

# 2022 FIFA World Cup Qatar™ as a Catalyst for Sustainable Competitiveness

DOHA,  
QATAR

Qatar's administrative, commercial and financial capital, Doha is host to approximately 71 percent of the small Arab nation's entire population, earning its often quoted title 'city-state'. At the forefront of efforts to promote the country's ambitious development agenda, Doha has embarked on a transformational path to becoming an innovative, sustainable 'global city', efforts accelerated by Qatar's winning bid to host the World Cup.

## Project overview

As the first Arab nation to host the World Cup, the tournament has been framed as an important catalyst in achieving an enduring urban legacy. The mega sporting event has been aligned with ambitious long-term development goals outlined in the Qatar National Vision 2030 as well as the more immediate objectives of the country's National Development Strategy (2011–2016). The recently renamed Supreme Committee for Delivery and Legacy has been appointed by the Emir of Qatar to directly ensure that the impact of the tournament reaches beyond stadia related infrastructure, securing a sustainable legacy for the entire Qatari population.

## Results and impact

Doha's hosting of the sporting mega event is anticipated to have wide reaching impact across the city. Although the 2022 tournament is not to take place for another eight years, impressive urban development plans are already underway, from the construction of innovative, carbon neutral stadia to world class transport networks to be achieved through a series of infrastructure projects including train, rail and metro links. From an economic perspective, the event is

expected to stimulate an increasingly diversified economy through enhanced coordination between the private and public sector. Greater participation of the local labour force in an event of this size is also likely to promote local talent in a city dominated by expatriate workers, building the capacity of both individuals and institutions. The event also has the potential to drive softer development targets such as improving the health of a nation that continues to record increasingly alarming obesity and diabetes rates, providing a clear example of the transformational impact mega events can have on a city's wider development agenda.

## Enablers

If it weren't for the clear vision and ambition of Qatar's leadership, Doha would not have secured the hosting rights ahead of countries such as the United States and South Korea. To successfully host one of the most important sporting events in the world whilst ensuring an enduring urban legacy for all Qataris, strategic implementation will continue to prove crucial. Strategic initiatives focused on the urban legacy of the event (from social, economic and environmental perspectives) will need to be coordinated across numerous stakeholders if the anticipated impact of the event is to be realised. This will need to be complemented by performance management frameworks which are currently not in wide use across the city's major capital and development projects. Capacity building on an institutional and individual level will also be vital in developing a local, skilled workforce, a key pillar of the Qatar National Vision 2030. From the Supreme Committee for Delivery and Legacy to the ministries outlined in the National Development Strategy, all stakeholders will need to remain committed to the long-term advantages a mega sporting event can bring. Doha is already putting in place the mechanisms that will enable it to deliver an unprecedented infrastructure programme that will have a lasting legacy beyond the 2022 World Cup. However, as the preparations for this complex event progress, the city will need to carefully manage its image to ensure that potentially controversial issues such as construction workers' rights and living conditions do not overshadow the event.

