

**COMMITTEE ON SAFETY AND SECURITY
AT SPORTS EVENTS (T-S4)**

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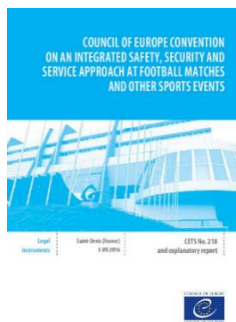


CONSEIL DE L'EUROPE

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**Safety, security and service at FIFA World Cup
Qatar 2022™
Good practices and lessons learned**



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Disclaimer:

The contents of the report are the responsibility of the consultant and do not necessarily reflect the views of Council of Europe.

EXECUTIVE SUMMARY

This is the executive summary of the final evaluation report of the Saint-Denis Committee on the safety, security and service legacy of FIFA World Cup Qatar 2022™, which was based on the answers of Saint-Denis States Parties and Observers to a questionnaire.

The safety, security and service framework during the FIFA World Cup Qatar 2022™ has been exceptional in several respects.

Having no experience in staging mega sporting events, the host country had undergone a long and intensive preparatory phase. It notably signed bilateral agreements with other States and engaged with multilateral networks, such as the Council of Europe Saint-Denis Convention framework and the NFIP group, to develop relevant expertise, technological and human capacities. The feedback received from Council of Europe Member States and Observers underline the readiness of the host country and the success of the framework, no major incident being reported during the event.

Although the absence of risky supporters certainly played a role, many features of the national Qatari framework were praised by the visiting delegations: in particular, the high quality of the infrastructure, the public transport systems and the mobility plans were noted, alongside the functionality of the security services apparatus (surveillance, intelligence and border control). The host country also succeeded in providing a high-quality service dimension, thanks notably to the *Hayya* card information system, the clear signage setting and the numerous and welcoming volunteers. The whole framework was well-coordinated by an integrated center of command within the Safety & Security Operations Committee (SSOC), supported by the International Police Cooperation Centre (IPCC) and the information-sharing platform (QSSIO).

Still, several procedural problems were raised through the questionnaire answers. Despite the general satisfaction regarding the delegation “spotter” system, the local cicerones appointed to assist visiting police delegations were often ill-prepared to the task. Several stakeholders also stated that the verticality of the level of command was a general problem within the national framework, with insufficient prior information on the local settings and logistics for foreign delegations and the absence of substantial briefing on incidents, risks or change of regulations during the tournament. The delegations and observers were excluded from the strategic command, and had no direct access to information from other delegations. They also complained about a lack of social activity and proper accommodation standards. More generally, a number of ticketing issues marred the start of the tournament before being addressed by FIFA, the event organiser. Finally, the access of disabled persons to stadiums platforms or to clear information on transport systems or logistics was described as perfectible.

On the basis of this feedback, a number of recommendations are expressed to better anticipate future mega sporting events. Given the complexity and specific constraints of such one-of-a-kind events, the preparatory phase should cover all dimensions of the Saint-Denis framework, while respecting the local political and cultural conditions. The cooperation framework should as much as possible strike a balance between the need to centralise command and integrate the input and views from visiting delegations and stakeholders. The high level of the service dimension provided by Qatar should serve as a model for future events.

While future mega sporting events may not feature the same FIFA World Cup Qatar 2022™ conditions, they will still bear their own cultural and political specificities, to which the security, safety and service framework will have to adapt. The flexible, multi-agency integrated approach from the Saint-Denis Convention remain all the more relevant to build common understandings, share good practices and experiences, and improve global standards to ensure the success of these unique human experiences.