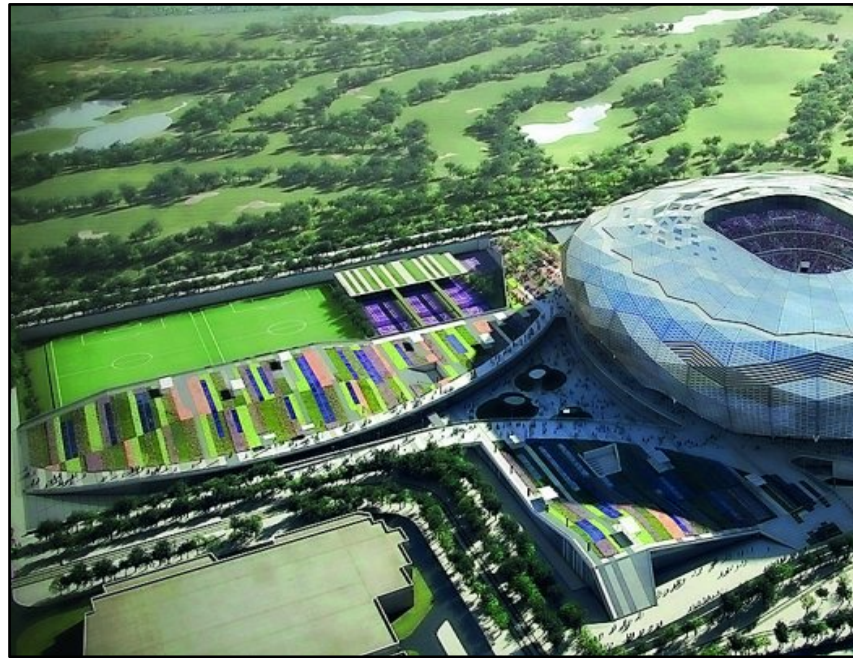




## **Qatar 2022: Translating Sustainability Strategy into Action**



*(Photo credit: The Peninsula Qatar)*

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## ABSTRACT

The world's attention was focused on Qatar in July 2018, following the conclusion of *Russia 2018*, which many analysts declared the best world cup ever. Qatar's ambitious bid had appealed to FIFA to take "a bold gamble" by taking the historic world cup to the Arab world for the first time, and to a small country that had never competed in the tournament. With four successive world cups holding in developing economies, there were intense debates around the world on whether these mega-events really benefit host countries, and in particular, if they could be used to advance sustainable development and create a lasting positive legacy. Qatar's Supreme Committee for Delivery and Legacy had its work cut out for it as the countdown to the world cup began in earnest. How could it use this once-in-a-lifetime opportunity to accelerate human, social, economic, and environmental development in the tiny desert nation? What issues did it need to prioritize and tackle in order to fulfil Qatar's promise to deliver not only the best world cup ever, but also the most sustainable tournament ever?

Keywords: Sports mega-events, FIFA, Soccer, World Cup, Sustainable Development, Legacy, Qatar.

Georgetown University Professor Ifedapo Adeleye prepared this case with the assistance of Emily Hightower. It is intended to be used as a basis for class discussion, rather than to illustrate effective or ineffective management.

### ***Qatar 2022: Translating Sustainability Strategy into Action***

Preparing the infrastructure to host the 2022 FIFA World Cup is a unique challenge for Qatar, but it also offers a unique opportunity...Never before has a host nation delivered so many stadiums concurrently, and not only are we committed to delivering world-class stadiums to host this mega-event, we are also committed to delivering projects that will leave a sustainable legacy.

– Bodour Al Meer, Sustainability & Environmental Manager

## Qatar Supreme Committee for Delivery & Legacy

The world's attention was focused on Qatar in July 2018, following the conclusion of Russia 2018, which many analysts declared the best world cup ever. Qatar's ambitious bid had appealed to FIFA to take "a bold gamble" by taking the historic world cup to the Arab world for the first time, and to a small country that had never competed in the tournament. With four successive world cups holding in developing economies, there were intense debates around the world on whether these mega-events really benefit host countries, and in particular, if they could be used to advance sustainable development and create a lasting positive legacy. Qatar's Supreme Committee for Delivery and Legacy had its work cut out for it as the countdown to the world cup began in earnest. How could it use this once-in-a-lifetime opportunity to accelerate human, social, economic, and environmental development in the tiny desert nation? How could it fulfil Qatar's promise to deliver not only the best world cup ever, but also the most sustainable tournament ever?

### *Beyond Infrastructure: Leveraging Mega Sporting Events for Sustainability and Development<sup>1</sup>*

In 2010, Qatar was awarded the 2022 FIFA World Cup hosting rights. It beat competition from the United States, who had been considered the favorites by many, Australia, Japan and South Korea. The World Cup was going to the Middle East for the very first time, as Qatar had convinced the FIFA Executive Committee to take "a bold gamble". There were a few other firsts: this was the first time a non-soccer powerhouse won the bid, as Qatar had never even qualified to play in the tournament; it was also the smallest country to ever be awarded the honor. While

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1. "Infrastructure Plans for 2022 FIFA World Cup in Qatar," Analysis, Oxford Business Group (website) (2017), <https://oxfordbusinessgroup.com/analysis/world-cup-fever-plans-international-football-tournament-are-under-way>.

there were concerns about the blistering summer heat (which on average was about 105 degrees Fahrenheit or 40.5 degrees Celsius) and regional political instability, the ability of Qatar to deliver world-class infrastructure was never really questioned.

The oil-rich state had promised to deliver 12 new state-of-the-art stadiums, with modular sections which would be disassembled after the tournament, and used in the construction of up to 22 soccer stadiums in developing countries. In addition, the cooling systems for the venues would rely on renewable energy, with energy-efficient rail transit systems serving all stadiums. Sustainability was undoubtedly at the heart of Qatar's world cup bid, as there was increasing recognition around the world that it was an effective means to create a positive lasting legacy. As the Qatar World Cup bid committee CEO Hassan Al-Thawadi confidently stated during the bid presentation, the country would ensure that the mega event creates "a true international legacy with no white elephants".<sup>2</sup>

Qatar also had an ambitious plan to use this mega sporting event to accelerate sustainable development. The Qatar National Vision 2030, launched in 2008, sought to transform the country into an advanced economy by 2030, a prosperous country with economic and social equality.<sup>3</sup> The plan aimed to achieve a balance between five major challenges: the modernization and preservation of culture and traditions, which were largely based on Islamic and family values; meeting the needs of the current generation and securing the needs of future generations; managing growth and uncontrolled expansion; aligning the size and quality of the foreign labor

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2. "Northern Ireland 'can reap economic windfall' if 2022 World Cup is moved from Qatar," *Business Breaking News*, 2 January 2019, <https://www.businessbreakingnews.net/tag/qatar-fifa/page/3/>.

3. "Qatar National Vision 2030," Qatar Ministry of Economy and Commerce (website), <https://www.mec.gov.qa/en/qatar-at-a-glance/Pages/Qatar-National-Vision-2030.aspx>.

force (about 88 percent of the country's population) with future development plans; and balancing economic growth, social development and environmental management.

With the increasing tendency to host sporting mega-events in developing countries (for example, Beijing 2008 Olympics, South Africa 2010 World Cup, Brazil 2014 World Cup, Rio 2016 Olympics, Russia 2018 World Cup), many analysts had argued that sport was one of the most cost-effective and versatile means to achieve sustainable development. In particular, that sport had the potential to help drive the implementation of the 2030 Agenda for Sustainable Development, the sustainability blueprint adopted by all United Nations member states.<sup>4</sup> The UN-driven plan was an urgent call to action to address seventeen Sustainable Development Goals (SDGs): no poverty, zero hunger; good health and well-being; quality education; gender equality; clean water and sanitation; affordable and clean energy; decent work and economic growth; industry, innovation and infrastructure; reduced inequalities; sustainable cities and communities; responsible consumption and production; climate action; life below water; life on land; peace, justice and strong institutions; and partnerships for the goals.

Sport was considered by many experts as an important enabler for six of the SDGs: *Goal 3*: Ensure healthy lives and promote well-being for all at all ages; *Goal 4*: ensure inclusive and quality education for all and promote lifelong learning; *Goal 5*: achieve gender equality and empower all women and girls; *Goal 11*: make cities inclusive, safe, resilient and sustainable; *Goal 16*: Promote just, peaceful and inclusive societies; and *Goal 17*: Revitalize the global partnership for sustainable development.<sup>5 6</sup> For Qatar, and many developing countries hosting

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4. Wilfried Lemke, "The Role of Sport in Achieving the Sustainable Development Goals," Vol. LIII, No. 2 (2016), <https://unchronicle.un.org/article/role-sport-achieving-sustainable-development-goals>.

5. "Measuring the Contribution of Sport to the Sustainable Development Goals," The Commonwealth (2018), <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/06/8.pdf>.

sporting mega-events, the colossal challenge was how best to realize this potential of sports to accelerate sustainable development, as it appeared to remain elusive. Qatar's winning bid was largely centered on sustainability, and the expectation was that the 2022 World Cup would raise the bar on leveraging mega-event legacies – driving positive change and creating long-lasting benefits for host communities and economies.

### ***FIFA AND THE WORLD CUP***<sup>7</sup>

The Fédération Internationale de Football Association (FIFA) was founded at a historic meeting of European sports associations on May 21, 1904, in Paris, France. The founding members – the Netherlands, France, Belgium, Spain, Denmark, Sweden, and Switzerland, had gathered to explore the possibility of establishing an international football league. From 1909, the intercontinental expansion of the federation commenced, with South Africa joining in 1909/10, Argentina and Chile in 1912, and United States in 1913. The goal of organizing an international tournament remained unfulfilled until 1924, when FIFA took an active role in organizing the Olympic football tournament for amateur players.

Buoyed by the success of the 2014 and 2018 Olympics, which were both won by Uruguay and dominated by South American countries, FIFA decided to organize its own tournament. The first FIFA World Cup was hosted and won by Uruguay in 1930. Thirteen countries (seven from South America, four from Europe, and two from North America) participated in the championship, with a total attendance of nearly 600,000; only four European teams participated due to the three-week boat journey between South America and Europe at the time. The inaugural world cup was however a remarkable sporting and financial success. The

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6. Lemke, "The Role of Sport."

7. "About FIFA," FIFA.com (website), <https://www.fifa.com/about-fifa/who-we-are/history/index.html>.

tournament had been played every four years since the inaugural event in 1930, except in 1942 and 1946 because of World War II. The 1934 and 1938 tournaments were held in Europe, leading to a boycott of the latter by Argentina and Uruguay, as the expectation was that the location would be rotated between South America and Europe.

To avoid future controversies, FIFA started alternating between Europe and the Americas until 2002, when the hosting rights were awarded to Asia (Japan and South Korea) for the first time. In 2010, Africa (South Africa) hosted its first world cup, the same year the first world cup in the Middle East (Qatar 2022) was announced. Russia 2018 was the first world cup in the Eurasia region. As at 2018, 17 countries around the globe had hosted 21 tournaments, with Europe having hosted the most times (11), followed South America (5), North America (3), Asia (1), Africa (1), and Eurasia (1).

The FIFA World Cup was the biggest single-sport event in the world. In Russia 2018, for example, the match day FIFA Fan Fest was attended by 7.7 million fans;<sup>8</sup> attendance at the 64 matches was nearly 5 million fans, about 3 million of whom were international visitors; 3.4 billion people, about half of the world's population, watched some part of the tournament.<sup>9</sup> To qualify for the month-long summer championship, over 200 countries participated in the preliminary competition over a two-year period, vying for 32 available spots. As at 2018, eight nations had won the keenly contested championship, with Brazil leading the way with five victories, followed by Germany and Italy (4), Uruguay, Argentina and France (2), England and Spain (1).

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8. "FIFA 2018 World Cup Russia," FIFA.com (website), <https://www.fifa.com/worldcup/news/7-7-million-football-fans-visit-fifa-fan-fest-during-russia-2018>.

9. "Understanding the World Cup Audience," Infographic, Global Web Index (website), <https://www.globalwebindex.com/reports/world-cup-audience>.

## ***FIFA AND SUSTAINABILITY***<sup>10</sup>

Since 2014, sustainability and sustainable development started featuring prominently on FIFA's agenda. This coincided with three important global trends: the adoption of the Sustainable Development Goals by United Nations member states in 2015; the increasing interest of developing countries in hosting mega sporting events; and advocacy by international organizations such as the UN and the Commonwealth to embed sustainability in sporting events. For the Brazil 2014 World Cup, FIFA and the Local Organizing Committee (LOC) created a sustainability strategy that addressed environmental issues (that focused on waster, water, energy, transport, procurement, and climate change) and social issues (including, community involvement and development, consumer protection, labor practices, and human rights).<sup>11</sup>

Building on this in Russia 2018, a fully functional sustainability management system was introduced, a first for the world cup. The 2018 sustainability strategy was built on five principles – responsibility, inclusivity, transparency, integrity and respect, and focused on three broad dimensions (social, environmental, and economic), with nine sub-themes and 25 priority issues (see Figure 1).

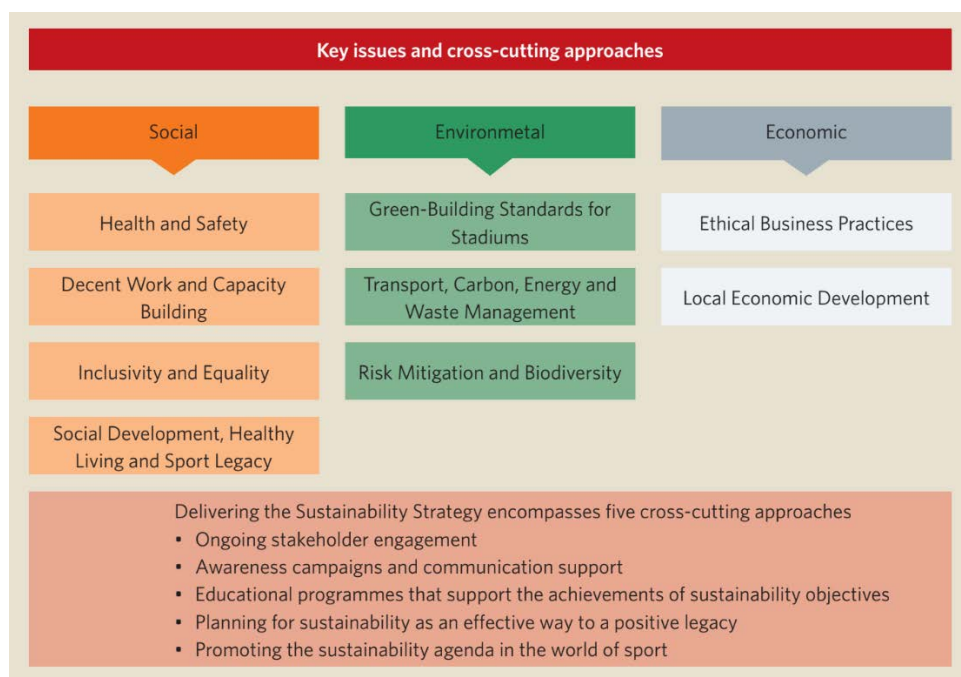
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10. "Sustainability Strategy of the 2018 FIFA World Cup," FIFA.com (website), [https://resources.fifa.com/mm/document/tournament/competition/02/66/69/50/sustainabilitystrategyfor2018fifaworldcup\\_neutral.pdf](https://resources.fifa.com/mm/document/tournament/competition/02/66/69/50/sustainabilitystrategyfor2018fifaworldcup_neutral.pdf).

11. "FIFA 2014 World Cup Brazil Sustainability Strategy – Concept," FIFA.com (website), [resources.fifa.com/mm/document/fifaworldcup/generic/02/11/18/55/sustainabilitystrategyconcept\\_neutral.pdf](https://resources.fifa.com/mm/document/fifaworldcup/generic/02/11/18/55/sustainabilitystrategyconcept_neutral.pdf).



Figure 1 – FIFA 2018 Sustainability Framework



(Source: FIFA)

### ***Social Sustainability Priorities***

Twelve human and social development issues were identified as priorities for the 2018 tournament, with most of them related to the actual event. These included three health and safety issues: ensuring health, safety and security at the event; ensuring tobacco-free sites and events; and helping to bring about improvements to medical services related to the tournament. There were another three issues focused on decent work and capacity building: ensuring decent working conditions for FIFA and LOC staff and volunteers; promoting decent working conditions for stadium construction workers; and improving the capabilities and skills of event staff and volunteers. Inclusivity and equality issues priorities focused on ensuring accessible events and transport services for people with mobility challenges; creating access for low-income people to obtain tickets for matches; and ensuring a discrimination-free environment at the event.

The last social sustainability dimension covered social development for young people, promoting healthy living and contributing to the sustainable use of stadiums after the event.

### ***Environmental Sustainability Priorities***

Most of the eight environmental issues were related to event itself, with a few having a long-term perspective. These included two priorities to ensure compliance of stadiums with green-building standards, and to develop the sustainable management capacities of stadium operators. Three measures related to transport, carbon, energy and waste management: ensuring efficient energy and carbon management during the event; ensuring efficient and sustainable FWC-related waste management; and minimizing the environmental impact of world cup-related transport. The last three environmental priorities centered on risk mitigation and biodiversity: mitigating the risks of environmental incidents related to event operations; ensuring compliance between event operations and local regulations governing specially protected sites; and promoting environmental protection and biodiversity in relation to event preparations and staging.

### ***Economic Sustainability Priorities***

Compliance with ethical business practices was a top priority, and included measures to ensure that commercial affiliates and suppliers complied with FIFA and LOC standards on fair marketing practices and ethics, as well as compliance with resettlement and buyout regulations related to event stadiums. The other economic sustainability dimension was local economic development, and included: supporting investments and infrastructure development in relation to the world cup to promote the economic development of the host country; contributing to world cup-related job creation; and promoting the host country as a tourism destination.

While FIFA had taken these impressive steps to institutionalize sustainability in the world cup management structures and operations, some remained skeptical, and demanded that the organization do more to “prove to the world that its sustainability policies are an irreversible reaction to global expectation and consciousness for a cleaner, greener world in which future soccer players and children play the ‘beautiful game’.”<sup>12</sup> One particular concern was that none of the nine criteria used in the technical evaluation of hosting bids was sustainability-focused, although a small proportion (7.5 per cent) of the stadium criteria took sustainability into consideration, and environmental issues were considered in the risk assessment report. This was considered a missed opportunity to make sustainable practice and legacy a dominant issue from the bidding stage, and raised questions about FIFA’s level of commitment to sustainability and sustainable development.<sup>13</sup>

### ***QATAR: SMALL COUNTRY, BIG PLAYER***

Located on a peninsula surrounded by the Persian Gulf and Saudi Arabia, Qatar was a small Arab country – about 100 miles (160 km) from north to south, and 50 miles (80 km) from east to west; the climate was arid, with mild winters and sweltering summers (see Exhibit 1 and 2). It had a population of 2.3 million in 2017, about 88 per cent of whom were migrant workers from South and Southeast Asia, including India, Nepal, Philippines, Bangladesh, Sri Lanka and Pakistan. While Arabic was the official language, English was also widely spoken (see Exhibit

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12. Leszek Sibilski, “Can FIFA become a role model for sustainable development?,” Brookings Online (website), 22 May 2015, [www.brookings.edu/blog/future-development/2015/05/22/can-fifa-become-a-role-model-for-sustainable-development/](http://www.brookings.edu/blog/future-development/2015/05/22/can-fifa-become-a-role-model-for-sustainable-development/).

13. Matthew Campelli, “How important is sustainability to the World Cup bidding process?,” *Sports Sustainability Journal*, June 2018, <https://sportsustainabilityjournal.com/comment/the-editor-how-important-is-sustainability-to-the-world-cup-bidding-process/>.

3). Qatar was an Islamic country (about 68 per cent of the population were Muslims, mostly Sunnis) and the Sharia Law was the main source of legislation according to the country's constitution. Other major religions included Christianity (about 14 per cent of the population), Hinduism (14 per cent) and Buddhism (3 per cent) (see Exhibit 3).

Since it gained independence from Britain in 1971, Qatar had been an absolute monarchy with the Emir of Qatar as head of state and head of government. The House Al Thani was the ruling family of Qatar, and had a long history dating back to the nineteenth century. Sheikh Tamim bin Hamad Al Thani had been the Emir since 2013, and as of 2018 was the youngest reigning monarch in the Middle East, and the youngest current sovereign in the world. The country had eight municipalities: Ad Dawhah, Al Khawr wa adh Dhakhirah, Al Wakrah, Ar Rayyan, Ash Shamal, Ash Shihaniyah, Az Za'ayin, and Umm Salal.<sup>14</sup>

Oil and gas were the cornerstone of Qatar's economy, and accounted for over 70 per cent of government revenue and over 80 per cent of export earnings (see Exhibit 5). Qatar's Gross Domestic Product (GDP) in 2017 was over \$340 billion, and at around \$125,000, it had the second highest GDP per capita in the world (see Exhibit 4). Although the country had one of the world's largest reserves of petroleum and natural gas, it had made concerted efforts since the 1990s to diversify the economy through industrialization; as of 2017, the major industries apart from oil and gas were: manufacturing, shipping, steel, cement, and commercial ship repair (see Exhibit 4 and 5).

The sports culture in Qatar blended traditional Arabian sports – horse racing, camel racing, and falconry, with contemporary western sports like football, basketball, golf, swimming,

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14. "Qatar," Encyclopaedia Britannica, <https://www.britannica.com/place/Qatar#ref256438>.

table tennis, and track.<sup>15</sup> The country hosted many sporting events, following an aggressive campaign to position itself as a sports tourism destination. International annual events hosted in Qatar included the Qatar Open (tennis), Qatar Masters (golf), Tour of Qatar (cycling), Grand Prix of Qatar (motorcycling), Diamond League (track), and Global champions tour (show jumping); the country had also developed local football, volleyball, basketball and handball leagues. Like its local economy, Qatar relied on foreign-born athletes to represent it at major sporting events; 24 of the 39 athletes that represented Qatar at the 2016 Rio Olympics were born in 17 countries outside of Qatar.<sup>16</sup>

Qatar leveraged its enormous wealth to pursue ambitious foreign policy strategies.<sup>17</sup> The “tiny giant” had an outsized influence on regional and even global affairs, and exerted “subtle power” in multiple spheres, from diplomacy, to military, culture, education, sports, philanthropy and economics. Its state-funded global media network, Al Jazeera, had become the most watched Arab news channel, with about 80 bureaus around the world. It hosted the largest U.S. military facility in the Middle East, and international branch campuses of leading American and western universities in its Education City. Qatar was the world’s largest buyer of contemporary art, and was a showplace for world-renowned artists and architects.

Qatar’s ambitions and increasing international clout often created tensions with its Arab neighbors. This reached an unprecedented level in 2017, when Saudi Arabia led a blockade of

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15. Ibid.

16. Tom Finn, “Qatar’s recruited athletes stir debate on citizenship,” *Reuters*, 25 August 2016, <https://uk.reuters.com/article/us-qatar-olympics-nationality/qatars-recruited-athletes-stir-debate-on-citizenship-idUKKCN11015P>.

17. Mehran Kamrava, *Qatar: Small State, Big Politics*, Ithaca, NY (Cornell University Press, 2013).

Qatar for its alleged support for Islamist groups and its close ties with Iran.<sup>18</sup> Saudi Arabia, Bahrain, Egypt and the UAE closed their airspace to Qatari aircraft, and they (except Egypt) expelled Qatari citizens from their territories, and asked their citizens to leave Qatar. Saudi Arabia also closed Qatar's only land border, and banned Qatari ships from docking at many ports. Two countries in the six-member Gulf Co-operation Council (GCC), Kuwait and Oman, did not participate in the blockade. In 2018, one year after the blockade, the impact on Qatar appeared marginal. The country was on track to post a budget surplus, and its economy was performing better than many of its neighbors. As one Bloomberg reporter aptly put it: "A year into the Saudi-led embargo, the tiny Gulf nation is doing just fine."<sup>19</sup>

Qatar National Vision 2030<sup>20</sup>

Only through hard work will we deliver a FIFA World Cup that makes our nation and our region proud, and contributes to our human, social, economic, and environmental development, in line with the Qatar National Vision 2030.

– H.E. Sheikh Mohammed Bin Hamad Al Thani, Managing Director,  
Supreme Committee for Delivery & Legacy

Qatar's National Vision 2030 was designed to help accelerate the transformation of the country into an advanced economy by 2030, and to support the achievement of its sustainable development goals (see Figure 2). The national development plan aimed to achieve a balance between five grand challenges: the modernization and preservation of culture and traditions; meeting the needs of the current generation and securing the needs of future generations; managing growth and uncontrolled expansion; managing the size and quality of the foreign labor

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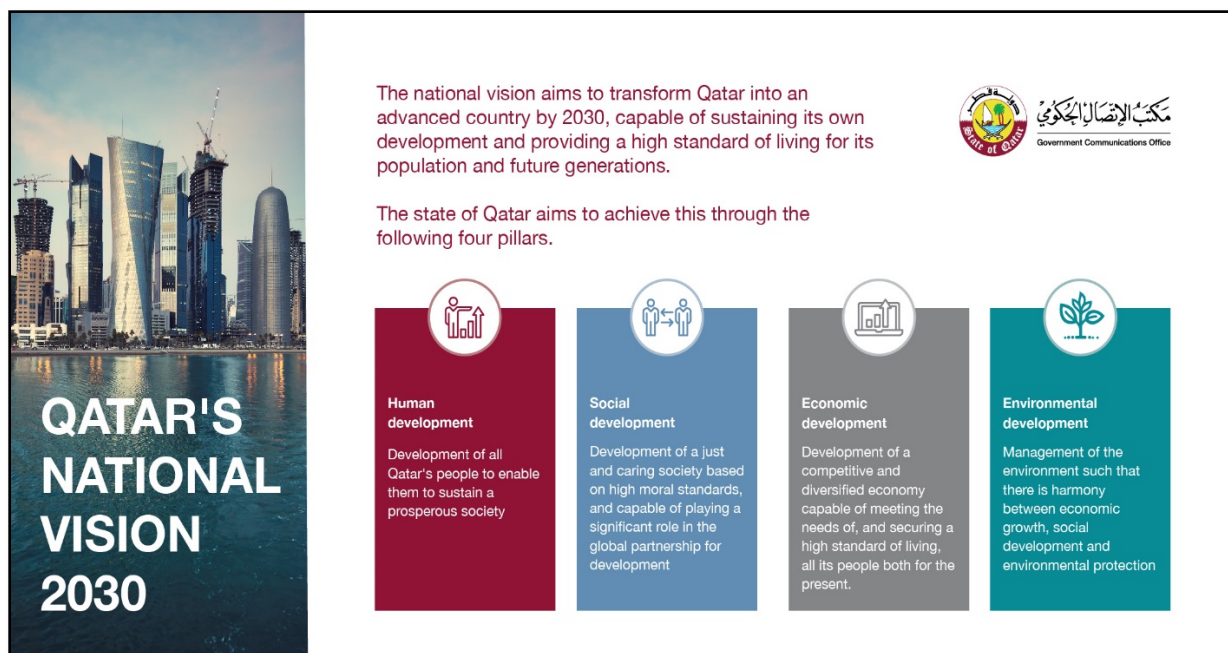
18. "Qatar Crisis: What You Need to Know BBC," *BBC News*, 19 July 2017, [www.bbc.com/news/world-middle-east-40173757](http://www.bbc.com/news/world-middle-east-40173757).

19. Mohammed Sergie, "Embattled Qatar Is Rich Enough to Get By for Another 100 Years," *Bloomberg*, 6 June 2018, <https://www.bloomberg.com/news/articles/2018-06-06/a-year-later-iran-is-the-big-winner-of-the-qatar-embargo>.

20. Qatar National Vision 2030.

force to ensure fit with future development plans; and aligning economic growth, social development and environmental management. The ambitious plan was built on four pillars: human development, social development, economic development, and environmental development.

Figure 2: Qatar's National Vision 2030



(Source: Qatar Government Communications Office)

The human development pillar was focused on ensuring that all Qatar's people are equipped and empowered to succeed in a prosperous society. Although Qatar already had one of the highest GDP per capita income in the world, the explosion of the country population's and the unusually high percentage of expatriate labor posed serious challenges; the country's population had quadrupled to 2.3 million between 2000 and 2018, and over 88 per cent of residents were foreigners. This complicated planning for development, as most foreign workers were neither granted permanent residence nor citizenship – since Qatar enforced strict nationality

laws that passed citizenship down only from father to child. The country needed to do more to promote healthy lifestyles, provide good jobs, and ensure safe work conditions for “all of Qatar’s people”. Related to these, there was a need to tackle several social issues, including abuse and exploitation of migrant construction workers, unprotected and vulnerable domestic workers, forced labor, and human trafficking (see Exhibit 8).

The continued volatility of oil and gas prices, and the trend towards renewable energy necessitated economic diversification for oil-dependent states like Qatar. It had embarked on an industrialization program in the 1990s, with some progress recorded in light manufacturing, commercial ship repairs, and cement manufacturing (see Exhibit 4). The 2030 vision aimed to accelerate these economic diversification initiatives, and to make the country more globally competitive. The fourth pillar was focused on protecting the environment. With the planned construction and industrialization megaprojects, there was a need to carefully assess and manage environmental impact; specifically, the country needed to deal with minimization of air, water and land pollution; optimal management of (scarce) fresh water, and preservation of its natural wildlife heritage (see Exhibit 2).

### ***QATAR 2022: LEAVING A SUSTAINABLE LEGACY***

As the 2018 World Cup concluded with France emerging as champions, the world’s attention was focused on Qatar 2022. It was Qatar’s turn to shine. FIFA had taken “a bold gamble” in awarding the hosting rights to the small desert kingdom, and it was now time for Qatar to show it could deliver on its promise to organize the best and most sustainable world cup ever. Hosting the sporting mega- event successfully will expand the “soft power” and global clout of the “tiny giant”.



Several labor-related issues required immediate action, as advocacy groups and media had reported numerous cases of systematic human rights abuses, forced labor, human trafficking and indefinite detention of migrant workers. There was a global campaign to abolish the *Kafala* system of visa sponsorship which many regarded as a modern form of slavery; Qatar was under immense pressure to take action on this decades-long practice that was prevalent in the Arab world. The most serious challenge was construction site safety, as over 1,200 construction workers had died between 2010 and 2013, with the number projected to reach 4,000 by the start of the event. Was it possible for Qatar's World Cup to forge a different legacy as an agent of positive change on worker welfare reform and social sustainability issues?<sup>21</sup>

Qatar had hoped to leverage the world cup to achieve its ambitious sustainable development goals. How could it ensure that the multi-billion dollar investments would enhance its global attractiveness and competitiveness, and help establish Qatar as one of the world's premier sports tourism destinations? Which areas did it need to focus on to create a positive and long-lasting economic legacy? What measures needed to be put in place to reduce the environmental impact of the mega- event? How could Qatar 2022 leave a legacy of environmental best practice?

The countdown to Qatar 2022 had begun in earnest, and the stakes couldn't be higher. Qatar's Supreme Committee for Delivery and Legacy and the Local Organizing Committee had to work closely with FIFA to develop and execute a sustainability strategy for the world's

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21. Sarath Ganji "Leveraging the World Cup: Mega Sporting Events, Human Rights Risk, and Worker Welfare Reform in Qatar," *Journal on Migration and Human Security* 4, No: 4 (2016): 221–258.

biggest sporting event. It was time for Qatar to deliver on its promise to create “a true international legacy with no white elephants”.<sup>22</sup>

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22. “Longevity has its place as Qatar’s project 2022 reaps rewards,” Business Breaking News (website), 4 February 2019, <https://www.businessbreakingnews.net/tag/qatar-fifa/page/3/>.

Exhibit 1 Map of Qatar



(Source: Lonely Planet)

## Exhibit 2      Geography of Qatar

### **Location:**

Middle East, peninsula bordering the Persian Gulf and Saudi Arabia

### **Map references:**

Middle East

### **Area:**

**Total:** 11,586 sq km

**Land:** 11,586 sq km

**Water:** 0 sq km

**Country comparison to the world:** 165

### **Climate:**

Arid; mild, pleasant winters; very hot, humid summers

### **Terrain:**

Mostly flat and barren desert

### **Elevation:**

**Mean elevation:** 28 m

**Elevation extremes:** lowest point: Persian Gulf 0 m

Highest point: Tuwayyir al Hamir 103 m

### **Natural resources:**

Petroleum, natural gas, fish

### **Land use:**

**Agricultural land:** 5.6%

Arable land 1.1%; permanent crops 0.2%; permanent pasture 4.3%

**Forest:** 0%

**Other:** 94.4% (2011 est.)

### **Population - distribution:**

Most of the population is clustered in or around the capital of Doha on the eastern side of the peninsula

### **Natural hazards:**

Haze, dust storms, sandstorms common

### **Environment - current issues:**

Air, land, and water pollution are significant environmental issues; limited natural freshwater resources are increasing dependence on large-scale desalination facilities; other issues include conservation of oil supplies and preservation of the natural wildlife heritage

### **Environment - international agreements:**

**Party to:** Biodiversity, Climate Change, Climate Change-Kyoto Protocol, Desertification, Endangered Species, Hazardous Wastes, Law of the Sea, Ozone Layer Protection, Ship

Pollution  
**Signed, but not ratified:** none of the selected agreements

(Source: The CIA World Factbook)

### Exhibit 3      People & Society

**Population:**

2,314,307 (July 2017 est.)

Country comparison to the world: [143](#)

**Nationality:**

**Noun:** Qatari(s)

**Adjective:** Qatari

**Ethnic groups:**

Non-Qatari 88.4%, Qatari 11.6% (2015 est.)

**Languages:**

Arabic (official), English commonly used as a second language

**Religions:**

Muslim 67.7%, Christian 13.8%, Hindu 13.8%, Buddhist 3.1%,  
 Folk religion <.1%, Jewish <.1%, Other 0.7%, unaffiliated 0.9% (2010 est.)

(Source: The CIA World Factbook)

### Exhibit 4      Economy

**GDP (purchasing power parity):**

\$340.6 billion (2017 est.)

\$333.2 billion (2016 est.)

\$321.8 billion (2015 est.)

**GDP (official exchange rate):**

\$166.3 billion (2017 est.)

**GDP - per capita (PPP):**

\$124,500 (2017 est.)

\$127,300 (2016 est.)

\$132,000 (2015 est.)

**note:** data are in 2017 dollars

**GDP - composition, by end use:**

Household consumption: 24.8%  
 Government consumption: 22.8%  
 Investment in fixed capital: 40.1%  
 Investment in inventories: 1.6%  
 Exports of goods and services: 44.6%  
 Imports of goods and services: -33.9% (2017 est.)

**GDP - composition, by sector of origin:**

**Agriculture:** 0.2%  
**Industry:** 50.3%  
**Services:** 49.5% (2017 est.)

**Agriculture - products:**

Fruits, vegetables; poultry, dairy products, beef; fish

**Industries:**

Liquefied natural gas, crude oil production and refining, ammonia, fertilizer, petrochemicals, steel reinforcing bars, cement, commercial ship repair

**Labor force:**

1.953 million (2017 est.)  
 Country comparison to the world: 127

**Unemployment rate:**

0.6% (2017 est.)  
 0.7% (2016 est.)

**Exports:**

\$56.26 billion (2017 est.)  
 \$57.25 billion (2016 est.)  
**Country comparison to the world:** 50

**Exports - commodities:**

Liquefied natural gas (LNG), petroleum products, fertilizers, steel

**Exports - partners:**

Japan 17.3%  
 South Korea 16%  
 India 12.6%  
 China 11.2%  
 Singapore 8.2%  
 UAE 6.4% (2017)

**Imports:**

\$26.69 billion (2017 est.)  
 \$31.93 billion (2016 est.)  
**Country comparison to the world:** 66

**Imports - commodities:**

Machinery and transport equipment, food, chemicals

**Imports – partners (2017):**

China 10.9%

US 8.9%

UAE 8.5%

Germany 8.1%

UK 5.5%

India 5.4%

Japan 5.3%

Italy 4.3%

(Source: The CIA World Factbook)

### Exhibit 5      Energy

**Electricity access:**

**Electrification:** total population: 98%

**Electrification:** urban areas: 98%

**Electrification:** rural areas: 93% (2012)

**Electricity:**

**Production:** 39.01 billion kWh (2015 est.)

**Consumption:** 36.53 billion kWh (2015 est.)

**Exports:** 0 kWh (2016 est.)

**Imports:** 0 kWh (2016 est.)

**Installed Generating Capacity:** 8.836 million kW (2015 est.)

**From Fossil Fuels:** 99.5% of total installed capacity (2015 est.)

**From Nuclear Fuels:** 0% of total installed capacity (2015 est.)

**From Hydroelectric Plants:** 0% of total installed capacity (2015 est.)

**From Other Renewable Sources:** 0.5% of total installed capacity (2015 est.)

**Crude oil:**

**Production:** 1.523 million bbl/day (2016 est.)

**Exports:** 1.255 million bbl/day (2014 est.)

**Imports:** 0 bbl/day (2014 est.)

**Proved Reserves:** 25.24 billion bbl (1 January 2017 est.)

**Refined petroleum products:**

**Production:** 278,300 bbl/day (2014 est.)

**Consumption:** 280,000 bbl/day (2015 est.)

**Exports:** 544,000 bbl/day (2014 est.)

**Imports:** 245.3 bbl/day (2014 est.)

**Natural gas:**

**Production:** 164 billion cu m (2015 est.)

**Consumption:** 41.1 billion cu m (2015 est.)

**Exports:** 123.9 billion cu m (2015 est.)

**Imports:** 0 cu m (2013 est.)

**Proved Reserves:** 24.3 trillion cu m (1 January 2017 est.)

**Carbon dioxide emissions from consumption of energy:**  
92 million Mt (2013 est.)

(Source: The CIA World Factbook)

## Exhibit 6      Transportation

### **National air transport system:**

Number of registered air carriers: 2

Inventory of registered aircraft operated by air carriers: 199

Annual passenger traffic on registered air carriers: 25,263,224

Annual freight traffic on registered air carriers: 7,563,307,390 mt-km (2015)

### **Civil aircraft registration country code prefix:**

A7 (2016)

### **Airports:**

6 (2013)

Country comparison to the world: 178

### **Airports - with paved runways:**

Total: 4

Over 3,047 m: 3

1,524 to 2,437 m: 1 (2017)

### **Airports - with unpaved runways:**

Total: 2

914 to 1,523 m: 1

Under 914 m: 1 (2013)

### **Heliports:** 1 (2013)

### **Pipelines:**

Condensate 288 km; condensate/gas 221 km; gas 2,383 km; liquid petroleum gas 90 km; oil 745 km; refined products 103 km (2013)

### **Roadways:**

Total: 9,830 km (2010)

Country comparison to the world: 136

### **Merchant marine:**

Total: 143

By type: bulk carrier 8, container ship 6, general cargo 5, oil tanker 6, other 118 (2017)

Country comparison to the world: 75

### **Ports and terminals:**

Major seaport(s): Doha, Mesaieed (Umaieed), Ra's Laffan



LNG terminal(s) (export): Ras Laffan

(Source: The CIA World Factbook)

### Exhibit 7 Transnational Issues

#### **Disputes - international:**

None

#### **Refugees and internally displaced persons:**

**Stateless persons:** 1,200 (2017)

#### **Trafficking in persons:**

##### **Current situation:**

Qatar is a destination country for men, women, and children subjected to forced labor, and, to a much lesser extent, forced prostitution; the predominantly foreign workforce migrates to Qatar legally for low- and semi-skilled work but often experiences situations of forced labor, including debt bondage, delayed or nonpayment of salaries, confiscation of passports, abuse, hazardous working conditions, and squalid living arrangements; foreign female domestic workers are particularly vulnerable to trafficking because of their isolation in private homes and lack of protection under Qatari labor laws; some women who migrate for work are also forced into prostitution.

##### **Tier rating:**

##### *Tier 2 Watch List*

Qatar does not fully comply with the minimum standards for the elimination of trafficking; however, it is making significant efforts to do so; the government investigated 11 trafficking cases but did not prosecute or convict any offenders, including exploitative employers and recruitment agencies; the primary solution for resolving labor violations was to transfer a worker's sponsorship to a new employer with minimal effort to investigate whether a forced labor violation had occurred; authorities increased their efforts to protect some trafficking victims, although many victims of forced labor, particularly domestic workers, remained unidentified and unprotected and were sometimes punished for immigration violations or running away from an employer or sponsor; authorities visited worksites throughout the country to meet and educate workers and employers on trafficking regulations, but the government failed to abolish or reform the sponsorship system, perpetuating Qatar's forced labor problem (2015).

(Source: The CIA World Factbook)

#### **TEACHING NOTE**

## **Qatar 2022: Translating Sustainability Strategy into Action**

Ifedapo Adeleye, Emily Hightower

Georgetown University Professor Ifedapo Adeleye prepared this teaching note with the assistance of Emily Hightower as an aid to instructors in the classroom use of *Qatar 2022: Translating Sustainability Strategy into Action*.

This teaching note should not be used in any way that would prejudice the future use of the case.

### **Case Synopsis**

The world's attention was focused on Qatar in July 2018, following the conclusion of *Russia 2018*, which many analysts declared the best world cup ever. Qatar's ambitious bid had appealed to FIFA to take "a bold gamble" by taking the historic world cup to the Arab world for the first time, and to a small country that had never competed in the tournament. With four successive world cups holding in developing economies, there were intense debates around the world on whether these mega-events really benefit host countries, and in particular, if they could be used to advance sustainable development and create a lasting positive legacy.

Qatar's Supreme Committee for Delivery and Legacy had its work cut out for it as the countdown to the world cup began in earnest. How could it use this once-in-a-lifetime opportunity to accelerate human, social, economic, and environmental development in the tiny desert nation? What issues did it need to prioritize and tackle in order to fulfil Qatar's promise to deliver not only the best world cup ever, but also the most sustainable tournament ever?

The case is set in 2018, and examines the opportunities and challenges of leveraging the Qatar 2022 world cup for sustainable development. The case is organized into seven sections:

- Background and Introduction
- Beyond Infrastructure: Leveraging Mega Sporting Events for Sustainability and Development
- FIFA and the World Cup
- FIFA and Sustainability
- Qatar: Small Country, Big Dreams
- Making Qatar 2022 the Most Sustainable World Cup Ever
- Conclusion

### **Target Audience**

- The case is most suited for courses in sport management & leadership, including courses or modules covering the following subjects: sport and sustainable development, sustainability and sport, sport event management, sport event legacy, ethical issues in sport management, sport tourism, and sport economics.
- The case can also be used outside of sports industry management courses, for business and management courses covering events management, sustainable development, and sustainability strategy.
- The case is suitable for undergraduates, graduates and professionals, and can be used for a single class session (about 90-minutes) or taught over two sessions, depending on the desired learning objectives and the level of familiarity of the audience with sustainability concepts.

### Teaching Objectives

1. The case is designed to help students gain an understanding of the concept of sustainable sport, including the social, economic and environmental dimensions of sustainability.
2. Students are expected to apply a broad base of knowledge in (sports) management – from economics, to ethics, events management and sustainability – to analyze and propose solutions to complex problems.
3. A major learning objective is for students to demonstrate an ability to problematize the concepts and constructs of sustainable development and legacy as it relates to sporting mega-events in developing economies.
4. Students are also expected to be able to use appropriate theoretical and empirical data and methods to analyze a sport management phenomenon. They should be able to use the exhibits and data presented in the case, and research and insights from other sources, to make effective decisions and recommendations.

### Assignment Questions

1. Why does Qatar want to host the world cup? Is Qatar a good place to host the world cup? What does the country stand to gain from hosting this mega-event?
2. Is hosting the world cup an effective and efficient strategy for national development? Is there an alignment between QNV 2030 and Qatar 2022? Does the world cup actually distract the country's leaders from focusing on the sustainable development goals?
3. Will hosting the World cup help Qatar achieve the ambitious goal of economic competitiveness and diversification? Given the staggering costs, does hosting the World Cup make economic sense for Qatar? Could this be another white elephant project embarked upon by an oil-rich state?
4. What are the biggest problems that developing countries face when hosting a sporting mega-event like the World Cup? Beyond infrastructure, what are the key issues Qatar's Supreme Committee for Delivery & Legacy needs to prioritize immediately to achieve its sustainability goals?
5. Does the 2018 FIFA World Cup Sustainability Strategy provide a useful framework for Qatar 2022? How should the Supreme Committee adapt the sustainability strategy to the Qatar tournament, and how should it measure success?
6. Can FIFA become a role model for sustainable development? Should it take a more aggressive approach to enforcing sustainability standards and targets?

## Case Analysis

1. *Why does Qatar want to host the world cup? Is Qatar a good place to host the world cup? What does the country stand to gain from hosting this mega-event?*

These pointed questions are designed to stimulate debate at the very beginning of the class. The professor can force students to make a decision for and against why Qatar is an ideal country to host the world cup. On the positive side: Qatar is a wealthy country, it has an ambitious plan to develop its sport infrastructure and culture; it is bringing the historic tournament to the Arab world for the first time; Qatar is seeking to leverage the mega-event for tourism promotion and national development. On the down side, there are factors such as: weather conditions (sweltering heat); the country is too small and hosting rights should perhaps be awarded to two or three Arab countries; Qatar is not a soccer powerhouse and has never competed in the world cup; there is a risk of massive infrastructure overbuild. The professor should avoid spending too much time here; it would suffice for students to take a position at this point, without providing explanations or justifications.

2. *Is hosting the world cup an effective and efficient strategy for national development? Is there an alignment between QNV 2030 and Qatar 2022? Does the world cup actually distract the country's leaders from focusing on the sustainable development goals?*

This would be a great place to ask students that emphasized the developmental benefits of hosting the world cup to justify their position. If sustainable development is an important learning objective, the professor should assign The Commonwealth's 2018 report, *Measuring the Contribution of Sport to the Sustainable Development Goals* (see the Additional Reading section below), as a pre-class reading. A brief review of the key issues and dimensions of QNV 2030 should be done, and students should be asked if they think the national vision aligns with the world cup. If not brought up by the students, the professor should point out the economic realities in Qatar following the plunge in oil prices and the Saudi-led blockade. Given these realities, is there a risk that some developmental projects will not receive sufficient attention, as the government focuses on infrastructure development for the tournament? One or two students can also be asked to comment on the Commonwealth report on how sports can contribute to the achievement of the Sustainable Development Goals, and how this applies to Qatar.

3. *Will hosting the World cup help Qatar achieve the ambitious goal of economic competitiveness and diversification? Given the staggering costs, does hosting the World Cup make economic sense for Qatar? Could this be another white elephant project embarked upon by an oil-rich state?*

There have been serious debates about the economic benefits of hosting sporting mega-events. For Qatar, one of the touted benefits is that it would help in the quest to diversify the economy away from petroleum, and also make the country more globally attractive and competitive. Students should be asked to identify which industries are most likely to benefit from hosting the tournament; they are likely to mention travel and tourism, sports, financial services, infrastructure and construction, etc. The professor should provide students with the direct and indirect costs associated with hosting Qatar 2022. Will Qatar spend more than the \$15 billion reported costs of Brazil 2014 and Qatar 2018? The answer is "most likely", as the country is building most of the stadiums and infrastructure from the ground; while the sport infrastructure bill is estimated at \$10 billion, some analysts estimate the total cost will exceed \$200 billion, if Qatar goes ahead with massive projects like Lusail, the \$45 billion smart city. The professor should highlight the risk of real estate and infrastructure overbuild, citing South Africa 2010, Brazil 2014, and Sochi 2014 Winter Olympics. What lessons can Qatar learn from these countries? How do the socio-economic realities in Qatar differ from these countries, and do they

exacerbate the economic risks? Here, it is important to point out that Qatar is a small nation (population of less than 3 million, over 80 percent of whom are foreign workers), with one of the highest GDP per capita in the world. So while the economy is small, poverty is not widespread. The discussion should end with a summary of the economic costs and benefits. Students can then be asked to vote if they think the former outweighs the latter, which provides a good transition to the next question on the unique challenges developing economies face when staging mega-events.

4. *What are the biggest problems that developing countries face when hosting a sporting mega-event like the World Cup? Beyond infrastructure, what are the key issues Qatar's Supreme Committee for Delivery & Legacy needs to prioritize immediately to achieve its sustainability goals?*

There are ongoing debates on whether the trend towards holding sporting mega-events in developing countries is a good thing, with arguments focusing on the social and economic impacts. One strand of the argument is that it is unethical to spend billions of dollars on a single event, when millions of citizens lack access to healthcare, education and other basic services. A specific ethical concern is that such massive expenditures within a relatively short period of time tend to benefit the elite, fuel corruption, and exacerbate socio-economic inequalities. Maharaj's paper (2015), *The turn of the south? Social and economic impacts of mega-events in India, Brazil and South Africa*, provides rich empirical evidence and insights; if students do not bring up the key issues identified above in their discussion, the professor can provide a brief summary. One way to stimulate debate on this issue is to ask students whether these tournaments generate the positive benefits host nations initially anticipated, and if they indeed create a positive lasting legacy. If students are assigned the case ahead of the session, they can be asked to present empirical evidence to support both sides of the debate, and to provide their own analysis and conclusion. They should also be asked to provide recommendations on the key issues and challenges Qatar's Supreme Committee needs to focus on before 2022, beyond the stadiums and sports infrastructure. One area that has generated a lot of attention is the employment condition of migrant workers. Students should be asked if Qatar is doing enough to address labor issues, worker exploitation, human rights concerns, and health and safety violations. This is a controversial subject, and some students might not feel comfortable discussing it. To overcome this, the professor can highlight some of the changes instituted in recent times, for example, the ratification of the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights; labor law changes to weaken the *kafala* system, which required migrant workers to seek authorization from their employers (visa sponsors) before they could exit the country. Thereafter, students can be asked if those changes are far-reaching enough or not, and what labor-related issues and pre-tournament concerns remain.

5. *Does the 2018 FIFA World Cup Sustainability Strategy provide a useful framework for Qatar 2022? How should the Supreme Committee adapt the sustainability strategy to the Qatar tournament, and how should it measure success?*

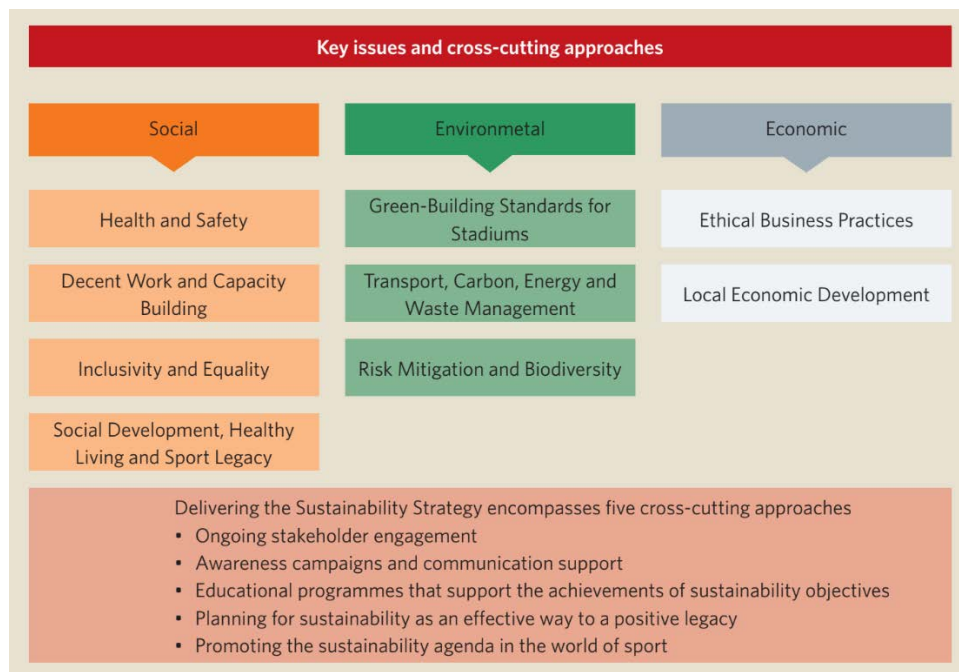


Figure 1 – FIFA 2018 Sustainability Strategy Framework I (Source: FIFA)

Students should be asked to summarize the key features and strengths of the 2018 sustainability strategy (Figure 1 above). Are the five sustainability principles underpinning the strategy – responsibility, inclusivity, transparency, integrity and respect – universal? Should any changes be made to these principles given the social, political and economic realities in Qatar? Should Qatar place more or less attention to any of the key issues and cross-cutting approaches identified in the 2018 sustainability framework? Students are likely to point out (rightly) that the sustainability principles and framework are somewhat universal. The professor should ask them to identify specific issues and challenges within the three sustainability dimensions (social, economic, and environmental), that are particularly relevant to the Qatari context. If sport sustainability is a primary learning objective, students should be given sufficient time to discuss this question in-depth. This can be done by splitting them into three or more groups during or before class, and asking each group to present detailed measures and targets for their assigned area in class.

6. *Can FIFA become a role model for sustainable development? Should it take a more aggressive approach to enforcing sustainability standards and targets?*

The 2015 article by the Brookings Institution, *Can FIFA Become a Role Model for Sustainable Development*, highlights the power and potential of FIFA to be a positive force in institutionalizing sustainability around the world. This role is especially important now that FIFA is taking this historic tournament to the developing countries, where labor and market regulations are often weak, institutional voids persist, and sustainable development remains a challenge. FIFA can use its power to drive positive change by placing more weight on sustainability factors during the bid evaluation process. Students should be asked to debate the merits and limitations of this approach. Some students may point out that countries are likely to state unrealistic sustainability targets when they submit bids, and that the more important issue would be holding countries accountable for implementing the sustainability strategy after the win the hosting rights and even after the tournament. The professor should highlight the importance of instituting rigorous monitoring

systems, reporting standards, governance mechanisms, and post-event evaluation, while acknowledging legal and administrative obstacles in enforcing these.

### Additional Reading

The following articles provide useful background information for the case. Depending on the professor's teaching objectives, one or more of these readings may be assigned to students as a pre-class assignment.

- Sofotasiou, P., Hughes, B.R. and Calautit, J.K. (2015). *Qatar 2022: Facing the FIFA World Cup Climatic and Legacy Challenges*, *Sustainable Cities and Society*, 14: 16–30.

#### Abstract

*The 2022 World Cup creates great opportunities for the country of Qatar, but also poses significant challenges. In this study the main challenge of maintaining thermal comfort conditions within the football arenas is presented, with respect to the heat stress index (HSI) and the aero-thermal comfort thresholds established for opened stadiums. Potential cooling strategies for delivering tolerant comfort levels are introduced, followed by their functional strengths and limitations for the hot-humid climate of Qatar. An estimation of the cooling load for semi-outdoor stadiums in Qatar is also presented. The results, produced by dynamic thermal modelling, indicated that a load of 115 MW h per game should be at least consumed in order to provide both indoor and outdoor thermal comfort conditions. Finally, the use of solar energy technologies for the generation of electricity and cooling are evaluated, based on their viability beyond the 2022 World Cup event, towards the nation's targets for sustainability and lasting legacy.*

- Karadakis, K., Kaplanidou, K. and Karlis, G. (2010). *Event leveraging of mega sport events: a SWOT analysis approach*, *International Journal of Event and Festival Management*, 1 (3): 170-185.

#### Abstract

*The purpose of this paper is to identify the strengths, weaknesses, opportunities and threats (SWOT) that a host city can experience to utilize these for future strategy planning and event leveraging. Findings suggest that the strengths lie in having certain infrastructures in place, volunteers, a strong economy and good political standing. Weaknesses stem from a lack of infrastructure, the size of the country, uncertain political and economic stability. Opportunities included the growth of the tourism industry, business developments, and increase in the quality of life, the use of legacies post-event, and the improvement and development of infrastructures. Threats included the cost of the event, pollution, relying on the event to rejuvenate the economy and the displacement of residents. The SWOT analysis conducted in this paper laid the foundation for strategic planning for future host cities' organizers while taking into consideration the weaknesses and problems that have been experienced by the organization of former Olympic Games host cities. Moreover, the SWOT analysis conducted in this paper goes one step further by incorporating Chalip's leveraging model in order to identify what strengths and weaknesses need to be addressed in order for a host city to leverage the opportunities and threats of hosting a sport event.*

- Preuss, H. (2015) *A framework for identifying the legacies of a mega sport event*, *Leisure Studies*, 34:6,643-664, DOI: 10.1080/02614367.2014.994552.

#### Abstract

*A mega sport event involves huge investments in city infrastructure. After the event, the structures that remain may be an asset to the stakeholders, or they may be a burden. Faced with high costs, the taxpayer demands that the event-related social, economic and ecological changes will in the end have improved living conditions for the host city. But it is not easy to identify sport event legacies in their entirety, because event-related changes may be confused with non-event-related development, and because a wide variety of areas and stakeholders are affected. This paper looks at how to identify legacies, who is affected by the legacies, how long they last, and how to judge whether a legacy creates or destroys value. It stresses that legacies affect stakeholders differently – positively for some and negatively for others. It considers how to maximize positive legacies and suggests that these can best be controlled by governmental organisations. It notes that legacies gain and lose power over time and that often a legacy will be activated only if environmental changes offer opportunities.*

- Brookings (2015). *Can FIFA Become a Role Model for Sustainable Development?* (About 4 pages). Available online: [www.brookings.edu/blog/future-development/2015/05/22/can-fifa-become-a-role-model-for-sustainable-development/](http://www.brookings.edu/blog/future-development/2015/05/22/can-fifa-become-a-role-model-for-sustainable-development/).

#### Excerpt

*Football is an important enabler of human well-being and a key form of entertainment for our global society. The FIFA Congress in Zurich on May 29, 2015 will elect a new FIFA president who will have immense influence and a healthy budget to back it up. Let's hope that the next captain of the FIFA squad will continue leading the charge for sustainable development. A first litmus test will be at the FIFA Women's World Cup in Canada that will kick off in early June 2015. There FIFA will be able to prove to the world that its sustainability policies are an irreversible reaction to global expectation and consciousness for a cleaner, greener world in which future soccer players and children play the "beautiful game".*

- The Commonwealth (2018). *Measuring the Contribution of Sport to the Sustainable Development Goals*. 11-page report. Available online at: <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/06/8.pdf>.

#### Excerpt

*The paper introduces a collaborative international project being led by the Commonwealth aimed at developing model indicators and data collection tools to strengthen capacity in this area. It is envisaged this initiative will assist countries to improve sport-related data and develop national results frameworks linking sport to the SDGs. The iterative approach being utilized to deliver this project will support an assessment of the viability and value of developing common global indicators and data sets on sport and the SDGs.*

- O'Reilly, N., Foster, G. and Boynton, D. (2010). *Global Events as Drivers of Growth: The Case of Hockey Canada*, Harvard Business Review, Available online: <https://hbr.org/product/global-events-as-drivers-of-growth-the-case-of-hockey-canada/SPM42-HCB-ENG>.

#### Abstract

*The management and marketing of global events has enabled growth at Hockey Canada, the National Sport Organization responsible for the sport of ice hockey in Canada. Indeed, through a planned approach to events, Hockey Canada has established an event program that includes guaranteed profit figures in the millions, high interest from host cities, good attendance, and impressive television ratings. The executive who has led the organization through this growth, COO Scott Smith,*



*is the central figure in the case, which includes background information, financial numbers and strategy elements of the growth over the past decade. The case touches on a number of important topics in sport and event management including international growth, risks, event-hosting, sport development, television, social media, sponsorship, digital media, women's sport, and online viewing.*

- Maharaj, B. (2015). *The turn of the south? Social and economic impacts of mega-events in India, Brazil and South Africa*, *Local Economy*, 30(8): 983–999. Available online: <https://www.idrc.ca/sites/default/files/sp/Documents%20EN/pat-10010786.pdf>.

#### Abstract

*In the neoliberal era, competing to host global sporting events has become a prominent urban promotion strategy, and with a few exceptions, the scholarly focus has been on the western experience. In contrast, this paper focuses on the south experience with specific reference to the 2010 Commonwealth Games in Delhi, the 2010 FIFA World Cup in South Africa and the 2014 FIFA World Cup in Brazil. A common argument is that such sporting events provide global marketing opportunities that can attract foreign investment, which may serve as catalysts for development. A key goal is to promote the status and power of the post-colonial nation-state (although ironically ceding sovereignty to entities like FIFA for the duration of events). While there are some benefits, especially in terms of infrastructure development, the Indian, Brazilian and South African experience suggests that the privileged tend to benefit at the expense of the poor, and socio-economic inequalities were exacerbated. These points are illustrated in this paper with reference to evictions, loss of livelihoods and violations of human rights. Disturbingly, the cost of constructing new sports' facilities and associated infrastructure escalated phenomenally from the original bid-document estimates, without any public oversight, and some are destined to be white elephants. The mega-events were largely organized and funded by the governments in consultation with the private sector, with little or no accountability to citizens, although such decisions had major implications in terms of the diversion of public spending priorities from more urgent social needs such as housing, healthcare and education.*

- FIFA (2018). *Sustainability Strategy of the 2018 FIFA World Cup*. Available online: [https://resources.fifa.com/mm/document/tournament/competition/02/66/69/50/sustainabilitystrategyfo r2018fifaworldcup\\_neutral.pdf](https://resources.fifa.com/mm/document/tournament/competition/02/66/69/50/sustainabilitystrategyfo r2018fifaworldcup_neutral.pdf).

#### Summary

*Staging the FIFA World Cup™, the biggest single-sport event in the world, involves a broad range of activities, including major investment in stadiums and infrastructure, transporting millions of people to the matches and Fan Fests while catering for their health and safety, dealing with waste in the stadiums, recruiting and training thousands of volunteers, providing an event that is accessible for everyone, and servicing the 32 participating teams and world media. This scale inevitably has an impact on society and the environment that must be mitigated. It also represents a unique opportunity to create a positive legacy in the host country. FIFA and the LOC recognize the responsibility that comes with organizing this mega-event. We are taking concrete steps towards sustainability, creating best practices for other major sporting events, and hopefully inspiring others to pursue and implement sustainability initiatives. To ensure that the planning and delivery of the 2018 FIFA World Cup lessens the negative and enhances the positive impact of the event on people, the economy and the environment, FIFA and the LOC have developed a comprehensive Sustainability Strategy. Past experiences, commitments, international standards and exchanges with stakeholders provided the framework for evaluating and defining priorities that were adapted to the specificities of the 2018 FIFA World Cup.*



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