



2022 FIFA World Cup™  
Bid Evaluation Report:  
Qatar



**BIDDING NATION**  
QATAR

**FIFA®**

*For the Game. For the World.*



# Table of contents

<b>1. Letter from the chairman</b> .....	<b>2</b>
<b>2. Scope and key dates</b> .....	<b>3</b>
<b>3. Executive summary</b> .....	<b>4</b>
<b>4. Bid Evaluation Report</b> .....	<b>7</b>
4.1 Bidding Country and Host Cities	7
4.2 Hosting concept	8
4.3 Football development	9
4.4 Sustainable social and human development	10
4.5 Environmental protection	11
4.6 Stadiums	11
4.7 Venue-specific team hotels and venue-specific training sites	15
4.8 Team base camp hotels and team base camp training sites	15
4.9 Accommodation	16
4.10 FIFA headquarters	18
4.11 Transport	19
4.12 Information technology and communication network	23
4.13 Safety and security	23
4.14 Health and medical services	24
4.15 Competition-related events	24
4.16 Media facilities, communications and public relations	25
4.17 Media and marketing rights	26
4.18 Finance and insurance	27
4.19 Ticketing	28
4.20 Legal and Government Guarantees	28
<b>Annexe 1 National transport network</b> .....	<b>30</b>
<b>Annexe 2 Host City transport networks</b> .....	<b>31</b>
<b>Annexe 3 Overview of legal evaluation</b> .....	<b>33</b>
<b>Annexe 4 Operational risk</b> .....	<b>34</b>

Please note that all data in this report is based on the Bid Book submitted on 14 May 2010 and the further clarifications received from the Bidder by 30 September 2010.

If there are any discrepancies in the interpretation of the English, French, Spanish or German text of this report, the English text is authoritative.

# 1. Letter from the chairman

**Dear President,**

**Dear Executive Committee members,**

The FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids is pleased to present its evaluation of Qatar's bid to host the 2022 FIFA World Cup™. In all, nine bids, including two joint bids, have been submitted. Please find in the following pages the evaluation of Qatar's bid together with an explanation of the fact-finding process.

FIFA's bidding process is based on the principles of transparency and equality, and the Bidders received rules as well as guidance from FIFA in order to ensure comprehensive and specific documentation of their candidature.

We greatly appreciated the warm welcome and the cooperation we received from the Bid Committees and the people in each of the 11 countries during the bidding process, and

especially their determination to fulfil all of our requirements. I would also like to express my gratitude to all the members of the Evaluation Group for their dedication, energy, expertise and friendship during the time that we have spent together over the past six months. These words of thanks also extend to the FIFA staff members who have played a major part in bringing this project to a successful conclusion.

We feel we have accomplished our work in the spirit of integrity, objectiveness and transparency.



Harold Mayne-Nicholls  
Chairman of the FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids

## 2. Scope and key dates

As part of the bidding process, FIFA requested each Bidder to provide Bidding Documents containing information on infrastructure, legal conditions and operational and legacy concepts for the organisation of a FIFA World Cup™. This Bid Evaluation Report evaluates the information provided in the Bidding Documents, indicates the extent to which the requirements have been fulfilled, and identifies potential gaps and risks in respect of FIFA's requirements for hosting a FIFA World Cup™.

The report is based on an unbiased assessment, taking into account FIFA's experience of hosting and staging previous editions of the FIFA World Cup™, the information, proposals and statements provided by the Bidder and the information gathered during the on-site inspection tour by means of sample assessment of the venues and facilities.

Nine Bidders have been evaluated based on the Bidding Documents submitted and the inspection visits, which were undertaken with the aim of clarifying and verifying specific areas of infrastructure.

### Key dates of the bidding process

16 March 2009	Registration of the Q.F.A.'s bid for the 2022 FIFA World Cup™
18 September 2009	Establishment of the Bid Committee
11 December 2009	Signature of the Bidding Agreement
14 May 2010	Submission of the Bidding Documents to FIFA
13–17 September 2010	FIFA inspection visit to Qatar
2 December 2010	Appointment by the FIFA Executive Committee of the host countries for the 2018 FIFA World Cup™ and the 2022 FIFA World Cup™

### 3.

## Executive summary

The Qatar bid's hosting concept, which is in line with Qatar's national development strategy, presents a novel approach to event operations and legacy. The Qatar bid envisions a concentration of almost all key event facilities and venues in a relatively compact area within a radius of 60 kilometres. In terms of legacy, there is a strong commitment to having a carbon-neutral FIFA World Cup™, especially through utilisation of environmentally friendly cooling technologies. After the event, modular sections from the stadiums are planned to be used to construct 22 stadiums around the world in developing countries. The opportunity for FIFA to bring the FIFA World Cup™ to the Middle East for the first time is also highlighted. The bid is supported by the national and local football authorities, the local city governments (by virtue of duly executed Host City Agreements), the stadium authorities (by virtue of duly executed Stadium Agreements), and the national government (by virtue of duly executed Government Guarantees).

The bid proposes seven Host Cities and 12 stadiums, thus meeting FIFA's minimum requirement for the event. Three of the 12 stadiums would be renovated, and nine would be constructed. The significant construction work involved merits consideration, especially in terms of stadium readiness, testing under conditions comparable to the FIFA World Cup™ and the deployment of climate-control measures (as proposed by the Bidder) in FIFA World Cup™-sized stadiums. A stadium construction and renovation budget of approximately USD 3 billion has been projected.

In terms of football development, the Bidder has outlined its domestic and international programmes. The construction of the 22 modular stadiums abroad after the event as well as the domestic initiatives are important. Qatari football is still developing and its youth teams have recorded some successes at international level. In terms of experience in hosting international sports events in the last 20 years, Qatar has already hosted the 1995 FIFA U-20 World Cup as well as the 2006 Asian Games. In January 2011, the country will host the 2011 AFC Asian Cup.

The relatively short distances between all facilities related to teams, such as stadiums and team base camps, suggest that the traditional venue-specific team hotel (VSTH) and venue-specific training site (VSTS) approach may not be needed. The bid proposes both this traditional approach as well as an innovative team base camp (TBC) village approach which relies on several critical assumptions for success: the positive reception of the TBC village concept by teams, the effectiveness and acceptance of cooling systems for all training sites, and high-quality grass growth under proposed sun shades. Furthermore, many of the proposed team facilities have still to be constructed. While all of the proposed team facilities are contracted, a number of points require further consideration and need to be addressed on a revised contractual basis. The proposed TBC village concept may change the approach to the FIFA World Cup™ as a nationwide event.

In terms of accommodation, over 84,000 rooms have already been contracted, thus exceeding

FIFA's minimum requirement of 60,000. That said, the accommodation plan heavily depends not only on the capacities of two candidate Host Cities but also on significant construction. The final number of accomplished projects would determine the number of supporters who could be accommodated. Furthermore, the concentration of the majority of rooms in just a few properties could lead to the risk that the exclusivity of certain constituent groups could not be ensured. As for the FIFA headquarters, the proposal appears to meet all of FIFA's requirements.

The transport plan, in line with the hosting concept, differs from transport models of past FIFA World Cups™ due to the fact that all key venues are situated in close proximity to one another. Significant development is planned for both the New Doha International Airport and the general transport infrastructure. Nevertheless, the fact that ten out of the 12 stadiums are located within a 25-30km radius could represent an operational and logistical challenge. Any delay in the completion of the transport projects could impact FIFA's tournament operations. Moreover, it appears to be difficult to test a transport concept prior to the event under conditions comparable to the FIFA World Cup™. The fact that New Doha International Airport would be the primary air gateway for the entire tournament period also requires careful consideration.

Based on the information in the Bid Book, it appears as though FIFA's information and communications technology (ICT) requirements would be met.

In terms of safety and security, the Qatar bid considers its compact hosting concept as advantageous. A concept would have to be established to enable adequate testing of the proposed security model prior to the event under conditions comparable to the FIFA World Cup™. International standards for health and medical services are likely to be met. However, the fact that the competition is planned in June/July, the two hottest months of the year in this region, has to be considered as a potential health risk for players, officials, the FIFA family and spectators, and requires precautions to be taken.

The Bidder has submitted its concepts for sustainable social and human development and environmental protection initiatives.

The Bidder has also submitted a suitable proposal for a single competition-related event venue, the Doha Convention Centre, which is under construction.

A detailed concept remains to be developed in order to address how all event operations for the hosting of 64 matches as well as event-related services such as transport and accommodation would be ensured in terms of sourcing, recruitment and logistical support of sufficiently qualified staff.

Marketing, media and communication matters have also been addressed. The information provided in the Bid Book suggests that the major event and football sponsorship market in Qatar has potential for growth. Because

Qatar has a time zone of UTC+3, there is unlikely to be a negative impact on TV ratings in Europe and the European media rights income should the FIFA World Cup™ be hosted in Qatar.

The Bidder has submitted an expenditure budget of USD 645.5 million (current) for a FIFA Confederations Cup and FIFA World Cup™ in 2021 and 2022. The budget has been submitted in the format required with supporting information. A projection of approximately 2,869,000 sellable tickets has been made. However, the forecast merits review due to the impact of the construction schedule and modular seating on ticketing operations.

The Bidder's plan implies a new operational model for all stakeholder groups and in doing so raises certain questions, especially in terms of logistics and security. The realisation of the plan depends on centralised decision-making and is largely based on construction of projected general and event infrastructure, which represents a risk by restricting FIFA's contingency planning.

If Qatar is awarded the hosting rights, FIFA's legal risk appears to be low. All requirements for contractual documents have been met, but additional specific undertakings and securities are necessary given the special situation in, and the special hosting concept of, Qatar. The necessary government support has been secured.



## 4. Bid Evaluation Report

Responding to the requirements set out by FIFA in the bid registration, the Qatar Football Association (Q.F.A.) established a Bid Committee to handle the bidding process. The Bidding Documents were submitted to the FIFA President on 14 May 2010. The inspection visit took place from 13 to 17 September 2010, and the FIFA inspection team were present in the country for approximately 74 hours in total.

The visit was well structured and comprehensive information was provided. The itinerary included Doha only. The inspection team were given presentations of the planned and existing stadiums and team base camps that would be set up for the FIFA World Cup™. The team also inspected a proposed venue-specific training site, a VSTH, one of the proposed FIFA headquarter hotels, a proposed Congress venue and a proposed FIFA Fan Fest™ site. Presentations on the projects to construct a Draw venue, a Congress venue and one of the proposed FIFA headquarter hotels were also presented. The observations made during this inspection visit are included in the Bid Evaluation Report that follows.

### 4.1 Bidding Country and Host Cities

#### General information on the Bidding Country

Qatar has a population of 1.68 million, more than 85% of whom lives within a 20km radius of the Doha conurbation. Qatar is home to a large expatriate community, made up of some 100 different nationalities employed in various

sectors of the Qatari economy. Qatar has a time zone of UTC+3 and does not observe daylight saving time. The official language is Arabic, however English is widely spoken.

The State of Qatar is a constitutional monarchy with His Highness the Emir Sheikh Hamad bin Khalifa Al-Thani as Head of State. The nation's constitution forms the basis of Qatari law guided by Sharia principles.

Qatar has experienced rapid economic growth over recent years on the back of high oil prices. Economic policy is focused on developing Qatar's non-associated natural gas reserves and increasing private and foreign investment in non-energy sectors, but oil and gas still account for more than 50% of GDP, or roughly 85% of export earnings and 70% of government revenues. In 2009, its GDP per capita was approximately USD 120,000 and its estimated unemployment rate was 0.5%.

#### General information on the Host Cities

The seven candidate Host Cities for the FIFA World Cup™ are Doha, Al-Rayyan, Al-Daayen, Umm Slal, Al-Khor, Al-Wakrah and Al-Shamal. Qatar is a small country with a main urban area around the capital Doha. Doha has a full infrastructure, including an international airport and well-equipped accommodation and business centres. Almost the entire population and five of the seven candidate Host Cities are concentrated in a 25km-radius of Doha (only Al-Khor and Al-Shamal are further away).

Qatar mainly consists of a low, barren plain with mild winters and very hot, sunny and humid summers. It has a desert climate with long summers, and precipitation is scarce. Qatar would present very hot weather conditions

during the tournament period, with average temperatures seldom falling below 37°C during the afternoon and seldom below 31°C during the evening.

**Main events**

The two main religious public holidays in Qatar, Eid Al-Fitr and Eid Al-Adha, are both fixed according to the Islamic calendar. These would not interfere directly with the tournaments in 2021 or 2022 as they are expected to take place in mid-to-early May and mid-to-late July respectively. However, Ramadan and the accompanying Eid Al-Fitr holiday in April/May could affect the operational set-up phase just before the tournament.

## 4.2 Hosting concept

The Bidder has submitted a comprehensive hosting concept. It states its commitment to building a minimum of nine new stadiums and upgrading three existing stadiums. Two additional new stadium sites have been identified should FIFA require additional capacity and flexibility. Qatar’s proposal is to host a compact FIFA World Cup™ where all the stadiums are within a relatively short distance of one other. The proposal also includes a FIFA cluster area to reduce cost and environmental impact.

All of the stadiums would be equipped with cooling systems. Clean, renewable energy resources would be used to achieve the first completely carbon-neutral FIFA World

Cup™. Qatar is developing hi-tech, carbon-neutral cooling systems for the tournament stadiums, training sites and FIFA Fan Fest™ with renowned international partners and sustainability advisers. In terms of its legacy, the Bidder would promote sustainable football and societal development in Qatar, the Middle East and the rest of the world by donating its modular stadium components to developing countries. Qatar would be the first Middle Eastern nation in history to stage the FIFA World Cup™.

Qatar has already staged the FIFA U-20 World Cup 1995 and other major international sports events such as the 2006 Asian Games. In January 2011, the country will stage the 2011 Asian Cup.

While the idea of hosting a compact competition in a small area is innovative, these very aspects, together with the

Name of Host City	No. of inhabitants	Language	Altitude	Time zone
Al-Daayen	36,592	Arabic and English	14m	UTC+3
Al-Khor	187,156		5m	UTC+3
Al-Rayyan	422,877		41m	UTC+3
Al-Shamal	11,229		4m	UTC+3
Al-Wakrah	119,729		7m	UTC+3
Doha	841,591		4m	UTC+3
Umm Slal	44,177		22m	UTC+3

Source: Template 2

number of matches (three to four) per day played in very close proximity, could raise questions with regard to logistics and security. Additionally, the fact that the bid is largely based on projected generic and event-specific infrastructure represents a risk by restricting FIFA’s contingency plans. The considerable number of infrastructure projects and volume of temporary event-time services both imply significant human resource requirements. The question of how event operations for the running of 64 matches as well as event-related services such as transport and accommodation would be ensured in terms of the sourcing, recruitment, and logistical support of sufficiently qualified staff would have to be addressed.

The decision-making process in the country offers certain advantages in terms of implementation of the event and operations; in

particular, FIFA has been invited to participate in a special committee monitoring all FIFA World Cup™-related process management tasks. However, FIFA could still be dependent on a small decision-making body.

### 4.3 Football development

The Bidder has submitted sufficient proposals on how to contribute to football development. It outlines its international development programmes for selected countries and how the FIFA World Cup™ would impact on national football organisation. A breakdown of Qatar’s football development budget of around USD 5 million for 2010 was also presented. In the past, the Q.F.A. has concentrated on elite Qatari

Average temperature in June (°C)				Average temperature in July (°C)				Average peak humidity in June (%)	Average peak humidity in July (%)
12 p.m.	4 p.m.	6 p.m.	10 p.m.	12 p.m.	4 p.m.	6 p.m.	10 p.m.		
40.1	38.3	35.8	33.2	40.5	38.8	36.3	34.4	53.6	61.2
39.9	38.1	35.4	32.9	40.3	38.5	36.1	34.2	56.1	64.5
40.3	38.5	36	33.4	40.8	39.0	36.6	34.7	51.7	57.4
38.3	36.4	33.9	31.2	39.8	38.3	36	33.8	69.3	69.8
40.5	38.6	36.3	33.5	41.3	39.5	37.1	34.9	58.4	64.1
40.3	38.5	36	33.4	40.8	39.0	36.6	34.7	51.7	57.4
40.1	38.3	35.8	33.2	40.5	38.8	36.3	34.4	53.6	61.2

football. Following an in-depth assessment, it now aims to bring all other football stakeholders and areas under the umbrella of the Q.F.A. The bid also highlights that the FIFA World Cup™ would inspire the entire population of the Middle East and introduce a new generation of fans to football. The bid mentions the following development activities:

- a) establishment of structures for non-elite football (grassroots, women, expatriates and people with special needs) at the Q.F.A. and collaboration with partners in football development;
- b) social integration – tournaments and facilities for non-nationals living in Qatar;
- c) grassroots and talent-scouting programmes in Thailand and Nigeria as part of the ASPIRE Academy for Sports Excellence;
- d) support through football in 16 schools in Nepal and Pakistan (education, infrastructure, “Generation Amazing” programme for young leaders) together with “ROTA”;
- e) support for football programmes in refugee camps in Syria;
- f) promotion of women’s football, including creation of special facilities;
- g) construction of 22 modular stadiums for countries in need (after the FIFA World Cup™).

The construction of 22 modular stadiums in countries in need represents an important contribution to sports infrastructure development in emerging economies, and the

national programme would have a positive effect. The other international activities mentioned are focused on selected countries and would have a reduced impact on overall football development. A joint FIFA/MA development committee would have to be established to ensure the impact of the bid’s international development proposals.

## 4.4 Sustainable social and human development

The information provided is complete and includes a description of social and human development initiatives being carried out and supported by the Qatar 2022 Bidding Committee in 2010 and those planned for the future should they win the bid. It is emphasised that between 2011 and 2022 the LOC initiatives would be developed in close collaboration with FIFA and aligned with its global CSR activities.

The Bidder aims to better the human condition through local and global football-based initiatives. The local programmes include the development of football facilities and opportunities for women, people with special needs and expatriates as well as a health campaign to raise awareness of nutrition and the adverse effects of a sedentary lifestyle.

The global programmes include the training of youth leaders and the improvement of sports

### Football honours (men’s national teams)

Competition	Honour	Year(s)
FIFA U-20 World Cup	1 x runners-up	1981
FIFA U-17 World Cup	1 x 4 <sup>th</sup> place	1991

facilities in specific Asian countries, as well as the use of football in refugee camps in Syria and Lebanon to foster integration with the host nations and improve the quality of life for young people and their families.

The programmes and campaigns target Qatar and selected Asian countries. The Bidder is already collaborating with a number of partners including the national government, the Q.F.A., the Qatar Women's Sports Committee, ASPIRE, the Qatar Paralympic Committee, the Qatar Foundation (Reach Out to Asia), UNWRA, UNICEF and Right to Play. The programmes presented focus on a few select areas and are concrete and specific. This Bid Book not only outlines a future LOC strategy, it also describes how this strategy is already being implemented, thus underlining the Bidder's commitment to social and human development. The substantial financial investment is further proof of this commitment. There is potential for alignment with FIFA's CSR strategy and objectives, however this would require close collaboration with FIFA.

The programmes described tend to focus on what would be done to develop football in the various focus areas. There could have been more detailed information on how the social goals would be specifically addressed for the various constituent groups. Moreover, the various constituent group programmes are envisioned to take place in separate and purpose-built facilities, which would make integration between these groups (women, people with special needs, expatriates, refugees) and other members of society more difficult.

A Environmental Working Group was established early on to identify, study and analyse the environmental impact and develop the "Green Qatar 2022" plan, which is consistent with government legislation, the national vision and international standards for environmental management. The Q.F.A. is already undertaking various education and community programmes through the Qatar Olympic Sport and Environment Council. The environmental protection plan foresees the generation of excess renewable energy sources which would contribute to a carbon-neutral event and be used to offset all unavoidable emissions. Given Qatar's climate, the activities would firstly concentrate on water and waste management and, secondly, on minimising carbon emissions through specific energy, transportation and procurement activities.


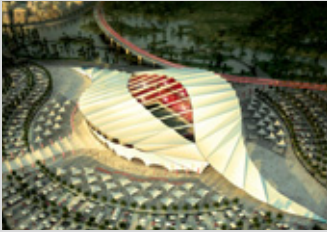




The outreach programme would involve all stakeholders in the planning and enable businesses to communicate their role in forward-looking and sustainability-oriented enterprises. The awareness and legacy programme would focus on presenting the necessity of environmental protection in modern planning and demonstrate successful projects. However, it is not explained who within the organisational structure would implement the activities on the ground or how the activities would be carried out.


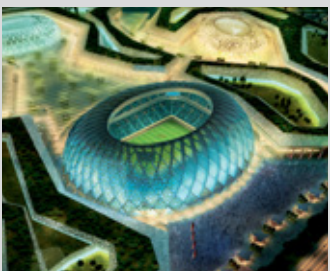




The Bidder's vision of the necessity of environmental protection in modern planning and the creation of inspirational projects would help drive the action plan and make the programme specific to the FIFA World Cup™.

## 4.5 Environmental protection

The bid provides information on all of the requested aspects, describing Qatar's environmental protection activities and the 22 lighthouse projects for the environment.

## 4.6 Stadiums

	<p><b>Host City: Al-Daayen</b> <span style="float: right;">①</span></p> <p><b>Stadium name: Lusail Iconic Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 80,090/86,250 (2,160/2,000/2,000)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 662m</p> <p>Current use: Not applicable</p> <p>Matches planned: Opening match, group matches, round of 16, quarter-final, semi-final, final</p>
	<p><b>Host City: Al-Khor</b> <span style="float: right;">②</span></p> <p><b>Stadium name: Al-Khor Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 41,650/45,330 (1,300/1,380/1000)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 251m</p> <p>Current use: To be used by Al-Khor</p> <p>Matches planned: Group matches, round of 16</p>
	<p><b>Host City: Al-Rayyan</b> <span style="float: right;">③</span></p> <p><b>Stadium name: Al-Rayyan Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 19,691/21,282 (512/50/1,029)</p> <p>Expected Net/Gross capacity: 42,015/44,740</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 135m</p> <p>Current use: Al-Rayyan</p> <p>Matches planned: Group matches</p>
	<p><b>Host City: Al-Rayyan</b> <span style="float: right;">④</span></p> <p><b>Stadium name: Education City Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 41,375/45,350 (1,340/1,635/1,000)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Qatar Foundation/Government/USD 287m</p> <p>Current use: Not applicable</p> <p>Matches planned: Group matches, round of 16</p>
	<p><b>Host City: Al-Rayyan</b> <span style="float: right;">⑤</span></p> <p><b>Stadium name: El-Gharafa Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 19,691/21,282 (512/50/1,029)</p> <p>Expected Net/Gross capacity: 42,015/44,740</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 135m</p> <p>Current use: Al-Gharafa</p> <p>Matches planned: Group matches</p>
	<p><b>Host City: Al-Rayyan</b> <span style="float: right;">⑥</span></p> <p><b>Stadium name: Khalifa International Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 45,917/50,000 (2,438/80/1,565)</p> <p>Expected Net/Gross capacity: 62,345/68,030</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: ASPIRE/Government/USD 71m</p> <p>Current use: ASPIRE</p> <p>Matches planned: Group matches, round of 16, quarter-final, semi-final</p>

	<p><b>Host City: Al-Shamal</b> <span style="float: right;">⑦</span>  <b>Stadium name: Al-Shamal Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 41,500/45,120 (1,300/1,320/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 251m                  Current use: To be used by Al-Shamal                  Matches planned: Group matches</p>
	<p><b>Host City: Al-Wakrah</b> <span style="float: right;">⑧</span>  <b>Stadium name: Al-Wakrah Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 41,500/45,120 (1,300/1,320/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 286m                  Current use: To be used by Al-Wakrah                  Matches planned: Group matches, round of 16</p>
	<p><b>Host City: Doha</b> <span style="float: right;">⑨</span>  <b>Stadium name: Doha Port Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 41,480/44,950 (1,300/1,170/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 202m                  Current use: Not applicable                  Matches planned: Group matches, round of 16, quarter-final</p>
	<p><b>Host City: Doha</b> <span style="float: right;">⑩</span>  <b>Stadium name: Qatar University Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 40,000/43,520 (1,300/1,220/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar University/Government/USD 300m                  Current use: Not applicable                  Matches planned: Group matches, round of 16</p>
	<p><b>Host City: Doha</b> <span style="float: right;">⑪</span>  <b>Stadium name: Sports City Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 44,010/47,560 (1,380/1,170/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 883m                  Current use: To be used by Al-Arabi                  Matches planned: Group matches, 3rd place play-off</p>
	<p><b>Host City: Umm Sal</b> <span style="float: right;">⑫</span>  <b>Stadium name: Umm Slal Stadium</b>                  Current net/gross capacity (VIP/media/loss of seats): 41,500/45,120 (1,300/1,320/1,000)                  Construction status: To be built                  Lighting: 2,000 lux                  Owner/investors/investment budget: Qatar Olympic Committee/Government/USD 251m                  Current use: To be used by Umm Slal                  Matches planned: Group matches, round of 16, quarter-final</p>

### Analysis and comments

- The Qatari bid proposes seven Host Cities and 12 stadiums. Three of the 12 would be renovated and nine would be newly built.
- All stadiums would meet the pitch size requirements of 105x68 metres.
- All stadiums would have grass pitches.
- Three stadiums would be renovated between 2012 and 2020, with the design phase starting in 2011.
- The new stadiums would be built from 2011 to 2021 with the design phase starting in 2010. Assurances have been given that FIFA's requirements would be fulfilled.
- The Lusail Iconic Stadium in Al-Daayen would host the opening match and the final.
- According to the information provided, all stadiums would have sufficient public transports links to their respective city centres.
- All of the planned stadiums appear to fulfill FIFA's seating and capacity requirements.
- Three stadiums (Lusail Iconic, Khalifa International and Education City) do not appear to meet the minimum parking requirements.
- The stadiums would take measures to reduce solar radiation and warm winds, and provide soft air conditioning to provide adequate climatic conditions inside the stadium at spectator and pitch levels. These measures have not yet been deployed in stadiums of a similar size to those used in the FIFA World Cup™.
- The scope of the construction work and the installation of modular seating raises questions with respect to the operational readiness and testing of the stadiums in terms of stadium management and ticketing operations (e.g. seat management).
- The existing stadiums would have to be upgraded to meet FIFA's space and technical requirements.

### Local transport

The stadiums are distributed along the eastern and northern coast and there are numerous existing and planned transport links. The compact size of the country facilitates public mobility. Depending on the match schedule, a logistical concept would have to be formulated to enable safe and secure hosting of several matches per day in close proximity to one another. Additional temporary event transport operations, as well as traffic reduction measures, may be required.

### Contractual basis with the stadiums

Unilaterally executed Stadium Agreements have been provided by all 12 proposed stadiums. All such Stadium Agreements fully comply with the template Stadium Agreement without any deviation. A legal risk in the financing, construction and management of such stadiums exists as nine stadiums are owned by the Qatar Olympic Committee, while nine stadiums would be newly built and a further three stadiums would undergo major upgrading through the addition of modular seating. FIFA's leverage to react to deviations from the presented concepts would be minimal.

### Conclusion

The proposed stadiums appear to fulfil future FIFA World Cup™ space and quality requirements. A stadium construction and renovation budget of approximately USD 3 billion has been projected. However, the scope of the construction work and the installation of modular seating raises questions with respect to the operational readiness and regular testing of the stadiums in terms of stadium management and ticketing operations (e.g. seat management) under conditions comparable to the FIFA World Cup™. The proposed stadiums would rely on the effectiveness and acceptance of the proposed technological innovations, such as the climate-control measures, which have not yet been deployed in FIFA World Cup™-sized stadiums.



## 4.7 Venue-specific team hotels and venue-specific training sites

The Bid Book and supporting documents provide basic information on the venue-specific team hotels (VSTHs) and venue-specific training sites (VSTSs) proposed.

The Bid Book suggests that the traditional VSTH-VSTS model might not need to be applied in Qatar. Given the small size of the country, most stadiums would supposedly be reachable from team base camps (TBCs) in 30 minutes or less, hence potentially precluding the need for VSTHs and VSTSs altogether.

The Bid Book nevertheless proposes 24 VSTHs. Twelve of the 24 VSTHs are still scheduled for construction, with opening dates ranging from 2014 to 2021. In the case of one VSTH pairing in Doha, the hotel standards vary between VSTH A and VSTH B and may have to be aligned. The Bid Book nevertheless proposes 36 VSTSs, 12 fewer than the required number based on the Bidder's plan for 12 stadiums. It appears that the training sites would comply with FIFA quality and proximity requirements, keeping in mind that 17 sites have yet to be built, and the remaining existing sites are scheduled for renovations between 2018 and 2022. The Bid Book states that cooling technologies would be applied in all VSTSs, but does not specify whether sites would be covered by sun-shading elements as per the plans for the TBC training sites.

In conclusion, the nature of the proposed concept means that the required number of VSTSs would only be required as a back-up solution, as the location of the TBC would preclude the need for a greater number of VSTHs and VSTSs. Nevertheless, the VSTSs and VSTHs proposed by Qatar appear to cover FIFA's quality and proximity requirements. The ownership/operating responsibility of all VSTSs lies with only five entities, including the Qatar Olympic Committee, which is solely responsible for 26 of the 36 sites. The innovative

approach relies on several critical assumptions for success, especially with regard to the proposed technological innovations, such as the effectiveness and acceptance of cooling systems for training sites and high-quality grass growth.

### Contractual basis

Of the required 24 VSTHs, the Bidder has contracted 24. Of the required 48 VSTSs, the Bidder has contracted 36. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation.

## 4.8 Team base camp hotels and team base camp training sites

The Bid Book and supporting documents provide comprehensive information on the TBCs proposed. The Qatar bid proposes 64 TBCs. All properties are planned to be of five-star standard. The proposal consists on the one hand of the traditional model of pairing 32 hotels with 32 training sites, and on the other of two villages, each containing 16 clusters of luxury housing, leisure facilities and one training pitch, thus meeting FIFA's quantitative requirement of 64 offerings. Of the 64 accommodation solutions proposed, 54 do not yet exist – including all 32 of the cluster developments. Of the 64 sites proposed, 39 still need to be built. The remaining 25 sites are targeted for renovation not only to meet FIFA's requirements but also to incorporate the proposed technological innovations (e.g. cooling, sun-shading and grass-growing). As with the VSTSs, ownership of the TBC training sites is limited to a select few entities, the largest two being Qatari Diar (32 sites) and the Qatari Olympic Committee (19 sites).

With regard to the traditional model, the 32 hotels may be larger than the teams require (316-room average), given teams’ inclination to book TBCs for their own exclusive use. Fourteen training sites appear to belong to the same complex as a VSTS. Hence, if the VSTH-VSTS concept were to be employed in Qatar, these 14 sites might need to be reconsidered on the basis of their proximity to a VSTS. Even if the VSTH-VSTS concept were not to be employed, ten of the proposed sites might still have to be reconsidered given their apparent proximity to other TBCs.

With regard to the cluster concept, up to 16 teams could live and train in each village. The villas in each village are located side by side and contain between 80 and 125 guest rooms. The key feature of the proposal is a centrally located TBC within 30 minutes of nearly all stadiums. In conclusion, the Qatar proposal reflects the small size of the country and presents an innovative TBC cluster concept with short distances for the teams. However, a number of points require further consideration and need to be addressed on a revised contractual basis. The innovative approach relies on several critical assumptions for success, especially with regard

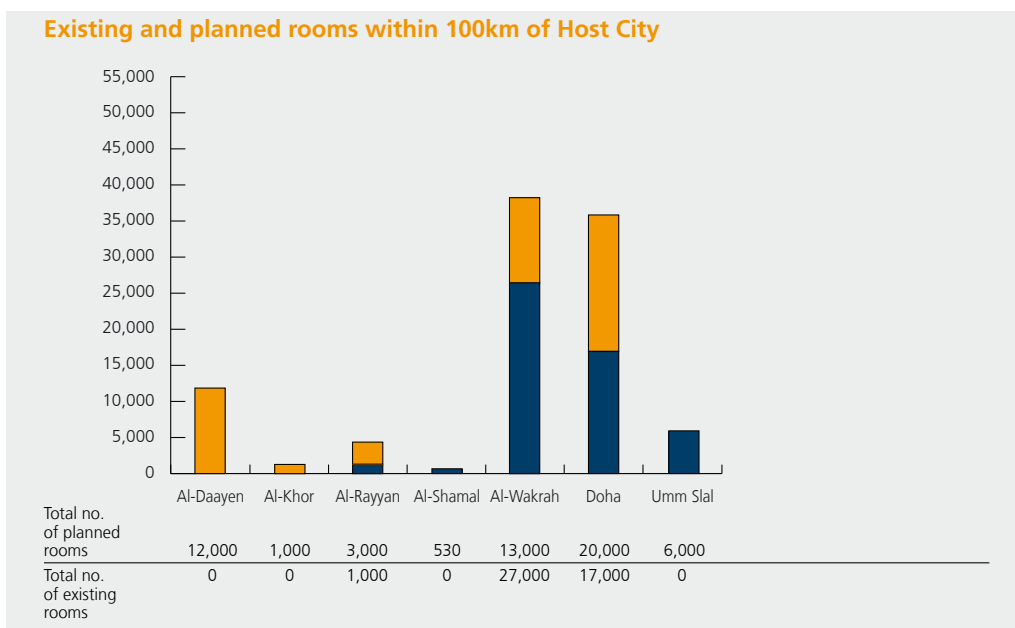
to the proposed technological innovations, such as the effectiveness and acceptance of cooling systems for training sites, and high-quality grass growth under the proposed sun shades.

**Contractual basis**

Of the required 64 TBC hotels, the Bidder has contracted 64. Of the required 64 TBC training sites, the Bidder has contracted 64. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation.

## 4.9 Accommodation

Qatar welcomes approximately one million visitors per year and expects further growth of 20% in the next five years. Its hotel concept is based largely on dedicated and constituent-group-oriented accommodation for the FIFA World Cup™ with a broad



Source: Template 11

(Figures rounded up or down to the nearest 1,000)

selection ranging from luxury hotels and low-price, basic accommodation. There are plans to double the supply of rooms in hotels and guest apartments by 2022 to cover the everyday requirements of an economy that is expected to continue growing strongly. The government, as part of its “Qatar National Vision 2030” economic diversification policies, intends to contribute substantial investment in excess of USD 17 billion in the next five years alone.

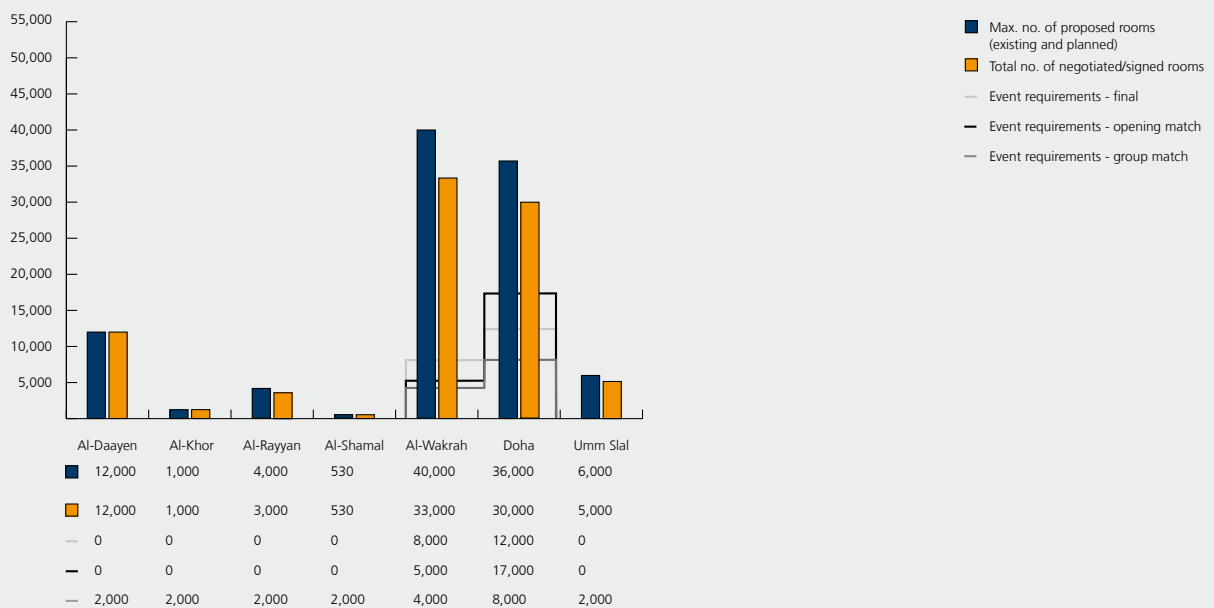
The Bidder proposes more than 240 different properties, above all in the four-star category, but also several in the three and five-star categories and a few two-star properties. All of the properties are located in the close vicinity of the stadiums (within 20km). More than 84,000 are contracted via the FIFA Hotel Agreement and the FIFA requirement for 60,000 contracted rooms has been exceeded. Based on sample assessment, no changes have been made to the template FIFA Hotel Agreement and an average

of 89% of the total inventory has been made available in each hotel (thus exceeding the requirement of 80%).

In total, the Bidder proposes 100 existing hotels, villages and compounds with more than 44,000 rooms (40,000 of which are contracted) spread across three candidate Host Cities. It is worth noting that several of the villages and compounds comprise more than 2,000 rooms each.

Some 140 additional properties, ranging from properties with a few rooms to others with several thousand rooms, are to be newly constructed, including a cruise ship project in Al-Wakrah with 6,000 rooms. Two-thirds of the 55,000 additional rooms are covered by 17 of these new construction projects alone. The Qatari Government guarantees FIFA the construction, availability and the rates (without specifying these in further detail). Only 13 of these projects are to be completed after 2016, but in any case before 2021. More than half of

**Proposed v. negotiated rooms per Host City and match type**



FIFA Hotel Agreements have been signed for the negotiated rooms  
 Event requirements do not include requirements for supporters and team base camp hotels  
 IBC room requirements included in figures for Doha

(Figures rounded up or down to the nearest 1,000)

all the contracted rooms are based on inventory that does not yet exist. Although investors are briefly described, it remains unclear what resources are available in terms of trained staff for these properties.

The compactness of the Bidder's overall concept means that travel behaviour and overnight stays have to be evaluated differently. The short distances involved mean that officials and volunteers could carry out many of their activities on site from their base in Doha or Al-Wakrah. Visitors and spectators could attend multiple matches on one day. In Doha and Al-Wakrah, the estimated event requirements for a group match have been multiplied by an assumed factor of 2.5. Moreover, assuming that up to four round-of-16 matches take place in close proximity to one another over a two-day period, the estimated event requirements for an opening match have been multiplied by an assumed factor of 3. In addition, the requirements for an IBC in Doha would also have to be taken into account.

Under these circumstances, the existing inventories of the two cities of Doha and Al-Wakrah would be sufficient to meet the estimated room requirement for FIFA, the media and Commercial Affiliates during the entire tournament. In the case of the more highly attended matches, however, this would leave only a small number of rooms for supporters, a gap that would have to be entirely filled with by newly constructed properties or possibly in neighbouring countries. The expected number of guests and the influx of visitors depends to a large extent on the timely construction of the new properties, on account of the fact that the accommodation is located in a small area in the immediate vicinity of the individual matches.

Because of the reduced possibilities for excursions or for an accompanying programme of events etc., guests might prefer brief stays in the country, or might avoid long-distance flights to the host country altogether, thus

resulting in less demand for the supply of rooms.

The average rack rate, based on the hotel contracts signed for existing properties, is:

5-star	USD 512 (Al-Rayyan) to USD 455 (Doha)
4-star	USD 328 (Al-Daayen) to USD 275 (Doha)
3-star	USD 328 (Al-Daayen) to USD 275 (Doha)

In summary, the existing and contracted inventory in Doha and Al-Wakrah combined seems to cover the requirements of FIFA, sponsors and the media. However, the Bidder is proposing to double this inventory through further construction projects.

The total inventory, and thus the number of rooms available for supporters, would ultimately depend on the number of construction projects that are completed on schedule. Specific attention needs to be paid to the segregation policies in view of the concentrated accommodation plan, which features a relatively high number of rooms in a limited number of properties. Continuous assessment of guest requirements and monitoring of the project management of the construction projects are required throughout the preparation phase for the tournament. The responsibility for construction, project management and financing rests predominantly with the Qatari Government, which has provided an additional guarantee ensuring hotel construction.

## 4.10 **FIFA headquarters**

The Bid Book provides comprehensive information on the proposed FIFA headquarters including maps indicating the location of the FIFA headquarters offices and hotels and a cross-sectional view of the proposed space.

It is proposed to set up a FIFA cluster with the FIFA headquarters located in the Doha Convention Centre Tower (under construction) and three neighbouring hotels being used for the FIFA VIP hotel and the FIFA delegation hotel, all within a maximum radius of 400 metres. The offices would be setup on several floors of the Doha Convention Centre Tower, which has 23,000m<sup>2</sup> of office space available, thus easily meeting FIFA's office requirements of 8,000m<sup>2</sup>. The offices would be high-quality, equipped with the latest technology and located in a secure environment.

It is proposed that the Four Seasons hotel, the Sheraton Doha Resort and Convention Hotel and the Doha Convention Centre Tower Hotel (under construction) be used as the FIFA delegation and VIP hotels. The Four Seasons Hotel has 232 guest rooms (all of which are contracted), the Sheraton Doha Resort and Convention hotel has 371 guest rooms (all of which are contracted) and the DCC Tower Hotel has 360 guest rooms (all of which are contracted). The hotels are located within the FIFA cluster, have excellent transport links with the airports, and all of the stadiums (except Al-Shamal Stadium) are within 30 minutes' drive.

In conclusion, it would seem that the proposal in the Qatari bid fulfils all of FIFA's requirements with regards to the FIFA headquarters, based on the information provided.

## 4.11 Transport

### Transport at national level

Qatar provides a clear transport dossier based mainly on a description of its Transport Master Plan for Qatar (TMPQ), adopted in 2006, to improve the country's transport infrastructure during the next decade together with Qatar's Urban Planning and Development Authority (UPDA). A key feature of the plan is the

introduction of extensive and integrated passenger metro/rail systems, which could not only cover the whole country due to its limited size but would also be extended to Gulf states such as Saudi Arabia and Bahrain, with an estimated budget of about USD 24 billion. The planned long-distance rail network, which would link the metro and national highway systems, would consist of a high-speed rail network connecting Qatar to Bahrain (Doha to Manama) in a travel time of less than one hour by 2019 and reaching speeds up to 350 km/h. The Doha Bay Crossing, a road tunnel under Doha Bay, would also connect the West Bay central business district with the airport area, thus providing comprehensive multimodal integration of the transport system. A second high-speed line would connect Qatar to the existing Saudi rail network by 2017. On top of that, a 340km-long metro network system covering all candidate Host Cities in Qatar is projected to be 70% operational in 2020 and serve all tournament stadiums.

Much of the road system in Qatar was built during the last decade. The government has committed USD 20 billion to expanding its road system over the next five years, including major new roads connecting the New Doha International Airport to all cities in Qatar and also the new motorway to neighbouring Bahrain by 2015. These improvements would complete an extensive national expressway network also linked to Saudi Arabia and other Gulf Cooperation Council member states such as the UAE and Oman.

### Transport at Host City level

The bid proposes an overall transport strategy and concept based principally on the compactness of the Greater Doha conurbation. According to the proposal, all the constituent groups would be accommodated in a single location for the entire tournament, with easy access to all competition and non-competition venues. Qatar 2022's transport strategy and concept also rely on an environmentally friendly

public transport vision (free of charge to match ticket holders) based on short transfers to and from all stadiums, venues, hotels and FIFA Fan Fests™ within a radius of 60-65km.

The existing road network in Greater Doha is structured around several interconnecting multiple-lane ring roads (from several six-to-ten lane expressways), with Doha’s Corniche seafront forming the innermost arterial road (in a north-to-south direction). The ring roads link the five expressways and the airport, with grade-separated intersections to enhance traffic flow. The Doha Bay Crossing, a multi-lane road tunnel linking the airport area in the south-east with the West Bay central business district, would complement this system.

Despite a compact hosting concept, the proposed match schedule is designed to

maximise traffic flow and, security and ensure there is no conflict of access routes, whether road corridors or metro lines (an access route concept would have to be elaborated in conjunction with FIFA). All stadiums would be aligned with the country’s five expressways and each is within a short walk of metro stops, on shaded and cooled pathways, with the exception of Al-Wakrah, where shuttle buses would be used to and from the metro stop.

Qatar’s plans to be a central transport hub in the region are also to be enhanced by the modern New Doha Port (NDP), to be built south of Al-Wakrah, whose freight tonnage handling capacity is expected to grow at rates of ten per cent annually, and which will also increase the number of luxury cruise line arrivals. NDP will start operation in 2014, with luxury passenger

**Travel distance between Host Cities**

	Al-Shamal		Al-Khor		Al-Wakrah		Umm Slal		Al-Daayen	
Doha	110 km	1 h 30 min.	52 km	40 min.	18 km	20 min.	29 km	40 min.	24 km	30 min.
	1 h 30 min.		45 min.		20 min.		35 min.		30 min.	
Al-Rayyan	106 km	1 h 40 min.	54 km	50 min.	26 km	30 min.	26 km	40 min.	26 km	35 min.
	1 h 30 min.		45 min.		30 min.		30 min.		30 min.	
Al-Daayen	86 km	1 h	30 km	10 min.	44 km	45 min.	8 km	1 h		
	1 h 05 min.		25 min.		45 min.		15 min.			
Umm Slal	80 km	2 h	31 km	1 h 10 min.	45 km	50 min.				
	1 h		30 min.		45 min.					
Al-Wakrah	128 km	1 h 45 min.	70 km	1 h						
	1 h 40 min.		1 h 10 min.							
Al-Khor	58 km	45 min.								
	45 min.									
Al-Shamal										

<b>1</b>	<b>3</b>
<b>2</b>	

Source: Template 12

terminals able to accommodate several cruise ships. Passenger ferries will operate services between Bahrain and the northern candidate Host City of Al-Shamal, with direct links to Doha and the rest of Qatar by expressway and the metro-rail network.

**Air transport**

The existing Doha International Airport is home to the national carrier, Qatar Airways, and is currently used by over 35 international airlines. A large number of direct flights connect Doha with five continents. Passenger and freight volume has increased significantly in recent years, with passenger numbers alone surging from 2.1 million in 1998 to 16.2 million in 2008.

Qatar is building a new airport, the New Doha International Airport (NDIA), at a cost of USD

13 billion. This will be the main gateway to Qatar for staging the FIFA World Cup™. Its first phase will be opened in 2012 and its final phase completed by 2017, providing an estimated total throughput capacity of 50 million passengers per year. NDIA will have two runways, one of which will be among the longest commercial runways in the world, enabling almost 100 aircraft movements per hour, with 41 contact gates and 22 remote gates and a terminal handling capacity initially planned for 4,800 incoming/outgoing passengers per hour, and rising to 6,400 by 2017 (passenger throughput of between 48,000-64,000 in the ten hours before and after matches).

Due to Qatar’s compact size and hosting concept, no flights are required between the candidate Host Cities.

Al-Shamal		Doha	
11 km	15 min.		
15 min.			

- 1. Distance by car in km
- 2. Average car travel time
- 3. Rail travel time



### Conclusion

The bid proposes a generally well-detailed transport plan based mainly on a transport strategy and concept which is aligned with its Transport Master Plan for Qatar (TMPQ) to improve transport infrastructure equipment over the next decade. The significant features of the plan are the New Doha International Airport, the introduction of extensive and integrated passenger metro and rail systems into the country (extending into Saudi Arabia and Bahrain), and many road and motorway upgrades. The Qatari bid is centred around the compactness of the country and the Doha conurbation, which would enable all constituent groups to be accommodated in a single location for the entire tournament, with easy access to all key venues.

Nevertheless, the fact that ten out of the 12

stadiums are located within a 25-30km radius could represent an operational and logistical challenge. Any delay in the completion of the transport projects would impact on FIFA's tournament operations. Moreover, it appears to be difficult to test a transport concept prior to the event under conditions comparable to the FIFA World Cup™.

The fact that New Doha International Airport would be the primary air gateway for the entire tournament period also requires careful consideration, not only in terms of high passenger throughput demands (up to 60,000-80,000 in the ten hours before and after matches) but also in terms of dependence on one airport.

**Annexe 1 – National transport network**

**Annexe 2 – Host City transport networks**

### Flight connections/journey times

**Due to the country's geographical size and the Qatar 2022 compact hosting concept, no flights are required between the Host Cities.**



## 4.12 Information technology and communication network

The information provided in the Qatari bid addresses the current status of the IT&T infrastructure in the country and describes the impact this would have on the event infrastructure and beyond, i.e. the legacy. The country has two telecommunications service providers – Qtel and Vodafone Qatar. Qtel has a presence in 17 countries. It is committed to expansion in the Middle East, North Africa and South-East Asia and provides coverage to 560 million people. It has introduced TETRA in sectors such as government, oil and gas, sports events and police as well as safety and security. Vodafone Qatar has been operating in the country since 2009.

New-generation IP networks will be in place far in advance of 2022. The country will have 25,000 kilometres of optic fibre cabling by 2016 (the overall area of the country is 11,437km<sup>2</sup>). The IT plan indicated forms part of the Qatar National Vision 2030 and is aligned with FIFA's information and communication technology (ICT) requirements. The Qatar National Broadband Network is a fibre-to-the-home (FTTH) network that will provide download speeds of 100 megabits per second and cover the entire state of Qatar.

The Supreme Council of Information and Communication Technology (ictQATAR) is the regulatory body responsible for the design and implementation of ICT policy. Qatar ranks 29<sup>th</sup> out of 134 countries for network readiness as of 2008-2009. The bid commits to connecting each critical location by dual WAN path. In terms of the status of what has been delivered, the following should be taken into account:

- There is a commitment to installing a dedicated FIFA World Cup™ wide area network connecting all venues securely with

the FIFA HQ, IBC and National Command Centre by 2022.

- Although the current satellite solution seems a bit restricted, investment is planned to enhance this capability.
- Potential access rights for use of the internet were not clearly stated in the Bid Book but were clarified in the answers to the clarification questions. Further assessment should be carried out to ensure such limitations are not put in place for the users of the FIFA-provided services.
- A number of commitments have been made regarding the delivery of a secure, purpose-built and dedicated WAN to connect all stadiums, non-competition venues and other venues such as the FIFA HQ and IBC, but no further details have been provided on how this would occur and with what type of technology or architecture.
- The “World Cup Information System” and “My World Cup” systems are intriguing but insufficient detail is provided on how these platforms would be integrated with FIFA's systems.
- The operations support model is aligned with that used by FIFA over the past few FIFA World Cups™.

Although some details are missing, the overall bid does suggest that there is a basic understanding of the IT requirements for the FIFA World Cup™ and a willingness to commit the necessary resources to implementing a capable solution between now and the beginning of the preparation activities for the 2022 FIFA World Cup™.

## 4.13 Safety and security

The Bid Book seems to cover all aspects of FIFA World Cup™ safety and security organisation. The topics covered in its presentation combine its proficient existing security infrastructure with

proposals to further integrate best-practice knowledge in this field.

The Bidder devotes a great deal of attention to the safety and security plan for the FIFA World Cup™, emphasising its nationwide security and intelligence systems, which are based on international best practices. The plan would be steered by the Minister of State for Interior Affairs and a dedicated Security Committee and Security Task Force, both of which would be integrated in a single management structure, the National Command Centre.

The Bidder considers its compact hosting model as advantageous. However, the challenge of ensuring effective crowd management is not addressed in sufficient detail, and a concept would have to be established to enable adequate testing of the proposed security model prior to the event under conditions comparable to the FIFA World Cup™. The security plan focuses strongly on preventive measures to counter any possible latent security risks and on effective contingencies. International cooperation would be a key pillar of this concept and of delivery of the security plan, in which the coordination of immediate response actions would be the central concern.

Overall, international safety and security standards for major events are likely to be met.

The Bidder has provided in-depth information on all the points mentioned above and most of the FIFA requirements are already fulfilled by national regulations. Details are provided on hospitals at all venues, the delivery of emergency services at different levels and staffing and infrastructure for the medical services at the competition.

There are no major health risks with regard to endemic or epidemic diseases and no specific vaccination requirements.

The health-care system, the proposed medical facilities and the precautions and plans with regard to the provision of medical services to teams, delegations and visitors at a mass event seem to meet international standards. From a medical point of view, barring unforeseen epidemics or developments, there is no major risk involved in staging the event in this country. However, the fact that the competition is planned in June/July, the two hottest months of the year in this region, has to be considered as a potential health risk for players, spectators, officials and the FIFA family in both open training sites and in stadiums and necessitates the taking of specific precautions (for example: hydration schemes, sun shields, ice, cooling mist, cooling breaks).

Overall, FIFA's requirements and international standards for health and medical services are likely to be met.

## 4.14 Health and medical services

---

The Bidder provides sufficient and good-quality information, which includes general health recommendations, a description of the health-care system, medical expenses cover, the proposed health-care facilities to be used during the event, the emergency medicine provisions and the specific national provisions for medical services at football events, including staffing and infrastructure and the anti-doping services available.

## 4.15 Competition-related events

---

The Bidder has proposed that all competition-related events are hosted in the Doha Convention Centre, which is due to be completed in 2017. Once completed, the Doha Convention Centre will have 100,000m<sup>2</sup> of space with a main hall of 34,000m<sup>2</sup>. It appears that there would be plenty of space to accommodate the Draw halls, the media centre, the TV compound, the meeting rooms, and the

office space would be equipped with state-of-the-art technical infrastructure.

Within very close proximity are several high-quality hotels (within the "FIFA cluster") which are also proposed to be used during the FIFA World Cup™. FIFA offices can be set up in the Doha Convention Centre Tower, which would be the location of the FIFA headquarters during the competition. Transport links between the Doha Convention Centre and the New Doha International Airport, located only 30 minutes' drive away, are good.

The Bidder has also proposed alternative venues for the competition-related events: the Qatar National Convention Centre in Education City and the Doha Exhibition Centre. It would make sense to stage the competition-related events in several venues in order to add variety and showcase different aspects of Qatari culture.

Additionally, the Bidder makes suggestions for additional events, including public viewing, Fan Fests, concerts, "fun-time" tournaments and interactive football exhibitions.

In conclusion, it appears that the proposals made by the Bidder would fulfil FIFA's requirements for hosting the competition-related events, although it is recommended to ensure that more than just one venue would be used for the different events.

## 4.16 **Media facilities, communications and public relations**

### IBC

The Bidder demonstrates an awareness of the critical requirements, having taken into account the documentation provided during the bid preparation period. The proposed venue for the International Broadcast Centre (IBC) does not yet exist, but the Bidder has confirmed that the facility would be built by 2020. Doha hosted the 2006 Asian Games and gained experience

in dealing with a large-scale host broadcasting operation.

The IBC facilities have not yet been constructed, however the Bidder has provided assurances that the undertakings/development projects would be concluded successfully.

The quality of the information and clarifications received from the Bidder is sufficient. As all stadiums could be reached within one hour, it would probably make sense to establish a Main Press Centre in Doha as a central working location for the majority of the media (probably within the media City). In general, the space in and around the stadiums would be sufficient. FIFA could be involved in all the construction processes (to start in 2011). The AFC Asian Cup in January 2011 could enhance the media operations know-how. To date, the biggest sporting event held in Qatar is the 2006 Asian Games in Doha.

Most of the media accommodation would be centrally located, in a separate media cluster close to the stadium for the opening match and final and to public transport and the rapid transit system.

The media space and infrastructure at the venues proposed for the competition-related events meet the requirements, although temporary media structures (for the media tribune, mixed zone and stadium media centre) would be required at some of the stadiums and would need to be addressed in the overall space allocation.

To summarise, there is no major risk in terms of the projected media facilities and services are provided as projected.

### Communications and public relations

The information and clarifications received from the Bidder are sufficiently detailed.

The Qatari media landscape is fast growing. The Al Jazeera TV network, based in Doha, currently runs 14 sports channels, and the Al Jazeera International channel has over 400 million viewers. In the past eight years, the television reach in Qatar has increased from 67 per cent

to 94 per cent. Football is the most-watched programme on TV with 77 per cent of men and 64 per cent of women tuning into matches. Radio has a reach of approximately 80 per cent across all Gulf Cooperation Council countries. There are six main daily newspapers in Qatar (three of them in Arabic, three of them in English) with a readership of 53 per cent of the Qatari population. There is substantial potential for growth in digital media, with online penetration currently at only 38 per cent due to the limited Arabic content. The availability of online content has recently been improving and there are about 65 million online users across the entire Middle East region. The bid's communications strategy is focused on ensuring consistency of communications about the tournament and the country. One of the main reasons Qatar is bidding for the FIFA World Cup™ is to showcase the country's potential around the world.

## 4.17 **Media and marketing rights**

### **TV and media rights**

FIFA generates a substantial part of its revenues through TV income (via sales of its media rights), which is mainly driven by TV ratings and related values in each part of the world. The TV ratings are affected by what time of the day the match is shown live in each territory of the world. In the past (and the same will still apply to the 2014 FIFA World Cup™), TV income from the world's markets has not been evenly spread: Europe still generates the largest share. Because Qatar has a time zone of UTC+3, should the FIFA World Cup™ be hosted in Qatar, there is unlikely to be a negative impact on TV ratings in Europe and the European media rights income. The impact on the TV ratings in the Americas and Asia is likely to be similar to that of a FIFA World Cup™ held in Europe, with afternoon kick-offs in Qatar being

shown early in the morning in the Americas and late in the evening in Asia. It is important to note that FIFA is striving to balance revenues across the world, a goal which is achievable in the long term but unlikely by 2022.

It should be noted that a correlation exists between TV ratings and other values related to the FIFA World Cup™, such as the exposure value for FIFA World Cup™ marketing rights holders.

### **Sports marketing and sponsorship market**

The quality of the information submitted by Qatar in respect of local sports marketing practices and the domestic sponsorship market was adequate.

Qatar highlighted three sports sponsorship activities in its territory, all of which are related to football events, and included a list of approximately 30 corporations sponsoring sport in Qatar.

Qatar as a country, with its population of approximately 1.7 million, has limited potential in terms of the number of football fans. Given the limited size of the population and the economy, Qatar is not considered to be an important market for most of FIFA's Commercial Affiliates. The Bid Book makes reference to special legislation enacted with regard to the 2006 Asian Games and is committed to implementing strict codes and policies to protect FIFA's intellectual property rights and to avoid ambush marketing. Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) has been submitted in full compliance with the FIFA requirements.

### **Outdoor advertising media inventory**

The use of outdoor advertising media inventory by FIFA and/or the LOC in specified areas throughout the candidate Host Cities helps to create a festive atmosphere and forms an important part of FIFA's anti-ambush marketing strategy. The level of information in respect of the outdoor advertising media secured in the candidate Host Cities was good.

Qatar provided the type and extent of outdoor advertising media inventory secured in all candidate Host Cities and in all areas requested by FIFA. Currently a single entity (Q-media) controls and sells all outdoor advertising media space in Qatar. Should Qatar be appointed, and in view of the current monopoly on outdoor advertising in Qatar, the distinction between Host City-owned outdoor advertising media inventory (which is to be provided to FIFA for its own disposal free of charge) and outdoor advertising inventory owned/exploited by third parties (which is to be provided to FIFA on the basis of a first right to purchase at average market prices) needs to be reviewed.

Qatar proposed a FIFA Fan Fest™ concept encompassing one central FIFA Fan Fest™ located at Education City (predominantly utilising the Qatar National Conference Centre (QNCC) which is due to open in 2011) complemented by six smaller satellite “Fan Zones” (incorporating a mix of indoor and cooled outdoor spaces). Education City is located close to central Doha from where it will be accessible in minutes via a planned metro network. Education City is currently undergoing major construction work with the objective of developing it into an international centre for research and education. There would seem to be sufficient space within the QNCC to meet FIFA’s space requirements. Should Qatar be appointed, it is recommended that the use of the available space within the QNCC be reviewed, as well as plans to manage the flow and number of matchday and non-matchday visitors to the site (the Education City stadium is also located within the site and other stadiums and competition-related sites are in close proximity).

## 4.18 Finance and insurance

The FIFA Confederations Cup 2021 and 2022 FIFA World Cup™ expenditure budgets submitted by the Bidder meet the requirements

of the budget template and are supported by detailed analysis for the sub-categories of each budget caption. The sub-categories of the FIFA World Cup™ expenditure budget are supported by 26 data sheets and an explanatory financial report providing narrative on cost assumptions and cost drivers.

### Expenditure budget

The FIFA Confederations Cup and FIFA World Cup™ expenditure budgets (in US dollars and Qatar riyals) are as follows:

Cost figures in thousands	2010 costs excluding inflation		Inflation-adjusted expenditure budgets	
	USD	QAR	USD	QAR
Competition				
<b>FCC 2021</b>	32,134	116,968	45,333	165,011
<b>FWC 2022</b>	613,364	2,232,645	854,849	3,111,650
<b>Total</b>	645,498	2,349,613	900,182	3,276,661

The budget totals include contingencies of USD 81.8 million or approximately 9.1% of the combined inflation-adjusted expenditure budgets.

The Bid Committee has applied inflation at rates that decline from 4.0% in 2011 to 3.5% in 2013 and thereafter applied a fixed annual inflation rate of 3.0% in the expenditure budgets. According to the Bid Book, inflation rates for Qatar ranged between 0.2% and 15.1% in the period 1998-2009.

As the Qatar riyal (QAR) is pegged to the USD at a rate of QAR 3.64 = 1 USD, the Bidder applied this pegged rate for all years in preparing the USD budget.

### Significant budget areas

The Bidder indicates total staff compensation costs of USD 207.0 million or 23% of the combined expenditure budgets. These costs are derived from a staffing plan identifying the compensation level by grade and period

of employment. Other LOC appointment, compliance and structure costs are budgeted at USD 110.2 million and comprise costs for consultants, volunteers and general costs. Stadium costs would amount to USD 178.3 million and are mainly driven by overlay costs and stadium operation costs, including utility costs and the cost of power generators. Total safety and security costs would amount to USD 61.8 million.

### Insurance

For the 2022 FIFA World Cup™, total insurance costs are reported at USD 8.8 million. The costs include an allocation for postponement or relocation of the tournament, matches or match locations, with cover of USD 200 million; cancellation cover has not yet been considered. The Bidder also reports that the State of Qatar is guaranteeing to cover any shortfall in the LOC budget.

### Conclusion

The Bidder has submitted the budgets in the format required with additional supporting information. The supporting information provides cost analysis and cost drivers at a detailed level. Based on the total budget information submitted, the Bidder has demonstrated a clear correlation between the financial parameters of the budget and the intended operational delivery of most areas of the competitions.

## 4.19 Ticketing

The proposed stadiums meet FIFA's net seating capacity requirement (corresponding to approximately 2,869,000 sellable tickets). The indicated seat kills and number of seats with an obstructed view appear to be acceptable, and the VIP and media allocations meet the requirements. The Bid Book provides clear

stadium drawings and detailed information about hospitality.

The market is totally new, without any benchmark or historical reference to support the full stadiums foreseen in the Bid Book. The bid meets the requirement for indoor hospitality in sky boxes and business seats (5% to 8%).

In view of the absence of a strong local market for ticketing and hospitality, FIFA and the Bidder may have to formulate a different plan to replace the customary ticketing and hospitality business model.

On paper, the bid provides high-quality proposals in terms of infrastructure.

## 4.20 Legal and Government Guarantees

The laws of Qatar are written in Arabic with no official translation in any other language, which creates an intrinsic risk concerning all legal relationships in Qatar. Furthermore, as an Islamic country, the laws of Qatar are based on the principles of Sharia, which imposes restrictions on the sale, advertising and distribution of certain goods and services and otherwise may overrule other statutory laws. Qatar has submitted fully executed versions of all required contractual and government Hosting Documents to FIFA. An overview of Qatar's compliance with the content of the FIFA template documents and the risks resulting for FIFA is set out in annexe 3. The Hosting Agreement has been submitted in duly executed form without any deviation from the FIFA template. Unilaterally executed Host City Agreements have been provided by all seven candidate Host Cities. All such Host City Agreements fully comply with the template Host City Agreement without any deviation. The evaluation of contractual documents for stadiums and training sites is contained in the relevant sections above.

All government documents have been submitted to FIFA without any material deviations from FIFA's template documents. The undertaking for the enactment of the necessary legislative steps is given by the government for 2017 and not for 2015 as required by FIFA. In Government Guarantee No. 2, the required suspension of existing labour legislation impacting on the events is granted until 2018, not until 2022. In addition to the required Government Guarantees, Qatar has submitted a Government Guarantee concerning accommodation. All nine Government Guarantees and the Government Declaration are legally valid and enforceable subject to a decree by the Emir of Qatar ratifying the Government Guarantees, which will have to be issued accordingly. The Government Legal Statement does not make clear which changes in laws, regulations,

ordinances or decrees are necessary to give full effect to the Government Guarantees and the Government Declaration and does not contain a proposed procedure and time schedule for the enactment of any such laws, regulations and ordinances. The Government Declaration and the Legal Opinion have been submitted without any material deviations from the FIFA template and without any assumptions or qualifications.

### Conclusion

If Qatar is awarded the hosting rights, FIFA's legal risk appears to be low. All requirements for contractual documents have been met, but additional specific undertakings and securities are necessary given the special situation in, and the special hosting concept of, Qatar. The necessary government support has been secured.

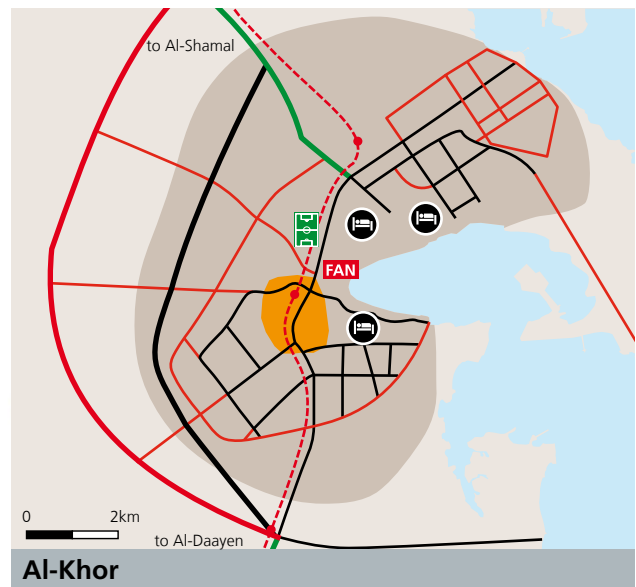
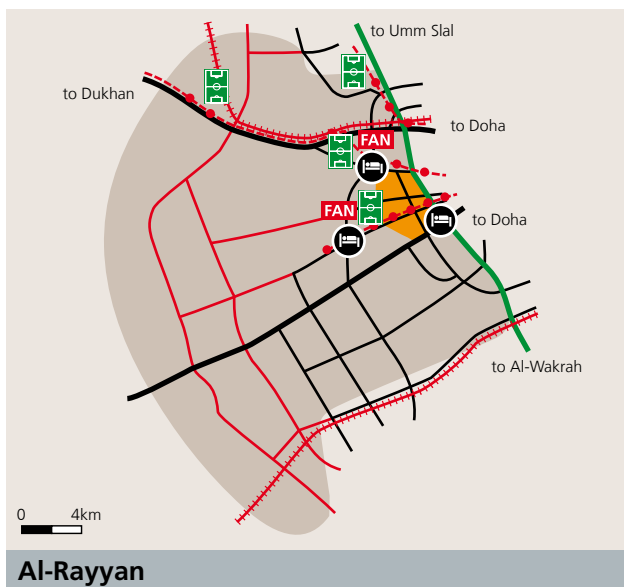
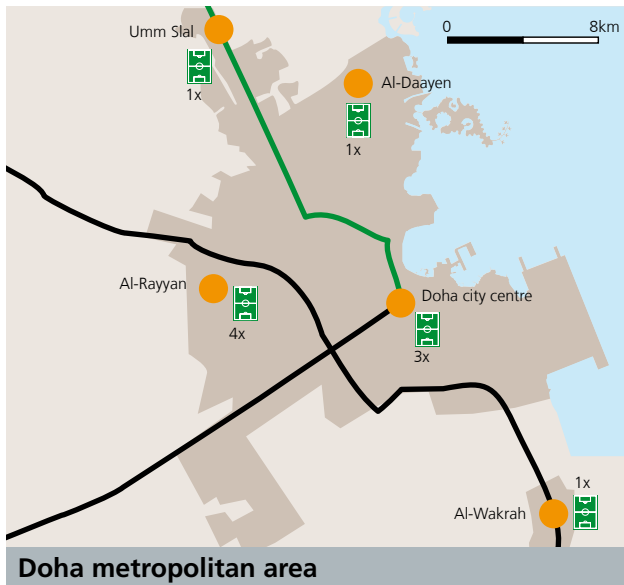
# Annexe 1 National transport network



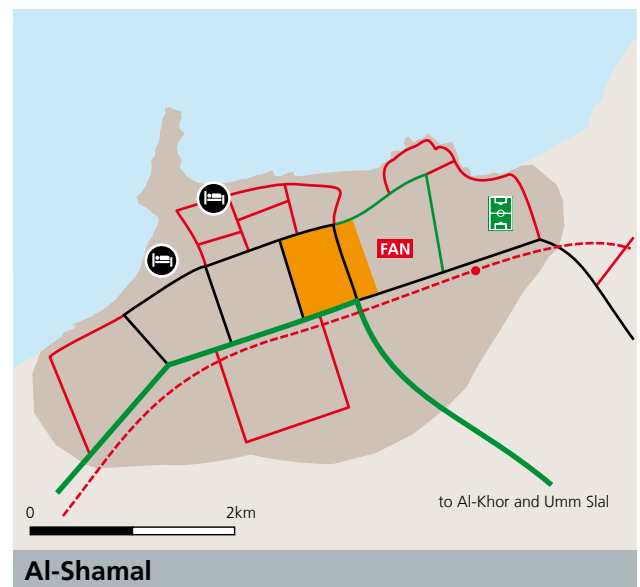
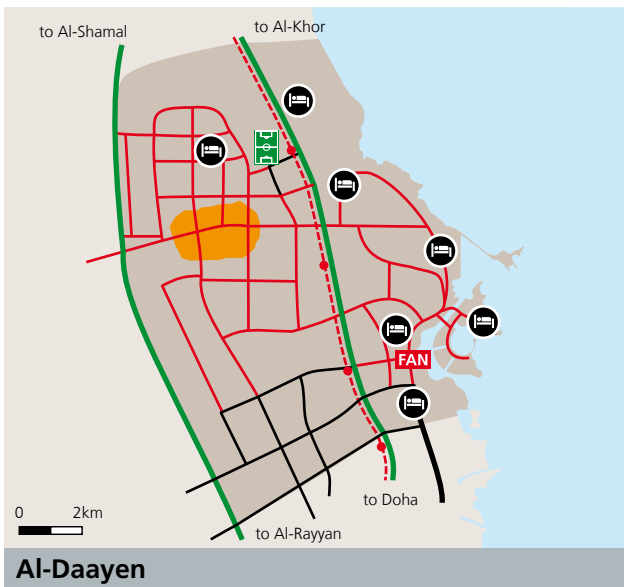
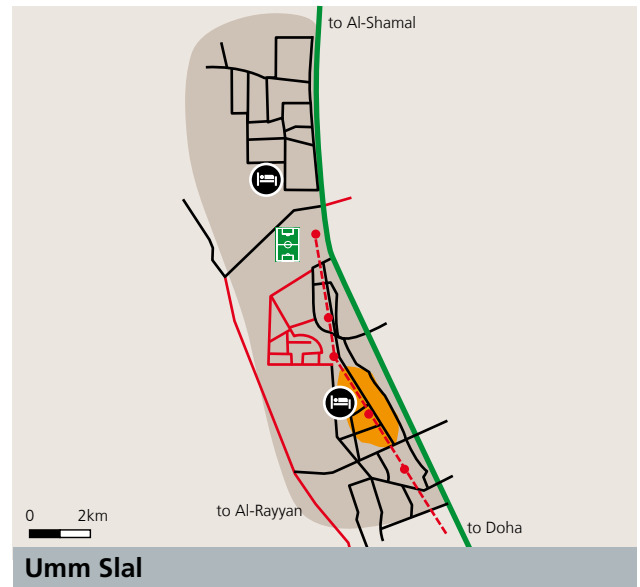
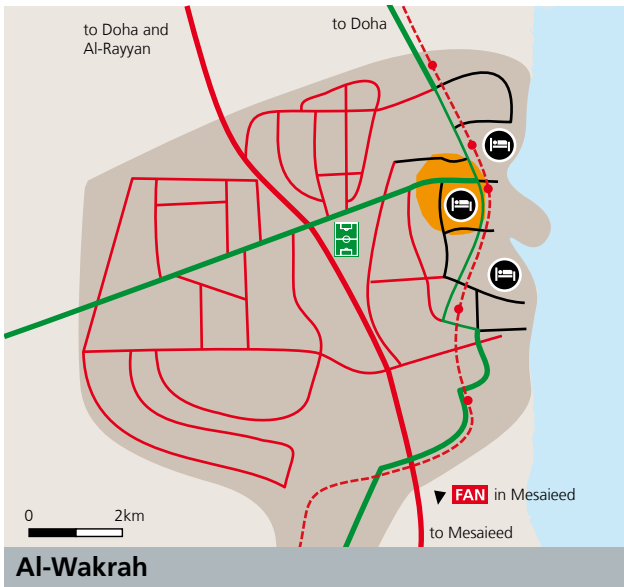
- |                  |                |                    |                                   |
|------------------|----------------|--------------------|-----------------------------------|
| Stadium          | Hotel          | <b>Inhabitants</b> | <b>Rail</b>                       |
| Airport < 5m     | FIFA Fan Fest™ | Host City          | Existing Major renovation Planned |
| Airport 5 to 25m | City centre    | < 1m               | <b>Metro/tram/bus</b>             |
| Airport > 25m    | Seaport        | 1 to 5m            | Existing Major renovation Planned |
|                  |                | > 5m               | <b>Motorway</b>                   |
|                  |                |                    | Existing Major renovation Planned |

















# Annexe 2 Host City transport networks












Stadium	Hotel	<b>Inhabitants</b>	<b>Rail</b>
Airport < 5m	FIFA Fan Fest™		
Airport 5 to 25m	City centre	< 1m	
Airport > 25m	Seaport	1 to 5m	<b>Metro/tram/bus</b>
		> 5m	
			<b>Motorway</b>



-  Stadium
-  Hotel
-  Airport < 5m
-  FIFA Fan Fest™
-  Airport 5 to 25m
-  City centre
-  Airport > 25m
-  Seaport

- Inhabitants**
- |   |   |
|---|---|
| Host City   | Non-Host City   |
|  < 1m    |  < 1m    |
|  1 to 5m |  1 to 5m |
|  > 5m    |  > 5m    |

- Rail**
- |   |   |   |
|---|---|---|
| Existing  | Major renovation  | Planned   |
|  |  |  |
- Metro/tram/bus**
- |   |   |   |
|---|---|---|
|  |  |  |
|---|---|---|
- Motorway**
- |   |   |   |
|---|---|---|
|  |  |  |
|---|---|---|

## Annexe 3

# Overview of legal evaluation

Legal documents	Risk for FIFA	Remarks
Government documents		
<b>Government Guarantees</b>	<b>Low risk</b>	Submitted documents fully executed, largely in compliance with FIFA requirements. Special decree by the Emir ratifying all Government Guarantees necessary. Undertaking for the enactment of laws only for 2017.
Contractual documents		
<b>Hosting Agreement</b>	<b>Low risk</b>	Submitted document fully executed in compliance with FIFA requirements.
<b>Host City Agreements</b>	<b>Low risk</b>	Submitted documents fully executed in compliance with FIFA requirements.
<b>Stadium Agreements</b>	<b>Low risk</b>	Submitted documents fully executed in compliance with FIFA requirements, but specific undertakings and securities necessary.
<b>Training Site Agreements</b>	<b>Medium risk</b>	Submitted documents fully executed in compliance with FIFA requirements, but specific undertakings and securities necessary.
<b>Confirmation Agreements</b>	<b>Low risk</b>	Submitted documents fully executed in compliance with FIFA requirements.
Overall		
<b>Overall legal risk</b>	<b>Low risk</b>	

## Annexe 4

# Operational risk

		Remarks
<b>Competition</b>		
<b>Stadium construction</b>	<b>Medium risk</b>	Nine of the 12 stadiums to be constructed.
<b>Stadium operations</b>	<b>Medium risk</b>	Projects operationally viable; however, no clear documentation on how to carry out operational testing under FIFA World Cup™ conditions (e.g. how to address segregation and security of target groups, how to train staff, etc.); pressure on ticketing plan due to scope of construction and modular seating.
<b>Team facilities</b>	<b>High risk</b>	The legal risk is medium. Cluster concept requires further review: 1. Most of the facilities do not yet exist; 2. Grass-growing and cooling technology still to be tested - reliability to be proven and back-up solutions to be proposed; 3. Teams should be provided with more than one pitch. Success of the competition totally relies on development and full reliability of new technologies as well as the acceptance of these technologies by the teams.
<b>Competition-related events</b>	<b>Low risk</b>	
<b>Transport</b>		
<b>Airports and international connections</b>	<b>Medium risk</b>	The planned new airport would meet the requirements, although there would be a strong dependence on it as the one airport in the immediate vicinity of the competition.
<b>Ground transport</b>	<b>Medium risk</b>	At present, very little ground transport infrastructure exists. Significant development plans are in place, but any delay in completion works could affect ground connections.
<b>Host City transport</b>	<b>Medium risk</b>	Novel local transport concept. Playing up to four matches within a 30km radius in one day could present operational risks.
<b>Accommodation</b>		
<b>General accommodation</b>	<b>Medium risk</b>	More than half of the proposed accommodation, in particular accommodation for supporters, has still to be constructed. Specific attention needs to be paid to the segregation policies in view of the concentrated accommodation plan.
<b>TV</b>		
<b>International Broadcast Centre (IBC)</b>	<b>Medium risk</b>	Planned solution to be built, but no financial guarantee given.



**Fédération Internationale de Football Association**

FIFA-Strasse 20 P.O. Box 8044 Zurich Switzerland

Tel.: +41-(0)43-222 7777 Fax: +41-(0)43-222 7878 [www.FIFA.com](http://www.FIFA.com)