

FIFA WORLD CUP QATAR 2022

Planning, Sustainability and Legacy

Analysis Report

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Introduction

The 2022 FIFA World Cup in Qatar stands out as a landmark event in football history, celebrated for its groundbreaking achievements in organization, infrastructure, and global impact. Beyond the spectacle of sport, it represented a monumental project with significant challenges and opportunities, offering valuable insights into the complexities of hosting a mega-event.

As Moroccans, this event resonates deeply with us, particularly as our national team made history by becoming the first African team to reach the semi-finals, uniting the continent in pride. Moreover, with Morocco preparing to co-host the 2030 FIFA World Cup alongside Spain and Portugal, analyzing Qatar's World Cup provides an invaluable opportunity to draw lessons that can inform the successful planning and execution of future tournaments.

In this report, we undertake a comprehensive analysis of the 2022 FIFA World Cup from a project management perspective, focusing on key areas such as scope, financial planning, stakeholder engagement, risk management, and the long-term sustainability of its legacy. By dissecting these elements, we aim to highlight best practices, identify challenges, and extract actionable insights that can serve as a blueprint for future global events.

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1

Scope and Objectives

The 2022 FIFA World Cup in Qatar was not just a sporting event; it was a transformative project that aimed to leave a lasting legacy in sustainability, infrastructure, and economic development. Qatar leveraged the tournament as an opportunity to align with its National Vision 2030, focusing on creating world-class infrastructure, promoting sustainability, and enhancing its global presence. This section explores the key objectives categorized into two main areas: **Sustainability Objectives** and **Infrastructure Objectives**.

1.1. Sustainability Objectives

Sustainability was at the heart of Qatar's vision for the World Cup, emphasizing human welfare, social inclusivity, environmental responsibility, economic growth, and governance. The following pillars highlight the major sustainability objectives:

- **Human Welfare:** Qatar implemented significant labor reforms to improve worker conditions. Key achievements included the abolition of the Kafala system, the introduction of a minimum wage, and the creation of worker villages with better living standards.
- **Social Inclusivity:** The World Cup was designed to promote cultural exchange and inclusivity, with initiatives such as fan zones, engaging public events, and exhibitions that showcased Qatari heritage and traditions.
- **Environmental Responsibility:** Qatar aimed to host the first carbon-neutral World Cup. Efforts included:
 - **Energy-efficient stadiums**, such as Stadium 974, made from modular shipping containers.
 - **Carbon offsetting** through renewable energy projects and reforestation.
 - **Water and waste management systems** to minimize environmental impact.
- **Economic Growth:** The World Cup served as a catalyst for diversifying Qatar's economy beyond oil and gas. Investments in tourism, job creation, and the development of event-hosting infrastructure helped lay the foundation for long-term growth.
- **Governance:** Qatar prioritized transparency and ethical practices, ensuring compliance with international standards through independent audits, sustainability reports, and partnerships with organizations like FIFA and the Global Carbon Council.



Figure 1.1: Sustainability Objectives

These sustainability efforts not only supported the success of the tournament but also set a benchmark for future mega-events.

1.2. Infrastructure Objectives

The infrastructure development for the 2022 FIFA World Cup was unparalleled in scale and ambition. Qatar used the tournament as an opportunity to modernize its urban landscapes, improve connectivity, and enhance public spaces. The key infrastructure objectives included:

- **Transportation:** A \$36 billion investment in the Doha Metro ensured seamless connectivity between stadiums, fan zones, and key urban areas. This eco-friendly public transit system reduced traffic congestion and supported sustainable urban mobility.
- **Urban Development:** Qatar invested \$35 billion in Lusail City, a futuristic urban center built around Lusail Stadium. The city features housing for 200,000 residents, 22 hotels, marinas, and recreational spaces, emphasizing long-term utility.
- **Hospitality:** Accommodations for over 1.4 million visitors were developed, including:
 - Luxury projects like The Pearl, a \$15 billion residential and commercial complex.
 - Temporary solutions such as fan villages and cruise ships to meet peak demand.
- **Public Spaces:** Enhanced parks, walkways, and public areas were created to provide lasting benefits for residents and visitors beyond the tournament.
- **Stadium Construction:** Qatar built eight state-of-the-art stadiums inspired by Qatari culture. These stadiums showcase innovative designs and sustainability features, setting a new benchmark for modern sports venues. The highlights of these venues include solar-powered cooling systems to ensure comfort for players and fans, even in extreme heat.

Each stadium was designed with a specific theme reflecting Qatari heritage and aimed to combine aesthetics with functionality. Their construction cost varied significantly, as shown in Table 1.1, illustrating Qatar's substantial investment in creating a world-class World Cup experience.



Figure 1.2: Aerial View of Qatar's World Cup Stadiums

To provide a detailed breakdown, the following table outlines the estimated costs for constructing each of these stadiums:

Stadium	Cost (USD)*
Al Bayt Stadium	\$847 million
Lusail Stadium	\$767 million
Ahmed Bin Ali Stadium	\$360 million
Al Janoub Stadium	\$572 million
Education City Stadium	\$700 million
Stadium 974	Unknown
Khalifa International Stadium	\$78–315 million
Al Thumama Stadium	\$342 million

Table 1.1: Estimated Costs of Qatar World Cup Stadiums [9]

1.3. Takeaways

Key takeaways from the **2022 FIFA World Cup** in Qatar for future mega-events:

- **Align with Long-Term Goals:** Integrate event objectives with broader national development plans for lasting benefits.
- **Sustainability First:** Modular designs and carbon-neutral initiatives set benchmarks for reducing environmental impact.
- **Promote Inclusivity:** Cross-cultural engagement through events fosters unity and enhances global impact.

2

Budget and Financial Planning

The 2022 FIFA World Cup in Qatar is widely regarded as the most expensive edition in the tournament's history, with an estimated cost of **\$220 billion**. This figure includes spending on stadium construction, infrastructure development, and long-term urban projects. Although government officials have not confirmed the total amount, Qatar's minister of finance stated in 2017 that the country was spending approximately **\$500 million** per week on capital projects [1].

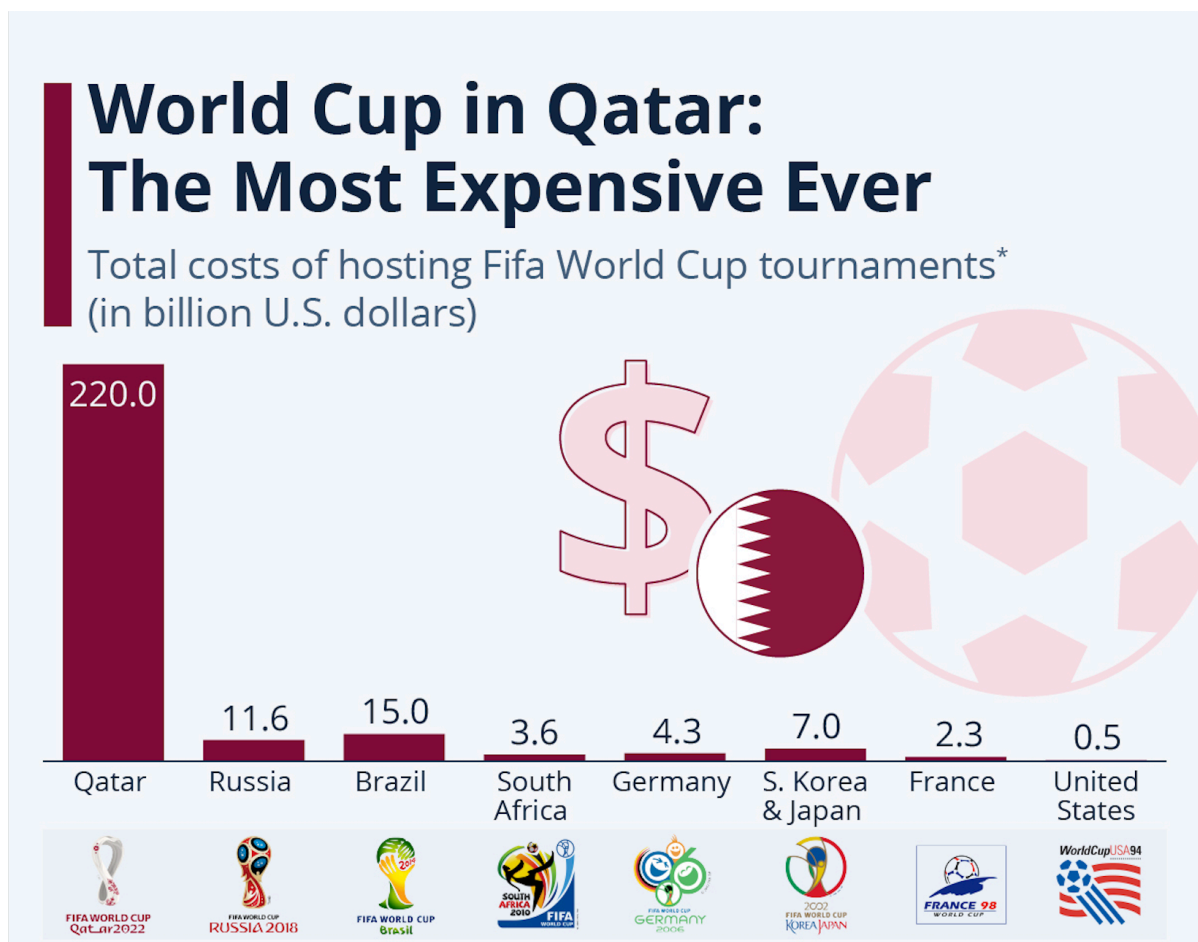


Figure 2.1: FIFA world cup cost comparison

2.1. Infrastructure Spending

Surprisingly, less than \$10 billion of the \$220 billion total was allocated to stadium construction. The majority of the funds were invested in:

- **Transportation: \$36 billion** was spent on the Doha Metro and upgrades to airports and hotels, enabling seamless transportation for the influx of over a million visitors [8].
- **Urban Development: \$35 billion** was directed toward Lusail City, a futuristic urban hub featuring housing, hotels, and recreational spaces, designed for long-term use after the tournament [1].
- **Hospitality:** Projects like The Pearl, a **\$15 billion** luxury complex, and temporary fan accommodations (such as cruise ships and fan villages) were developed to accommodate the unprecedented number of visitors.



Figure 2.2: Al Wahda Arches in Lusail City



Figure 2.3: Pearl Artificial Island in Doha

2.2. Economic Impact

Qatar's investment in hosting the World Cup represents approximately **10%** of its annual GDP over the past decade, averaging **\$18.3 billion** annually [8]. By contrast, the **2018 World Cup in Russia** cost around **\$14–15 billion**, despite Russia having a GDP nearly **9.5 times larger** than Qatar's. Qatar aimed to utilize the World Cup to diversify its economy, with investments in tourism and business travel expected to yield long-term economic benefits. For example:

- Qatar's annual tourist numbers are projected to triple from **2 million** in **2019** to **6 million** by **2030**, supported by World Cup infrastructure [8].
- FIFA earned **\$7.5 billion** in revenue from the tournament, while Qatar's direct earnings, estimated at **\$1.56 billion**, were primarily driven by tourism and hospitality [1].

2.3. Challenges and Legacy

Hosting the World Cup posed significant financial and logistical challenges. Critics questioned the sustainability of the massive investment, as many facilities, such as modular stadiums, may have limited use post-tournament [1]. However, some infrastructure, like highways and the Doha Metro, is expected to provide long-term benefits, particularly in supporting Qatar's tourism goals. Qatar's

financial strategy highlights the unique challenges of hosting a global event of this scale. While the **\$220 billion** investment reflects an unprecedented level of commitment, it underscores Qatar's ambition to establish itself as a global hub for tourism, trade, and diplomacy.

2.4. Takeaways

The financial planning for the **2022 FIFA World Cup** offers key lessons for future mega-events:

- **Risk Management:** Avoid overinvestment in facilities with limited post-event utility.
- **Economic Diversification:** Leverage events to boost tourism and business travel for sustained growth.

3

Stakeholders and Risk Management

The successful execution of the **2022 FIFA World Cup** in Qatar necessitated the collaboration of various stakeholders and the implementation of comprehensive risk management strategies. This section delves into the key stakeholders involved and the major risks addressed during the event's planning and execution.

3.1. Stakeholders



Each stakeholder illustrated in the above Figure played a crucial and interconnected role in the success of the 2022 FIFA World Cup in Qatar. FIFA ensured global standards were met through oversight and inspections, while the Qatari government and the Supreme Committee for Delivery & Legacy (SC) drove infrastructure development and managed financial and logistical challenges. Workers, including approximately **30,000 migrant laborers**, were instrumental in the construction of critical infrastructure, despite facing global scrutiny over labor rights.

Corporate sponsors not only provided essential funding but also amplified the tournament's visibility and commercial success through global campaigns. Finally, the **1.4 million fans** who traveled to Qatar shaped the vibrant atmosphere of the World Cup, presenting unique logistical challenges that were addressed through strategic investments in transportation and hospitality. Together, these stakeholders exemplified the collaboration and meticulous planning required to deliver an event of such scale and significance.

3.2. Major Risks and Mitigation Strategies

Hosting an event of this magnitude presented several risks, which were addressed through targeted mitigation strategies:

1. **Worker Rights and Safety:** The treatment of migrant laborers was a significant concern, with reports of **poor working conditions**, **delayed wages**, and **safety issues**. In response, Qatar introduced **Workers' Welfare Standards**, implemented a **minimum wage law**, and abolished the **kafala system** to improve labor conditions and protect workers' rights [10].
2. **Geopolitical Tensions:** The **2017 Gulf crisis** led to regional diplomatic strains, posing risks to **security** and **collaboration**. Qatar navigated these challenges through **diplomatic efforts** and partnerships with international organizations, such as **Interpol** and the **United Nations Office on Drugs and Crime (UNODC)**, to maintain security and stability during the tournament [6].
3. **Environmental Concerns:** The construction of stadiums and infrastructure raised **environmental sustainability** issues, particularly regarding **carbon emissions**. Qatar addressed these by implementing **carbon-neutral stadium designs**, utilizing **energy-efficient technologies**, and investing in **renewable energy projects** to minimize the environmental impact [5].
4. **COVID-19 Pandemic:** The global pandemic posed **unprecedented challenges** to the event's timeline and safety protocols. Qatar adapted by adjusting **project schedules**, enhancing **remote coordination**, and implementing **strict health measures** to protect all participants and attendees.
5. **Logistical Challenges:** Managing the influx of over **1 million visitors** required robust **transportation** and **accommodation** solutions. The expansion of the **Doha Metro** facilitated efficient stadium connectivity, and **test events** were conducted to identify and resolve potential logistical issues, ensuring a smooth experience for fans.

Through the coordinated efforts of these stakeholders and the implementation of comprehensive **risk management strategies**, Qatar successfully hosted the **2022 FIFA World Cup**, setting new **benchmarks** for future global sporting events.

3.3. Takeaways

Organizing a successful World Cup requires:

- **Stakeholder Coordination:** Clear roles and collaboration among organizers, governments, sponsors, and workers are essential.
- **Risk Preparedness:** Proactively addressing security, environmental, and logistical risks ensures smooth execution.
- **Adaptability:** Flexibility to tackle unexpected challenges, like global crises, is critical.

4

Planning and Milestones

The successful delivery of the **2022 FIFA World Cup** in Qatar was the result of meticulous planning and phased execution over a span of **12 years**. From Qatar securing the bid in **2010** to the tournament's grand opening in **2022**, the project exemplified a robust project management approach that addressed infrastructure needs, operational readiness, and unforeseen challenges like the **COVID-19 pandemic** [7].

4.1. Phased Planning Approach

The planning was carried out in distinct phases, ensuring that key milestones were met efficiently and systematically [4]. Each phase built upon the achievements of the previous one, reflecting Qatar's commitment to delivering a world-class event while overcoming challenges along the way.

2010–2012: The Foundation Phase

- Qatar secured the bid to host the FIFA World Cup in **December 2010**, becoming the first Middle Eastern country to achieve this milestone [7].
- The **Supreme Committee for Delivery & Legacy (SC)** was established to oversee infrastructure development, project delivery, and legacy objectives [11].

2013–2016: Infrastructure Development

- Key infrastructure projects were initiated, including the development of the **Doha Metro** and the construction of state-of-the-art stadiums [11].
- The **Khalifa International Stadium** was completed in **2017**, ahead of schedule, serving as a benchmark for quality and efficiency [4].
- Transportation networks, utilities, and accommodations began development to prepare for the anticipated influx of visitors [3].

2017–2019: Continued Development

- The focus during this phase was on advancing critical infrastructure projects, including stadiums, **urban development**, and hospitality solutions [11].
- Stadium construction integrated **sustainable practices** and innovative designs inspired by Qatari culture, ensuring compliance with FIFA standards [12].

4.2. Final Preparations and Testing (2020--2022)

As the tournament approached, Qatar focused on ensuring operational readiness through rigorous testing and adaptations [12].

Infrastructure Testing

- Venues and systems were thoroughly tested during the **2021 FIFA Arab Cup**, which served as a pilot event to identify and address potential gaps [7].

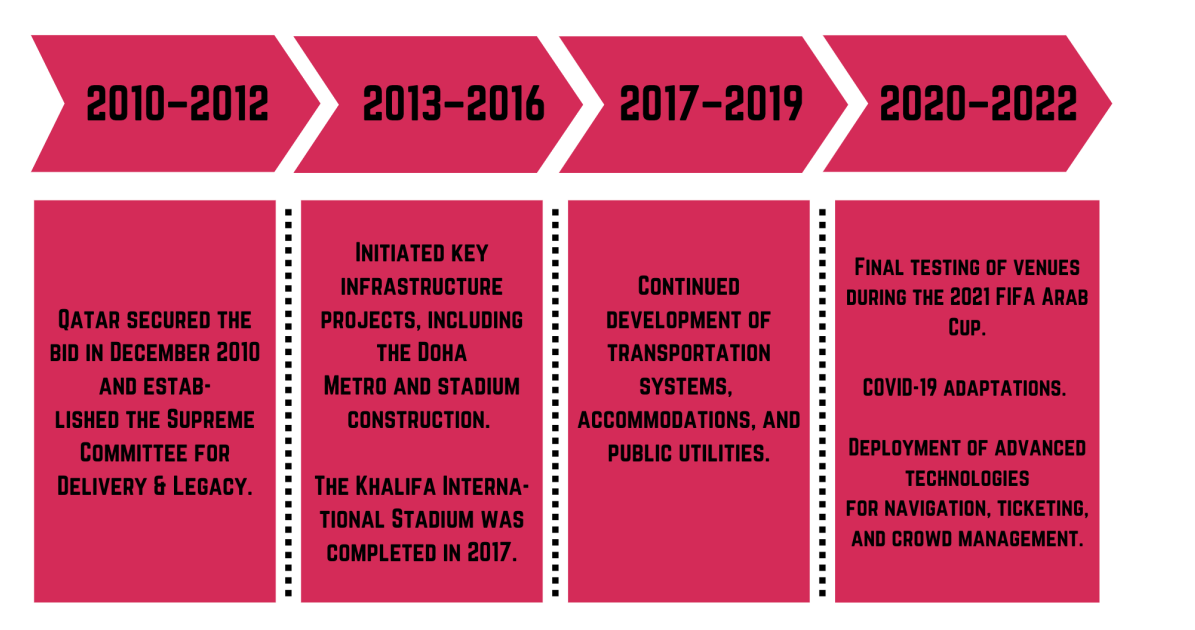
COVID-19 Adaptations

- The global pandemic posed significant challenges, including delays and safety concerns [12].
- Qatar adopted **flexible schedules**, enhanced **remote coordination**, and implemented **health measures** to ensure project continuity and safety [11].

Technological Integration

- Cutting-edge systems were deployed for **ticketing**, **navigation**, and **crowd management** to enhance the fan experience [3].
- Real-time monitoring tools ensured on-schedule delivery and compliance with quality benchmarks [12].

4.3. Key Milestones Summary



The phased approach to planning and execution allowed Qatar to address challenges proactively, ensuring that the infrastructure, logistics, and operational systems were ready to deliver a **world-class experience** for the millions of fans, teams, and stakeholders [11].

4.4. Takeaways

Key lessons from the planning of the **2022 FIFA World Cup** include:

- **Phased Planning:** Structuring work into clear phases ensures timely delivery of complex projects.
- **Early Investments:** Starting major infrastructure projects early minimizes risks and delays.
- **Testing Events:** Pilot tournaments help identify and resolve logistical or operational gaps.
- **Technology Integration:** Leveraging advanced systems enhances efficiency and stakeholder experience.

5

Sustainability and Legacy

The **2022 FIFA World Cup** in Qatar aimed to achieve ambitious sustainability goals while leaving a lasting legacy. Through innovative practices and strategic investments, Qatar sought to redefine global standards for environmental responsibility, human welfare, economic growth, and governance [2].

5.1. Environmental Goals Success

Qatar placed a strong emphasis on achieving environmental sustainability, targeting **carbon neutrality** for the first time in World Cup history [5].

- **Modular Stadiums:** Qatar introduced dismantlable and reusable stadium designs, such as **Stadium 974**, which was constructed using modular shipping containers. This innovation minimized waste and allowed for post-event repurposing [4].
- **Renewable Energy Integration:** Solar-powered cooling systems were implemented in stadiums to combat Qatar's extreme heat, ensuring energy efficiency while maintaining spectator comfort [3].
- **Carbon Offsetting:** The **Global Carbon Council** was established to regulate and offset emissions through renewable energy and reforestation projects [2].

These efforts positioned the 2022 FIFA World Cup as a milestone event in terms of environmental responsibility.

5.2. Social Reforms

From a human and social perspective, the World Cup catalyzed significant reforms and fostered cultural inclusivity [10].

- **Labor Rights:** Qatar implemented notable labor reforms, including the **abolition of the kafala system**, the introduction of a **minimum wage**, and improvements to worker safety and welfare standards [**un_labor_reforms**].
- **Inclusivity and Cultural Exchange:** The tournament promoted inclusivity by engaging fans in cross-cultural exchanges through events, fan zones, and exhibitions showcasing Qatari traditions [7].

These initiatives not only improved worker conditions but also fostered a sense of unity among fans from diverse cultural backgrounds.

5.3. Infrastructure Development and Economic Growth

The World Cup drove substantial infrastructure development and economic growth in Qatar, positioning the country as a regional hub for tourism and international events [11].

Infrastructure Development

- **Doha Metro, Lusail City, and Hamad Airport Expansions:** These projects significantly improved transportation, urban development, and connectivity for residents and visitors [3].
- **Multi-Purpose Stadiums:** Stadiums were designed for **multi-purpose use** post-event, ensuring their long-term utility for sports, entertainment, and community activities [12].

Economic Growth

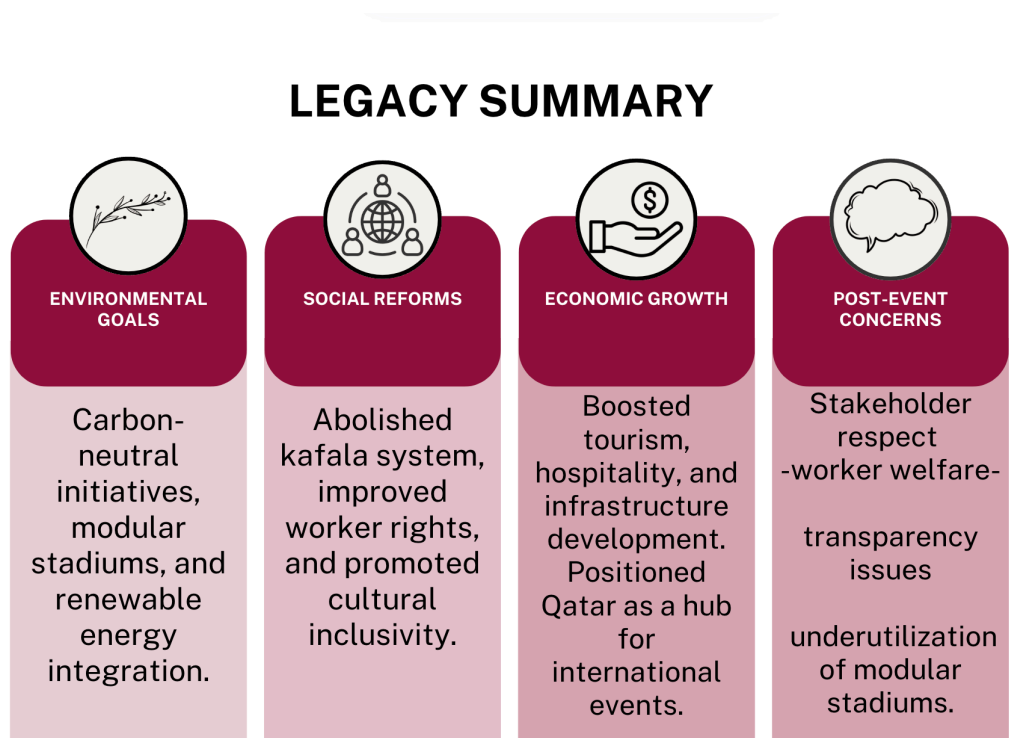
- The World Cup boosted Qatar's **tourism and hospitality sectors**, attracting millions of visitors and fostering long-term investments [1].
- It enhanced Qatar's reputation as a **key hub for international events**, attracting global attention and future opportunities [8].

5.4. Post-Event Critiques

Despite notable achievements, the post-event evaluation highlighted several critiques regarding sustainability and legacy [9].

- **Stakeholder Respect:** Concerns persisted about Qatar's ability to address the welfare of all stakeholders, particularly **migrant workers**, leading to criticism from international organizations and media [10].
- **Transparency and Credibility:** Reports documenting **6,500 worker fatalities** across various industries since Qatar won the bid in 2010 raised questions about data transparency and accountability. While Qatar disputed these figures, concerns remained due to a lack of verifiable data [6].
- **Post-Event Utilization:** Modular stadiums, such as **Stadium 974**, showcased innovative design but have faced challenges of **underutilization** post-tournament [4].

5.5. Summary of Sustainability and Legacy



Qatar’s efforts to achieve sustainability and legacy set a **new benchmark** for hosting global sporting events. While the World Cup showcased significant successes, critiques around transparency, worker welfare, and long-term infrastructure usage highlight areas for improvement in future mega-events.

5.6. Takeaways

The **2022 FIFA World Cup** in Qatar highlights:

- **Sustainability Leadership:** Modular stadiums and carbon-neutral practices set new benchmarks for environmental responsibility.
- **Social Impact:** Labor reforms and cultural inclusivity enhanced the event's human legacy.
- **Long-Term Investments:** Infrastructure projects, like the Doha Metro, created enduring benefits.
- **Addressing Criticism:** Transparency and effective reuse of resources remain crucial challenges.

6

Conclusion

The **2022 FIFA World Cup** in Qatar serves as a milestone in mega-event planning, offering valuable lessons in sustainability, stakeholder engagement, and risk management. By aligning its objectives with **National Vision 2030**, Qatar ensured that the event contributed to long-term national development while setting benchmarks in carbon-neutral practices, modular infrastructure, and labor reforms.

Strategic investments in urban infrastructure and hospitality not only supported the event's success but also created lasting benefits. Effective collaboration among stakeholders and proactive risk management, including adaptations to the **COVID-19 pandemic**, underscore the importance of flexibility and resilience in large-scale projects.

Despite significant achievements, critiques on transparency, worker welfare, and post-event infrastructure utilization highlight areas for improvement. These challenges offer future hosts an opportunity to refine their approaches, ensuring mega-events leave an impactful and sustainable legacy.

In summary, Qatar's World Cup exemplifies how thoughtful planning and a focus on long-term goals can transform mega-events into catalysts for lasting positive change for the hosting country.

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