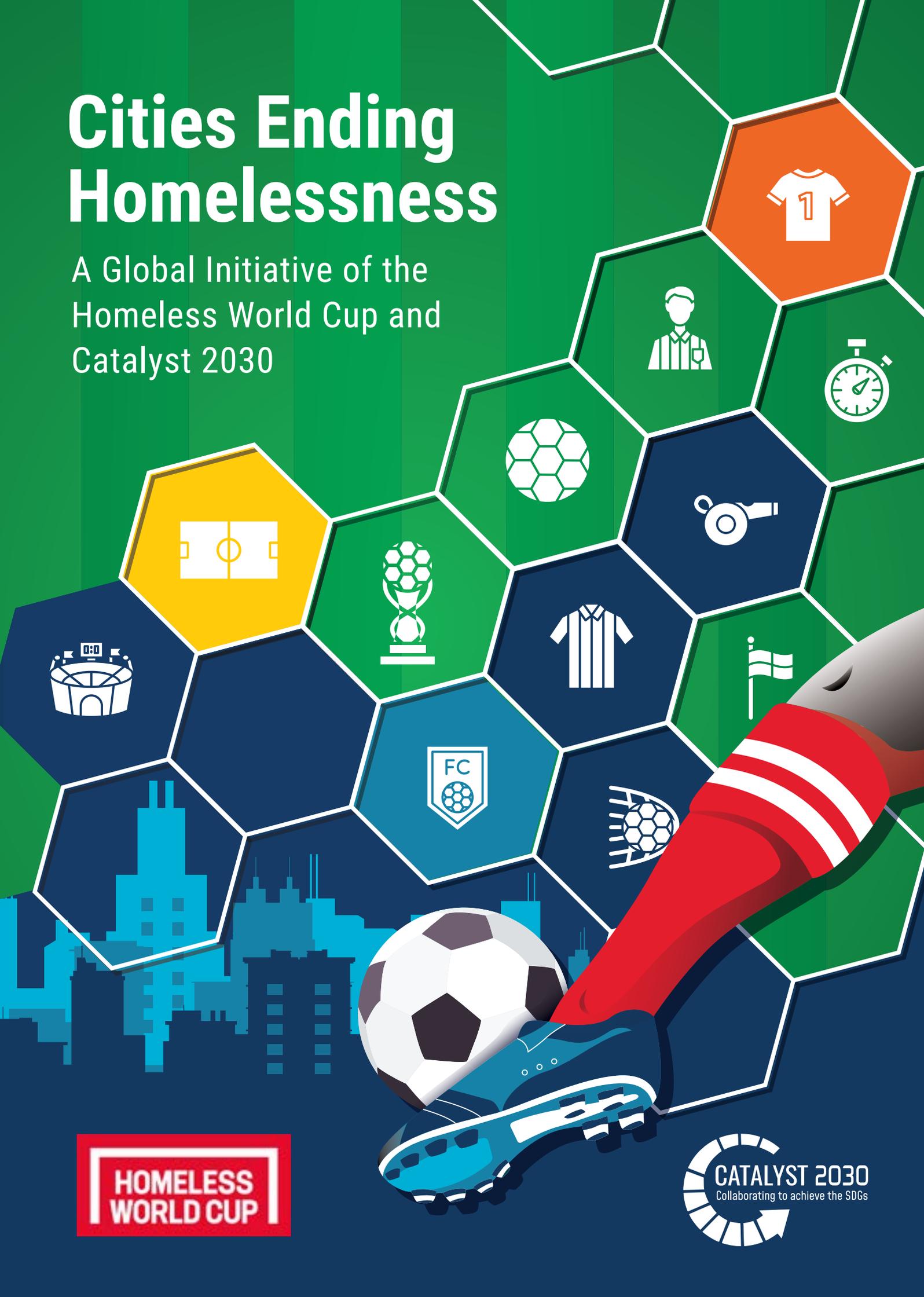


Cities Ending Homelessness

A Global Initiative of the Homeless World Cup and Catalyst 2030



The background features a stylized city skyline in shades of blue and green on the left, and a large, white-outlined hexagonal pattern on the right. The overall color palette is dark blue, green, and white.

Cities Ending Homelessness

A Global Initiative of the Homeless World Cup
and Catalyst 2030



www.homelessworldcup.org



www.catalyst2030.net

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Foreword



Let's work together

Our objective is simple: To end global homelessness.

It's hard to find anyone who doesn't agree with this aim but it also seems as if homelessness has now become a normal part of everyday life in nearly every country in the world. And it shouldn't be that way.

That is why the Homeless World Cup and Catalyst 2030 are launching this groundbreaking initiative called Cities Ending Homelessness with a call to action for people to join us in a constructive discussion about how to end global homelessness – completely.

As humans, we can be ingenious. We have sent people to the Moon and invented the internet and yet we seem incapable of ending homelessness on our home planet. We have the capabilities and the resources to come up with solutions, but first we must commit ourselves to meeting the challenge together.

And that's our call to action.

We are not interested in going on and on about the problem. We know all about it in detail. But now we want to discuss our solutions with groups of people who share our vision of a world without homelessness. A crucial part of that will be to listen to the voices of homeless people and former homeless people themselves whose ideas are often unheard or ignored.

Following a series of discussions in the last year, the Homeless World Cup has joined forces with Catalyst 2030 to spearhead this initiative. Already people are coming forward from across the globe to share ideas and innovative solutions. We are not only looking for people from sectors which directly work with homeless people but also from sectors which don't, to implement creative solutions which work.

In this interim report we offer a few initiatives and ideas which are already working, but we want to do more. We want to hear from policy makers and funders who can bring about fundamental change. One part of our initiative is to bring together city leaders in countries all over the world who have developed solutions and are prepared to share them and take them to scale.

We are launching this initiative in Sacramento, California, during the Homeless World Cup where homeless people share their stories and describe how they have changed their lives. We want to build on this to give a voice to homeless people and take steps to positive action.

Please join our movement and let's work together to create a world where homelessness no longer exists.

Mel Young

Co-Founder and President

Homeless World Cup

Founder Member Catalyst 2030

Action Plan

Cities united

Cities Ending Homelessness is driven by the reality that homeless people gravitate to cities – and cities have to deal with all the challenges involved, including social, financial and political issues.

Cities are where the solutions are needed and where solutions will come from.

Cities Ending Homelessness will build a global network of cities committed to ending homelessness, so they can share best practice and experience, inspired by the idea that working together will help them help each other. Ultimately, the aim is to bring together the talents and resources of 500 cities and connect them with teams of social innovators and researchers who will help them develop creative solutions.

The project is also inspired by the fact that around the world, innovative organisations are already implementing solutions that work, including Housing First and employment, mental health programmes and sport. And what works best is when these practical solutions are delivered in an integrated fashion – when the end result is greater than the sum of its parts.

To kick off the project, the Homeless World Cup is working in partnership with Catalyst 2030 to encourage cities around the world to join our global network, starting with some of the cities which have hosted the Homeless World Cup in the past or hope to host it in the future. The first step is to organise a conference during the Homeless World Cup which is being held for the first time in North America in July 2023, in Sacramento, California, hosted by Sacramento State University. This will be followed by a series of events in cities all around the world which will highlight global homelessness and focus on positive outcomes and scalable, global solutions.

In 2005, the United Nations estimated that 100 million people were homeless worldwide. In 2021, the World Economic Forum reported that this had since increased to 150 million people.



Collaboration

Collaboration allows different stakeholders, including government agencies, non-profits, community organisations and the private sector to bring their unique perspectives, skills and resources to address the homelessness challenge together. This collective approach coordinated by Catalyst 2030 enables a more comprehensive response to homelessness, allowing for the pooling of resources, avoiding duplication and maximising efficiencies.

For example, systems collaborators in the Catalyst 2030 movement can help to drive the policy changes necessary to address homelessness holistically. Collaboration identifies systemic barriers and gaps that contribute to homelessness while establishing research networks and evaluation frameworks.





The Partners

The Homeless World Cup is the only charity in the world which tackles global homelessness issues, with partners in more than 70 countries. This provides a unique insight into what's happening in different countries and enables its partners to share intelligence and expertise – a model which can also work for Cities Ending Homelessness.

Our partner in this initiative, Catalyst 2030, will play a major role in the project by drawing on its international resources, working hand in hand with universities and social entrepreneurs so the network has access to global thought leaders as well as skilled researchers. The idea behind Catalyst 2030 is to unlock the potential of collaborations between non-governmental organisations and social innovators to accelerate change in society. Joining forces with the Homeless World Cup is a shining example of how this teamwork can produce innovative solutions in the drive to end homelessness.

“ Collaboration and partnership are the only way forward. **”**



A ball can change the world

It sounds very simple and it is. Sport has the power to change people's lives - including ending homelessness.

The Homeless World Cup is a global charity which uses football to inspire homeless people to change their own lives. Over the last 20 years it has had a massive impact on the lives of 1.2 million people, via a network of grassroots organisations in more than 70 countries.

Every year, the Homeless World Cup hosts an international tournament in one of the world's major cities (e.g. Paris, Rio, Cape Town and Mexico City), to celebrate the achievements of its partners and point the way to the future for hundreds of players. The event also helps to transform attitudes to homelessness by turning homeless people into sporting stars.

Our partners provide advice on employment and housing, as well as education, counselling and individual support - for 100,000 people every year. Every country faces different challenges but our networks collaborate closely to share ideas, experience and expertise.

The statistics tell part of the story:

94% of players say the Homeless World Cup had a positive impact on their lives

83% improved their relationship with families and friends

77% say the Homeless World Cup 'changed their lives significantly'

The Homeless World Cup started as a simple idea but has had a profound and lasting impact on homeless and excluded people all around the world.

It proves a ball can change the world.

So how does it work?

Everything starts with a ball. And almost anyone can play. Most people speak "the universal language of football" - but it's more than a game. By becoming part of a team, people socialise and take responsibility. They train, get fit and have a more regular, disciplined lifestyle. They share their stories and realise they're not alone. They help each other and themselves.

By the time they arrive at the Homeless World to represent their country, the players have already started changing their lives - and after the event, they return to their home countries as role models for the next generation of players. In fact, many ex-players have gone on to become programme managers and football coaches.



“

The Homeless World Cup uses football to inspire homeless people to change their own lives - 1.2 million people over 20 years.

”

What works

Focus on solutions

In this report, we highlight four different solutions to the homelessness crisis: football, Housing First, mental health programmes and employment.

All of these approaches have proved to be highly successful and the evidence mounts every day. They're scalable solutions which can also be translated from country to country. They're solutions that work.

Football sometimes has an almost "magical" effect on people. The Homeless World Cup is an organisation which uses the power of football to help homeless people transform their own lives - a solution implemented in over 70 countries all over the world, involving more than 1.2 million people.

Housing First is not just a quick fix but a lasting solution, with people offered housing without preconditions, supported by a range of other services including health and social care, based on the idea that housing is not just a right but the first step towards ending homelessness on a mass scale.

Mental health disorders can lead to homelessness and homeless people often have high rates of mental ill health. This vicious circle can be hard to break. Two approaches with

enormous potential are showcased in this report, community-based **mental health care programmes** and the active involvement of "ordinary" people as an alternative to traditional psychiatric care.

Employment is more than just getting a job and earning some money. The opportunity to work means feeling wanted and part of a team, and also coming face-to-face with other people. It means dignity and self-esteem and can be a springboard to a successful career.

The narrative around the world is changing. Policymakers are starting to pay more attention to solutions that work, while social innovators continue to come up with new ideas all the time and turn their ideas into action.

The lesson which emerges from a close look at these individual solutions is not just that they help address the homelessness crisis but also that they work best when they're part of a collaborative and integrated approach. There are also many other solutions that work, and as Cities Ending Homelessness gathers momentum, we will add them to the programme.





Football

We focus on two inspirational people who changed their lives thanks to the Homeless World Cup and went on to be role models for the next generation of players.

Lisa Wrightsman: Leading by example

Fifteen years ago, Lisa Wrightsman thought that she had “nothing” to live for but now she is *someone* - thanks to the power of football and the Homeless World Cup.

At one time, Lisa was a soccer star at Sacramento State University, but after leaving college, she went into a spiral of addiction and led “a life

of sofa-surfing, broken relationships, getting arrested and jail.” She ended up homeless and hopeless.

Then Lisa turned her life around. She sobered up (thanks to a programme run by Volunteers of America) and started playing soccer again. And she found her vocation.



The Homeless World Cup saved my life.



In 2010, Lisa was selected to play for her country at the Homeless World Cup in Rio de Janeiro and since then has never looked back. “It was the first time for years since I felt happiness or joy without drugs,” she says. “Part of me was just getting sober because I didn’t want to die, but then I thought, if this is sobriety, I can do this – every day.”

The next year, Lisa took another big step forward when she went to the Homeless World Cup in Paris as the coach of the women’s team.

“The Homeless World Cup saved my life,” she says, and over the next few years she started up a soccer-based programme in Sacramento which now involves hundreds of people a week. The main goal of the programme is to “provide a space where people who don’t otherwise have access to team sports can enjoy a supportive atmosphere, have fun and learn skills that are transferable to life beyond the sport.” The aim is to “break the cycle of addiction, abuse and homelessness,” and the message is *hope*.

Teamwork is one of the core values of Street Soccer USA, and when a player joins the team, he or she becomes part of a family: “We train together, strive together, and above all else, we listen to each other. Powerful things happen when human beings put their differences aside and really communicate.”

At college, Lisa was a “wild child” but now she has been recognised as a distinguished alumni by Sacramento State University, playing a key role in bringing the Homeless World Cup to her home city – the first time it’s been hosted in the USA.

Lisa hopes the tournament will help to focus people’s attention on the issues involved, including exclusion and poverty, mental health and homelessness, domestic abuse and addiction. She herself has seen how other Homeless World Cup tournaments have helped to shape public discussions, and she hopes that Sacramento will have a similar impact.

Lisa also hopes that people now experiencing homelessness in Sacramento will benefit from the tournament being hosted in the city, encouraging the fans who watch the games to change their sometimes “stereotypical” view of what a homeless person looks like.

“We don’t expect it to change everything,” says Lisa, “but we hope it will spur discussion and change negative perceptions of homeless individuals. These players deserve respect, not because they have been homeless, but because of what they have overcome to be where they are today. We want everyone to see the possibilities of the human spirit.”

For more information, please go to <https://sacramentow.wixsite.com/sac-salamanders>

Football

Bongani Mathiso: All you need is love

For Bongani Mathiso, better known as Bobo, football is not just a game but a language which helps him express his ideas about life.

When he was younger, Bobo confesses that he “lived the life of a lie,” using drugs and mixing with criminal gangs. But today he is a coach of the South Africa team which goes to the Homeless World Cup every year, passing on his skills to the next generation of players. His story may have kicked off like a lot of other players, but Bobo is a leader who is also aware of the power of football. He sees how the game can teach so many lessons, as well as help people get mentally, physically and emotionally fit.

Discipline and teamwork are also important: “If you commit a foul, you’re costing the rest of the team,” he explains. “And as a team, we suffer together.”

For Bobo, the offside rule in football is a metaphor for other situations in life. “If you are caught offside, you’re penalised. Just as in real life, you could be arrested for being in the wrong place at the wrong time.”

Bobo first got involved with Oasis, the Homeless World Cup’s partner in South Africa in 2012, when he was selected for the team which played in that year’s tournament in Mexico City. Oasis founder Clifford Martinus saw the potential in Bobo and appointed him captain and since then the former player has become an inspiration to others.

“It’s hard to make informed decisions when you’re in an environment filled with drugs and guns,” says Bobo. “In football, it is also hard to make the right decision, because the game can be so fast at times.”

Football can be part of the solution. He says: “People do not change their lives overnight, but once you say you don’t want to be part of this, you’re heading in the right direction. All of us are individuals, so you must give people alternatives, so they can make the right decisions for themselves. Football alone can’t do everything. You also need support.”

For Bobo, that support means more than money. It’s all about caring and kindness and confidence-building. Ultimately, Bobo says, people need love. “Everybody needs a sense of belonging, and in many communities that is provided by drug lords. That is why we need an alternative sense of belonging, which can be provided by football.”

Bobo has some strong opinions about how to end homelessness, recognising that many complicated factors are involved and that governments have to see what life is like on the ground. “We need a collective effort,” he says. “No-one can change the world alone. We all need each other. Together we can change the world.”

To hear Bobo tell his own story, please go to www.homelessworldcup.org/podcast



“

Football can provide us with a sense of belonging – and help us get mentally, physically and emotionally fit.

”

Bobo as captain in 2012

Housing First

Collaboration is key

Housing First is a recovery-oriented approach that prioritises connecting people experiencing homelessness with permanent housing and then provides voluntary, wraparound support to meet their individual needs. It helps people to avoid sliding back into homelessness. Although the offer of housing is unconditional, residents still have to be good tenants by paying their rent and being responsible for their behaviour.

There is a robust body of evidence that Housing First is a highly effective solution. Providing people with greater independence and a safe, stable home also cuts costs, including money spent on hospitals, shelters and prisons. Several studies in the USA report that Housing First can save as much as \$20,00-30,000 per year per person in health and social services.

Housing First recognises that people are better equipped to make progress in their lives – whether with jobs or

behaviour or mental health – if they have a safe, stable place to live. Once people have a home, their other needs can then be addressed. This integrated approach contrasts with the idea that people should demonstrate “readiness”, and progress one step at a time to “earn” their housing. The Housing First approach supports the idea that people experiencing homelessness have the right to self-determination, respect and dignity and that everyone is “housing ready”.

Advocates of Housing First believe that permanently ending an individual’s homelessness starts with the home, followed by support on issues such as healthcare, employment and welfare. They also believe that housing is a basic human right which should not be denied to anyone based on prerequisites like completion of sobriety programmes, which are not required of any typical renter.

Rosanne Haggerty, the President and



CEO of Community Solutions, says, “too many people die on the streets before they get housing,” because too many obstacles are put in their way. “Everybody needs a safe and stable living solution, backed up by support systems,” she adds.

Through her organisation’s work with communities, Rosanne has seen that communities can work together to clear those obstacles so homelessness is driven down towards zero. It takes collaboration between all the stakeholders, a shared commitment to reducing overall homelessness, and real-time data on the population: “The key players have to work as a team. They have to coordinate and play their part. They have to be accountable to the goal of ending homelessness and learn as they go forward. They have to draw on all their energy to solve this collective challenge.”

Can we afford to end homelessness?
“Homelessness is more costly to

ignore than to solve,” says Rosanne, pointing out that there have been hundreds of studies in the USA alone which demonstrate the positive yield on investment. “If homelessness is not addressed constructively, communities are constantly in emergency response mode,” she adds. “Resources alone will not solve the problem; we also need new ways of working together.”

The major lesson learned through the years is that homelessness is solvable, particularly when there is a whole of community approach, which brings the full force of data, investments and problem-solving efforts together. “You have to collaborate as though your life depended on it,” says Rosanne.

The Community Solutions ‘Built For Zero’ programme works with 105 communities which have housed 163,000 people since 2015.



“ Homelessness is solvable. ”

Community leaders in Rockford, Illinois have made veteran and chronic homelessness rare in their community.

Mental health

Mind matters

Homelessness and mental illness can be a vicious circle which not only costs a lot of money but also costs lives.

Being homeless can lead to serious mental disorders, while homeless people also find it difficult to access healthcare services. In turn, mental health problems can lead to homelessness, for example, when people lose their jobs or fall out with their families. In addition, people suffering from mental disorders are often stigmatised, denied their basic rights and discriminated against in employment, education and housing.

An estimated one in eight people worldwide live with a mental disorder. Yet, countries spend an average of less than two per cent of their healthcare budgets on mental health, even though investing in mental health is good for social and economic development.

Chris Underhill, a social entrepreneur with a special interest in mental health and disability issues, believes that part of the solution is to dedicate more resources to community-based mental health services, moving away from an emphasis on psychiatric hospitals to integrated services delivered at community level. He also agrees with a recent WHO report that “supporting people with mental health conditions goes far beyond clinical care, requiring financial support, somewhere to live, employment, education and community support.”

For Chris, the “circularity” of homelessness is what makes it so challenging. “Catastrophic events and stress can trigger mental illness in a certain proportion of people and they are very likely to become homeless as a result. Equally, those with mental

ill health are more likely to become homeless. Six per cent of the world’s population suffer from depression and 1.9 per cent from schizophrenia and bipolar disorders, and of course they’re very vulnerable. It’s a dreadful spiral from which it is hard to escape.”

Community-based solutions make sense but homeless people sometimes have a very different view of “community”, according to Chris. They may feel as if they are part of an alternative community which gives them a sense of belonging, no matter how dysfunctional their circle may be. It’s hard to break away from people they regard as their friends, or change a lifestyle they’re used to.

Mental healthcare can make a critical difference, preventing people from becoming homeless in the first place and helping homeless people turn their lives around. Housing is another major part of the solution, says Chris: “Once people get a home, the manifestations of mental disorders fall away very quickly. People quickly regain self-respect and start to value privacy, for others as well as themselves. This is when the downward spiral begins to reverse.”

Chris cites the progress being made in various innovative housing initiatives. These include Step Up America, which provides permanent supportive housing (PSH) solutions across the USA, attracting private investors who get a return on their money.

Ultimately, Chris believes the key is integrated solutions, implemented at community level, coordinating mental health care, social services and housing – an approach that not only saves money but lives.

Rates of depression and anxiety went up by more than 25 per cent in the first year of the pandemic, adding to the nearly one billion people who were already living with a mental disorder.” World Health Organization Mental Health Report (2022).



Mental Health

People power

The solution to India's mental health crisis is ordinary people, according to Sarbani Das Roy, the founder of Iswar Sankalpa (God's Resolution). Mental healthcare professionals have a key role to play, but empathy and basic humanity are often the critical factors - being kind to people, creating safe spaces and building interpersonal relationships, providing basics such as food and water and removing the stigma around mental illness.

For Sarbani, everything started when she saw a homeless man living in an alley surrounded by garbage and discovered that no one was willing to help him because he was "untouchable" and "mad".

"I could not look away anymore," she says, and that was the moment her life changed forever.

India has 60 million people with mental disorders and only 9,000 psychiatrists. That is less than one psychiatrist per 100,000 people, compared to six in higher income countries. And because there are not enough professionals, Sarbani thinks that everybody needs to get involved, regardless of age or personal background.

Traditional thinking tends to suggest that only professionals have the skills required to cope with people suffering from mental disorders. However, Sarbani believes that all of us are naturally empathetic and capable of caring for people in need, including the millions of homeless people in India's cities who suffer from mental disorders (5%-20% of the total).

To meet this challenge, Sarbani mobilises resources at the community level, as well as raising funds. This means

getting everyone involved, including schools, food stalls and temples, other charities and volunteers. More than 350 people have already volunteered since Iswar Sankalpa was founded in 2007.

Sarbani has succeeded by being persistent and highly persuasive, convincing the authorities in Kolkata that mental health is a local municipal issue. After a vulnerable woman was gang-raped and murdered in 2010, Sarbani persuaded the mayor to build India's first women's shelter, and also persuaded the police commissioner to create a drop-in centre for homeless people in one of the city's police stations. "Telling real-life stories brings the issues alive," says Sarbani, "and makes officials realise they have responsibilities."

"The police could see that people need care and compassion, not prison," she explains. "By getting into mainstream structures, we accelerate progress." Another obstacle was when the city's social work department and healthcare department would not help because homeless people did not have identity cards, a problem solved by helping homeless people to register with the officials.

Sarbani aims at changing the way we treat mental illness, not just raising awareness but changing perceptions and adopting a more holistic approach. "People are not just a bundle of psychiatric symptoms," she explains, "but human beings. They also need much more than clinical recovery. They also need social recovery. They must belong somewhere."

Are there not risks involved when ordinary people try to help people

with mental disorders? “There are more dangers inside hospitals and behind the walls of people’s homes than there are in the street, where everything is visible,” Sarbani replies.

“Prevention is the key,” she adds. “Our dream is to make Kolkata a mental health-friendly city, training communities to look after themselves and prevent people falling into the abyss of homelessness.”

*All of us are capable
of caring for people
in need.*



Employment

Work works

Getting a job can change the lives of many people who experience homelessness, not just earning money but interacting with people and feeling more valued. Social enterprises have pioneered many innovative solutions, creating jobs while also providing support to help excluded people help themselves. These jobs can also be a stepping stone to other personal advances such as education and housing, as well as improved mental health. In this report we look at three examples – street paper vendors, tour guides and bakers.

Beyond the headlines

Selling street papers gives people experiencing homelessness an immediate, dignified and legitimate way to earn money. The papers themselves also address the “big issues” in society, and often reinvest their profits to provide direct support to people in need.

The basic idea is that selling the papers can lead to long-term employment and somewhere to live, while bringing vendors face-to-face with other people in the street.

Based in Glasgow, Scotland, the International Network of Street Papers (INSP) is the organisation which links up street papers worldwide – over 90 papers in 35 countries, with ten new papers lining up to join the network

soon. The INSP helps members share stories, ideas and expertise. Twice a year it holds a Global Street Paper Summit to focus on homelessness issues, plus regular workshops to share insights and innovations among its member street papers.

According to the CEO of INSP, Mike Findlay-Agnew, when people meet street paper vendors, it’s hard to see what’s going on behind the scenes, including the wraparound support that means so much to many vendors. The business model varies from country to country, but all the papers try to support all their vendors by providing much more than a job. They also offer access to resources and “signposting” to help with housing, education, social services and mental healthcare.



Photo credit: Nathan Poppe

Some street papers also diversify into other activities. For example, Big Issue Japan set up a night-time bakery, collecting bread unsold at other outlets and selling it at night in downtown Tokyo, creating jobs for homeless people and reducing food waste. Big Issue South Africa reaches out to the wider community via its vendors, organising maths and literacy classes for vendors' families, as well as fixing people's shacks to improve their home living environments.

Most vendors make their money by buying street papers and selling them for a profit, but some vendors get a regular salaried income. Some more established street papers are well funded while others operate with very few people and almost no money. That's where INSP helps by sharing expertise and content. Its News Service distributed more than 500 news and feature stories last year, translated into the 25 languages used by the network.

Mike also reveals that INSP is in the process of expanding its editorial support service this year, through relationships with other mainstream

media outlets such as the Thomson Reuters Foundation. "Without the newswire, some of the papers would struggle to publish," says Mike, "and the News Service continues to be a big boost to the support we provide to our member street papers."

Another subject close to Mike's heart is the need to represent the lived experience of people experiencing precarious housing situations, via a column produced by INSP "from the frontlines of the housing justice movement". He also sees INSP becoming more active through advocacy and political lobbying, drawing on its international knowledge and pooling the resources of its members to challenge perceptions and make a dent in the poverty gap. There are also plans to work with universities and other organisations to conduct more research to get under the surface of homelessness issues.

So next time you see someone selling a street paper, remember that behind the scenes, an innovative social movement is gaining momentum. It's not just creating jobs and changing lives, it's changing the agenda.



Photo credit: Yasuhiro Kusada

As well as providing a job, street papers also offer access to resources such as housing, education, social services and mental healthcare.

Employment

Visible improvement

Zakia Moulaoui Guery, the founder of Invisible Cities, explains that all the walking tour guides she employs have experienced homelessness at some point in their lives. The organisation provides its tour guides with training (including public speaking and confidence building) and sees its mission as not only creating employment but also addressing the personal needs of everyone it trains, while raising awareness and changing public perceptions of homelessness issues. The tours themselves provide an insight into urban life by showing what's "under the surface" of cities.

Founded in Edinburgh in 2016, Invisible Cities now operates in six UK cities, with five members of staff supported by a team of volunteers. To date it has trained more than 100 people, many of whom have gone on to be tour guides and develop their own special tours. Some guides have since moved on to other jobs or even started their own businesses, while other people use the training as a stepping stone to other objectives, including jobs, education and housing.

"As well as building confidence and teaching special skills, the training also highlights what the city has to offer and gives people a sense of belonging," says Zakia, explaining that some of the training is provided free of charge by private companies.

Invisible Cities has surveyed its tour guides to measure its impact. While 87 per cent report an upturn in confidence and 80 per cent an improvement in their public speaking abilities, all of them say they've not only met their objectives but also learned to love their cities more.

In terms of "social value", Invisible Cities generated almost £200,000 in its first four years, according to a report by Big Issue Invest in 2020. This value came from training and educational programmes, as well as direct employment, not forgetting the impact on visitors paying for tours - over 10,000 people so far.

To extend its reach beyond the tours, Invisible Cities also goes into schools and businesses to talk about its work, as part of its effort to break the stigma associated with homelessness.

According to Zakia, Invisible Cities aims to be completely self-funded over the long term. At the moment, revenues from tours and special projects account for 80 per cent of its budget, but this should soon increase as new projects gather momentum. An example is tours developed in partnership with fellow not-for-profit The Glasgow Barons during the world cycling championships this year.

What makes Zakia most proud of what she's achieved in the last seven years is not only creating employment but also seeing how the tour guides have evolved through the years, becoming more confident and learning new skills.

What next for Invisible Cities?

When lockdown put an end to face-to-face tours, Invisible Cities continued online, attracting more than 7,000 paying visitors - and these virtual tours will continue because they have proved so successful, including special tours for schools.

“As well as adding more cities in the UK, we want to expand overseas,” says Zakia, who has her eyes on several cities in the EU and North America. This next phase in the growth of the organisation will require it to be more proactive. Invisible Cities now has a

social franchise model to help other cities set up their own operations, based on the existing brand and modus operandi. It’s an approach which should give Invisible Cities a more visible presence worldwide.



As well as building confidence and teaching special skills, the training also highlights what the city has to offer and gives people a sense of belonging.

Employment

Bake a better world

Founded 30 years ago by social entrepreneur Rick Aubry and Rubicon Programs, Rubicon Bakers has created employment for hundreds of people who may never have got a job anywhere else because of their personal background.

It's hard to get a job when you're homeless, but Rubicon Bakers believes in empowering people who need a second chance and want to change their lives.

Most employees have no previous baking experience and some have very little working experience. Some have just come out of prison or have substance use disorders. But as one employee says in a video posted on the company's website, "They did not care what my background was. All they cared about was that I wanted to change my lifestyle and help myself and they were there to help me. And that was so encouraging. The people here saw the potential in me that I didn't see and gave me the opportunity to grow."



In 2009, Leslie Crary and Andrew Stoloff took over the business, after falling in love with the firm and its mission. Stoloff thinks that all companies should be more like Rubicon Bakers. Giving people a second chance is good for any organisation, because employees seize the opportunity to work and want to turn their life around by doing the best job they can.

Employees are empowered and treated with respect. They feel they are cared for and treated as if they are needed and that's when they come back to life.

Andrew also made a big decision when he turned the non-profit company into a profit-making one. Since then, the business has grown and expanded its workforce, without losing sight of its primary aims. It has also formed a partnership with Trive Capital and acquired another company called Just Desserts to expand its product offering.

The Rubicon factor

When Rick Aubry first got involved with Rubicon Programs in 1986, he realised that even though mental healthcare and other approaches were helpful, many people got stuck in a cycle of poverty, homelessness and unemployment. As well as helping with housing and advising on social welfare, creating employment was key to helping people help themselves. And that's why he set up a series of businesses including Rubicon Bakers.

After selling Rubicon Bakers in 2009, Rick and the Rubicon board founded Rubicon National Social Innovations (RNSI), a "laboratory for scaling social enterprise," working with corporate and non-profit partners to create

businesses that have a significant impact on inequity and poverty.

So what does Rick think about Rubicon Bakers today? And what did he learn from the experience?

"I recently visited the Bakery for the first time in several years as part of a celebration of Rubicon's 50th anniversary," Rick replies. "I was moved to tears several times during the day. First, when I arrived, I was greeted by two long-term employees dating back to my days at the bakery. One of them, Fred Earl, had been our first employee in the bakery in the early 1990s. Fred and I grew up together at Rubicon. The arc of his life remains an inspiration for me, as well as for the hundreds of people who have followed his path at the bakery, transforming their lives through work, camaraderie, a shared mission and a respect for what can be done together.

"I learned so much from people who come to a crossroads in their lives and choose hope and engagement, looking at life straight on despite the challenges and finding joy in doing so."

Rubicon Bakers believes in empowering people who need a second chance and want to change their lives.

What next

Time for change

This report is just the start of something bigger. It is something to build on.

Two organisations have come together to kick off this initiative – the Homeless World Cup and Catalyst 2030 – and we encourage others to come forward to join us.

Social innovators from across the world are being asked to bring their knowledge and wisdom to the table and that is already happening – as you can see from the examples in this report.

We are also keen to identify innovative ideas and solutions from outside the homeless sector as well as from within. Our aim is to bring together a wide range of people, including individuals and organisations who may not have engaged with the homelessness challenge before, in collaboration with social innovators, charities, researchers

and city leaders who have been focusing on homelessness for years.

We also can't proceed without listening to the voices of homeless people and former homeless people themselves. Their views will be critical.

The next step is to form a group of city leaders including mayors who will join the network to share best practice and discuss new ideas. The entire focus will be on solutions.

It is clear that no single initiative will solve global homelessness. What is required is a profound system shift. This will not occur without the buy-in from national and city governments, as well as global institutions. The narrative has changed from managing the homeless problem to ending homelessness and this can't be achieved without major policy changes. Partnerships and collaborations will also be vital.

1. Organise meetings with people experiencing homelessness to map their needs and seek their views on existing solutions. The Homeless World Cup partners will facilitate this.
2. Arrange a meeting of leading organisations working with homelessness issues to map innovative solutions. Catalyst 2030 will help to coordinate this.
3. Organise meetings with people experiencing homelessness to explore which of the proposed solutions work best for them. The Homeless World Cup partners will facilitate this.
4. Draw up a city-level action plan and related policies. The Homeless World Cup and Catalyst 2030 will partner on this.
5. Invite city leaders, citizens, corporates and educational institutions to join in the project.
6. Launch the plan including annual Key Performance Indicators (KPIs).
7. Share what we learn with other city leaders all around the world – and end homelessness in cities.



The narrative has changed from managing the homeless problem to ending homelessness.

About Homeless World Cup

The Homeless World Cup is a global movement which uses the power of football to help homeless people change their own lives. It partners with grassroots organisations in more than 70 countries, and every year, it holds a football tournament in leading cities all around the world, to showcase the achievements of its national partners and change public attitudes

to homelessness issues. Since it was founded in 2003, the Homeless World Cup has had an impact on the lives of 1.2 million people.

For more information about Homeless World Cup, contact Anna Craig
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About Catalyst 2030

Catalyst 2030 is a fast-growing, global movement of leading social entrepreneurs and social innovators from all sectors who share the common goal of creating innovative, people-centred, community-led approaches to advance the Sustainable Development Goals. Joining forces with communities, governments, businesses, academics and others, Catalyst 2030 members are changing systems at all levels through collective action and bold, new strategies.

in 124 countries, directly reaching an estimated one billion people. Through its more than 40 country chapters and six regional chapters, Catalyst 2030 is creating collaborative innovation ecosystems across the globe.

For more information about Catalyst 2030 contact Mishri Jain
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Launched at the World Economic Forum in January 2020, Catalyst 2030 has more than 3,000 individual members and member organisations from around the world and is active







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