASD acts, but target areas for player selection have been expanded, with further expansion planned for the future, to provide opportunities for many more youths. Furthermore, for HWC in 2016, YASD received support from Zimbabwean groups residing in the U.K., the area hosting the tournament being in Scotland. YASD is gradually extending its connections with other groups outside of the country.

Although the Cambodian NP, HFCA, carries out daily practices throughout the year as with the other countries' NPs, their beneficiaries belong to the collaborative organizations. The HFCA futsal programmes are placed to be a part of these organization's activities, and futsal specialties of HFCA are highly expected. On the other hand, the comprehensive caring for players before/after the dispatching of HWC is conducted with the responsibility of the collaborative organizations. HFCA has a unique characteristic which provides futsal specialties such as coaching futsal, developing coaching and refereeing skills, organizing matches and so on.

The Big Issue Korea, the Korean NP, conducts daily practices for the HWC team which is comprised of street magazine sellers, and holds tournaments with governmental support in which teams of homeless people from all over the country can participate. Since network groups for

supporting rough sleepers are involved in these tournaments, there is a growing movement to form teams around the country beyond the limits of Seoul. Although selection of players for HWC takes place throughout the country, players are selected depending on the results of these tournaments. Players for HWC are mainly selected from those aged 30 years or under, whose lives are able to benefit most from HWC participation.

In the case of Hong Kong, the role of the NP is played by an executive committee formed by multiple groups which conducts daily practices and holds league matches among multiple teams for an 8-month period. Out of players participating in league matches and daily practices, the committee selects players for HWC, who will participate in a 2 to 3 month intensive practice period. They go through various programmes, such as giving talks at primary and junior high schools and interacting with sponsor groups. Post-HWC programmes, for the participating players are under consideration, to provide opportunities for enrollment into schools and/or for entering employment.

SSM, the Mexican NP, has formed a network of 32 organizations, which conduct daily activities, according to the issues of each region, and acts as a liaison between HWC and these organizations. When it was established SSM had its own team, but it currently coordinates all daily activities among its collaborating groups. SSM also hosts an annual tournament to select players for HWC. The number of activity targets, the scale of activities, the variety of content, and other aspects totally differ from those of other countries. SSM can be evaluated as having the characteristics of a small scale HWC within Mexico.

Every NP is expanding its activities in the categories of; 1) target expansion, 2) collaborator expansion, and 3) activity content expansion. The category of “target expansion” is applicable when people involved feel solid results from changes that past participants have undergone, or when a country faces new problems such as the growing number of young homeless people as in Korea and Japan. A similar trend is observed in some countries, which were not targets of discussion in this paper. As a result of target expansion, the futsal skill of players at HWC has drastically improved, which reveals a conspicuous gap in abilities of players compared to some countries that chose not to expand their targets.

In terms of collaborator expansions, it might be most obvious in the context of quests for donors, however, various types of collaborative relationships have begun to form in each country. There are some cases where collaborators are not domestic groups, but groups from outside of the country. Strong alliances with government authorities are distinctive characteristics of Korea, Hong Kong, and Mexico. Schulenkorf and Adair (2014) state that “the more strict and global project it is, the more creative the partnership and democratic relationship with communities of targets must be necessary.” At the same time, it should be important for NPs to fulfill their roles in connecting local governmental bodies, organizations and communities.

Regarding expansion of activity content, this includes “expansion in quality,” which results in more diverse outcomes beyond HWC through links with other projects such as in education



and health, and “expansion in quantity,” which results in increased frequency of activities and provides further activities for players after returning from HWC. Both expansions are conducted by NP, who have years of experience in conducting similar activities, so that they can garner more visible results which are not limited to HWC players. Some cases have been conducted along with expansions of activity funds and group sizes. As long as issues of homeless and poverty exist, organizations such as NP and their activities must keep expanding.

## 6. Closing remarks

Underlying the development of HWC, which has been now expanded into a large-scale sporting event, one can see the strategic contribution to this expansion that has been made by NP in each country. Giulianotti states that “a new type of partnership structure is likely to develop between mainstream NGOs, organizations carrying out community-rooted activities, and new social movements” (Giulianotti, 2011). Presuming, for instance, the NP is regarded as a “mainstream NGO”, the collaborating organizations and groups in each country are regarded as “organizations carrying out community-rooted activities”, and HWC, we can say, is one of the “new social movements”. We can observe some common elements of NP’s tactics to develop organizations in each country, in that they put HWC as a symbol or overall goal to implement their activities and show beneficiaries roadmaps toward HWC based on the evaluation of the significance of HWC in their contexts.

Development of today’s HWC started with a sensational idea, which was to hold a futsal tournament for homeless people from all over the world. However, HWC is in fact supported by each NP, which, in order to reduce homelessness and poverty, assimilates its own daily activities with those for HWC. Development of each NP is indispensable to mitigate and resolve issues of homelessness, which is the ultimate goal of HWC. In other words, it is not too much to say that HWC’s future depends on how each NP develops.

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