



**BIDDING NATION**  
**MOROCCO**



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MOROCCO**

**VOLUME 1**

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# INTRODUCTION



**Mr. Gianni INFANTINO**

**President of the Fédération Internationale de Football Association - FIFA**

**Dear Mr. President,**

As the Kingdom of Morocco bids to host the 2026 FIFA World Cup, I wish to express, on my own behalf and on behalf of the Moroccan people, my unconditional support for this major project.

This fifth bid by my country to host this global sporting event is testimony to the immense passion the Moroccan people, and indeed all African nations, have for football and also to their commitment to the lofty ideals underpinning the game.

We very much look forward to hosting this major event in a spirit of peace and tolerance. The Kingdom of Morocco is ready to organize the World Cup and live up to the ambitions and objectives adopted recently by FIFA. My country will give the participating teams, the sports community and the fans an opportunity to enjoy an exceptional atmosphere of jubilation throughout the Kingdom, fueled by the population and extending beyond football stadiums.

Since time immemorial, Morocco has upheld a natural, deep-rooted tradition of generous hospitality. It also has a longstanding record as a safe, stable country. Building on these assets, the Kingdom has forged ahead with its modernization process, stepping up the pace of development in all sectors. We believe these efforts will contribute to the success of this global sporting event. The quality of our infrastructure, the vibrancy of our economy, the Moroccan people's know-how, their ability to innovate and their legendary hospitality are key factors we intend to build on to host a World Cup tournament that meets the highest international standards, offering conditions conducive not just to competition, but also to joyful celebration. We also pledge to ensure the comfort of participating teams and provide good working conditions for all the parties concerned, right from the preparatory stage of this major event.

We shall see to it that our ambition to achieve excellence is matched by full compliance with the requirements of this sporting event, from the bidding stage all the way through to the actual organization of the World Cup. This will be illustrated by the nature of the investments to be made, and every dirham spent in this regard will contribute to building a tangible legacy for Moroccans and to



laying solid foundations for the promotion of football in the Kingdom and throughout the African continent. Ours is a qualitative commitment, and the nature of the projects to be implemented will illustrate our resolve to promote sustainable development that respects ethical principles, seeks peoples' well-being and preserves the environment.

In the light of the above, I wish to assure you, Mr. President, of the Moroccan State's commitment to honor all its obligations as a country bidding to host the 2026 FIFA World Cup.

Yours sincerely,

**Mohammed VI**  
**King of Morocco**

2 March 2018.



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**To the attention of Mr. Gianni INFANTINO  
President of the Fédération Internationale de Football Association**

**Object:** Joint declaration by the President of the FRMF and the President of the Morocco 2026 Bid Committee

Rabat, March 5<sup>th</sup> 2018

Mr. President,

It is our immense pleasure to present to you, and to all FIFA Member Associations, the fifth bid of the Royal Moroccan Football Federation (FRMF) to host the FIFA Football World Cup™.

Our perseverance demonstrates a profound attachment to the World Cup, which stems from our awareness of football's power to bring all people together beyond any generational, social or geographical divides.

This bid is also the first of a new era marked by profound changes undertaken by FIFA in favour of a more open, sustainable and transparent World Cup, extended to 48 countries,

For its part, Morocco has also been on a journey of considerable change.

Rooted in our history and authentic values of tolerance and hospitality, we are also a constantly evolving nation building on the institutional reforms implemented in the last 20 years and accelerated by a new constitution in 2011, and benefitting from the enormous investments made to radically improve our infrastructure. As a result, since our last bid in 2003, Morocco has doubled its GDP and the number of tourists welcomed to its shores, while the number of hotels, airports and motorways has increased by a factor of 2.5. Our financial reforms and favourable location have also allowed us to become Africa's leading financial centre.

Football is part of this momentum for change. This sport has a special place in the hearts of all Moroccans. Football is played everywhere, from the streets to the beaches to Morocco's biggest stadiums where our passion for the game is regularly on display.



**BIDDING NATION  
MOROCCO**

Capitalising on this passion, and through the FRMF's 2030 strategy, Morocco has made a step change in modernising the game's structures and organisations, including: the development of professional and amateur leagues and training programmes for team officials and referees, the launch of an ambitious construction programme for community football pitches, large-scale African and international cooperation, and a new national technical department that guided the Atlas Lions to victory in the 2018 CHAN and to qualification for the 2018 FIFA World Cup™.

Furthermore, all commitments made in the context of our bid for the 2010 FIFA World Cup™, have been kept, including the construction of three stadiums in Marrakesh, Tangier and Agadir, that equipped the local clubs with world class football infrastructure. In addition, we have launched stadium projects in Oujda and Tetouan and preparatory studies for the Grand Stade de Casablanca.

This new football era demands a new and highly innovative bid. It is our pleasure to present such a bid to you.

All Moroccans now stand before you – together for one goal: to deliver to FIFA and to the world an impeccable World Cup, to the highest international standards. A tournament that will showcase the best of football, as a social and commercial force, but first and foremost as a game with a global community of passionate fans.

Sincerely,

**Fouzi LEKJAA**

**President of the Royal  
Moroccan Football Federation**

**Moulay Hafid ELALAMY**

**President of the Morocco 2026  
Bid Committee**

### Morocco 2026: a showcase for the best of football

Morocco is a land where football passions run through every vein. The weekend's big matches are played out in miniature in every family, every café, every street, every day. It's a nationwide playground, a living stadium, to which FIFA World Cup™ adds its own unique brand of magic and the hope of a nation united behind its Atlas Lions, the national team.

Morocco pledges to stage an impeccable FIFA World Cup™:

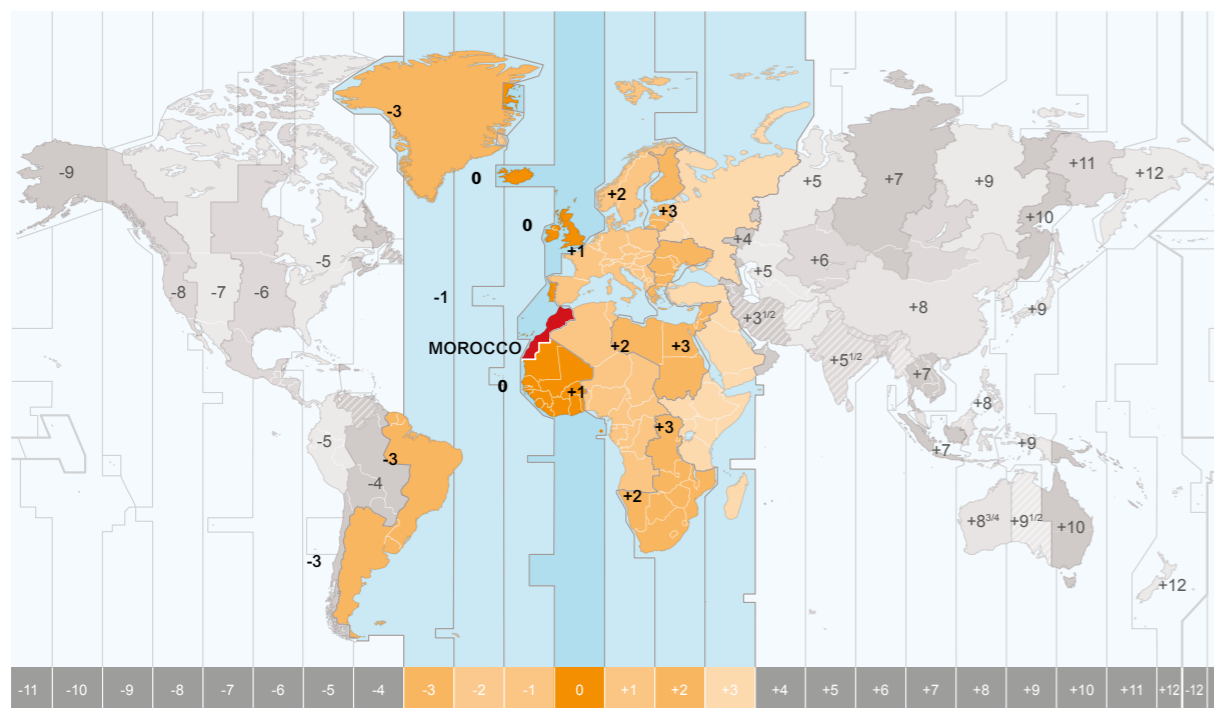
- Celebrating the best of the game; its values of tolerance, openness and respect;

- Delivering an authentic and human experience;
- Leaving a sustainable legacy for the younger generations of Morocco and Africa.

### Authentic football passion, at the heart of the football world

Morocco stands at the crossroads of seas, continents and civilisations. The country is ideally located at the heart of the football world, among millions of football fans. In 2026, Morocco will deliver an accessible, affordable, compact and truly welcoming FIFA World Cup™, in which magical cities, desert oases, mountains, forests and beaches will vibrate with an entire continent's passion for the beautiful game.

#### Morocco's timezone: ideal location for the best exposure



### A concept to deliver an unforgettable FIFA World Cup™ experience

Morocco's hosting concept also aligns perfectly with FIFA's highest operational expectations. Its underlying principle is to provide the teams, referees and FIFA constituent groups with an exceptional

experience in terms of comfort, preparation and competition. It will guarantee millions of fans – inside the stadiums or in front of their screens – an unforgettable celebration, accessible to all.

The plans will ensure that commercial partners, media and broadcasters - and the tournament as a whole - achieve maximum long-term value.

The Morocco 2026 hosting concept and vision are built on solid pillars in support of this ambitious vision:

- A 14-stadium plan that will deliver state-of-the-art venues meeting all hosting requirements while also ensuring meaningful, flexible and sustainable long-term benefits for local football and communities thanks to a revolutionary Legacy Modular Stadium (LMS) concept;
- A selection of 12 iconic and truly football-loving Host Cities, whose exceptional heritage and breath-taking landscapes will deliver extraordinary images for broadcasters and capture the imagination of the world;
- A world-class accommodation offer, benefitting from the infrastructure of Africa's leading tourism destination (more than 11 million visitors in 2017), with ongoing growth in hotel capacity of 7% per year since 2003 and the promise of an authentic welcome, legendary throughout the world;
- A highly compact overall plan, reinforced by a network of international airports, high-speed rail lines and motorways guaranteeing short journey times and giving players maximum opportunity for rest, recovery and match preparation. The plan will also reduce the FIFA World Cup™ environmental impact, which will be lower than the most recent edition in Brazil, despite the tournament's expansion to 48 teams;

- A safe and peaceful environment in a country enjoying one of the lowest crime rates in the world, and where people from many different cultures live together in harmony, with an open outlook to the world;
- Strong and stable economic foundations, in a country that has enjoyed significant and sustained growth for more than a decade (above 4% per year in the last 15 years), and which is the 2<sup>nd</sup> market in Africa for inward international investment – up 500% since 2003;
- A real and sustainable legacy for the development of grassroots and professional football in Morocco, and for the whole of Africa;
- A powerful and positive impact on the daily lives of Moroccans, in particular thanks to legacy infrastructure designed to be highly accessible and beneficial to local communities, and which will be delivered to the highest standards of sustainable development, respecting and furthering the development of human rights.

### Together for one goal

The strength of this concept also builds on its ability to bring the whole nation together, for one goal: to stage a FIFA World Cup™ of uncompromising operational excellence, true sustainability, and a real and shared passion for football. This unity has been expressed through the unconditional commitment of the Government, the Host Cities, political parties, trade unions, NGOs, major companies and the wider population, 97% of whom are backing Morocco 2026<sup>(1)</sup>.

<sup>(1)</sup> IFOP Survey - February 2018

# CHAPTER A



# 01.

## INTEGRATED HOSTING VISION AND STRATEGY



## OUR VISION

Morocco, a land of football, pledges to host in 2026 an impeccable FIFA World Cup™

- Celebrating the best of the game, and its values of tolerance, openness and respect
- Offering an authentic human experience
- Leaving a long lasting legacy for the young people of Morocco and Africa



### 1.1 Integrated Hosting Vision

#### 1.1.1 A truly integrated hosting vision from bid phase to legacy

Morocco's bid for the 2026 FIFA World Cup™ is founded on a common vision, shared by the Royal Moroccan Football Federation (FRMF), the public authorities including the Moroccan Government, the 12 Regions, the local authorities of the proposed Host Cities and Team Base Camps and all other stakeholders, supported by the population of a country that loves football, with 97% of Moroccans supporting the bid<sup>(1)</sup>.

This overall vision was established at the very outset of the bid and reflects unprecedented stakeholder engagement, bringing together all levels of Government, the sports movement and social institutions. The approach is fully aligned with the Moroccan Government's vision to use sport and football in particular as a means to drive national unity and cohesion.

Already, the bid is uniting Moroccans around an ambitious vision for the future. It has unlocked the imagination of proposed Host Cities and Regions, through the opportunity

to use football to drive much-needed new social and infrastructure projects in line with long-term plans.

This highly integrated vision, fully aligned with the nation's strategic priorities, is reflected across all aspects of the bid, including selection of proposed Host Cities, long-term football and stadium development plans, locations for FIFA Fan Fest™ sites, accommodation and sustainable development.

“  
**Our aim is to ensure that every Moroccan who wants to play football can have access to the game, regardless of their age or gender, regardless of their cultural background or whether they have an impairment.**  
 ”

Ministry of Youth and Sports

All these aspects have been at the heart of bid-phase communication and engagement, to inspire people and communities, especially young people, around the opportunity the project represents.

<sup>(1)</sup> IFOP Survey - February 2018

#### 1.1.2 Simply, Morocco 2026 is about the best of football

Moroccans are united to stage a tournament of authentic football passion and real human legacy, using the country's sweet-spot location to reach a maximum global audience and tell a positive story about football as a force for unity, hope and change.

Morocco will deliver an unforgettable football experience in a nation that lives and breathes the game. The atmosphere will engulf the whole Kingdom in all its diversity and beauty. The tournament will harness the growing on-field momentum of the Atlas Lions, the national team and pride of Morocco, and spread passion for football to the world.

The FRMF's vision for the FIFA World Cup™ puts football's players and fans first. Teams and officials will enjoy the best conditions to perform at their highest level, with the benefit of short travel times, a single timezone and optimal Mediterranean weather in addition to outstanding Team Base Camp facilities.

Fans will enjoy easy access into and around the country, supported by simple immigration requirements. A highly fan-friendly concept will feature accommodation options to suit every budget, magical FIFA Fan Fest™ sites, fast and efficient transport benefitting from a modern, road, rail and air system, and a wealth of attractions to explore.

In 2026, the world will discover Morocco as a crossroads of tradition and modernity; a land of peace and stability matched by extraordinary progress and ambition. The success of the tournament will be underpinned by excellent levels of existing and planned infrastructure, the product of major strategic investment over the past two decades.

Hosting the FIFA World Cup™ will showcase Morocco's development to a global audience, unlocking new investment and accelerating new infrastructure and development projects that will further improve living standards for the benefit of all Moroccans.

**Young people are at the heart of the Kingdom's integrated development strategy**

The bid and its hosting strategy are fully aligned with Morocco's strategic vision towards 2030. Focus areas include young people, sports, regional development, sustainability and leadership in driving pan-African cooperation.

Morocco's innovative hosting strategy responds to all five national priorities. It is also a model that can serve other African nations aspiring to host major football events – part of a broader ambition to ensure that a 2026 FIFA World Cup™ in Morocco will be a FIFA World Cup™ for all of Africa; a catalyst for pride, progress and cohesion throughout a continent where football forms part of the fabric of people's lives.

Overall, the tournament in Morocco will articulate the FIFA 2.0 vision, boosting football's global reputation by harnessing the game's unique power to lead and bring positive change in the world. As the tournament embraces a new era, Morocco offers a chance to show the world that football truly belongs to all those who love the game.

## 1.2 Strategy and objectives: a project that starts with legacy

The Morocco 2026 project is based on a clear understanding of how the FIFA World Cup™ can serve Morocco's strategic priorities. The tournament will showcase the enormous progress made by Morocco over recent years and further reinforce social, sporting, environmental and economic development, following the national strategy and in line with the objectives of the FRMF, the Host Cities and regions.

### 1.2.1 Football and broader sporting development as core pillars of national strategy

A FIFA World Cup™ in Morocco will inspire huge pride and social cohesion throughout a nation where football has long held great power to drive identity and esteem.

Moroccans' insatiable appetite for the game was seen most recently when the country hosted and won the 2018 African Championship of Nations (CHAN), which broke all attendance records. More than 500,000 tickets were sold for the tournament, compared to a previous record of 297,000 achieved in South Africa in 2014. The success built on results seen in 2013 and 2014 when Morocco hosted the FIFA Club World Cup™.

The national football team, known as the "Atlas Lions", is the pride of Morocco and has consistently served as a standard-bearer for football on the African continent. Morocco was the first African team to qualify for the FIFA World Cup™ finals in 1970 and the first to qualify for the second round of the tournament in 1986. It will seek to build on this record in Russia in 2018.

Football, and broader sporting, development is therefore a core pillar of national strategy.

Legacy plans linked to the FIFA World Cup™ are perfectly aligned with the five priorities of the Kingdom's strategic vision, as well as the FRMF's new strategy for growing the game at all levels.

The benefits of this plan, launched two years ago, can already be seen at the highest level with the progress made by the national team, whose momentum will be super charged by a FIFA World Cup™ in Morocco.

At grassroots level, a major facilities development project will drive participation, particularly among less advantaged communities. More than 100 new community football fields have already been planned in the context of a new programme, launched by the Ministry of Youth and Sports, to create 800 new community sports facilities throughout Morocco's 12 regions. The project is an example of the united and integrated vision and the dynamic being inspired by the Morocco 2026 bid.

“ **Making Morocco a major regional and international sport hub, and strengthening then the network of community sports infrastructure** ”

Ministry of Youth and Sports

Meanwhile a legacy of top-class new and renovated stadiums from the tournament will help usher in a new era for the country's elite and professional game. Community-oriented Legacy Modular Stadiums (LMS, see section 8), combined with a legacy network of new and renovated training sites, will play a key role in further promoting grassroots participation - in football and all sports.

### 1.2.2 A tournament that will help deliver Morocco's strategic vision

The FIFA World Cup™ will deliver across all five strategic priorities of Morocco's national vision towards 2030.

Young people, the focus of a dedicated Youth 2030 strategy, will be the first to benefit from the spirit of optimism as well as the tangible opportunities that the project will create. In particular, Morocco's youth will be the heartbeat of the tournament volunteer force, with the chance to build skills and connections while sharing their talents and enthusiasm for the benefit of all tournament participants.

More broadly, 2026 FIFA World Cup™ in Morocco will accelerate strategic infrastructure investment already underway and planned over the past decade, helping Morocco to solidify its position as the key commercial gateway to Africa.

In line with the national emphasis on regional development, the tournament will play a key role in spreading the benefits of Morocco's recent growth to people in all of its communities, particularly those far removed from the major economic centres. For example, it will accelerate strategic transport projects, such as the Marrakesh - Ouarzazate tunnel, to help open up the Kingdom's regions.

At Host City level, tournament plans have been shaped in the context of local visions and strategies, as outlined in the Host City Vision Statement signed by each Host City's Mayor.

A good example is the second stadium in Casablanca, to be developed within the pioneering Zenata eco-city project, a flagship of social and sustainable development, which places the human at the heart of the city's future growth ambitions.

Within this framework, Morocco's innovative Legacy Modular Stadium concept (LMS) will help limit investment costs and create a lasting post-event legacy, perfectly tailored to real local community and football needs.

The concept sits at the heart of a comprehensive social and environmental sustainability plan, already in place and being implemented as part of the FRMF's 2026 FIFA World Cup™ bid.

Finally, the FIFA World Cup™ will support Morocco's pioneering work to drive pan-African cooperation and knowledge transfer across a broad range of sectors. This is reflected in a series of bilateral "South-South" agreements. The bid itself is part of a broader dynamic of Moroccan re-engagement in Africa, marked by the country's re-entry to the African Union in 2017 and up to USD 300 million of annual sub-Saharan investment.

In football terms, the ambition will translate to a new International Centre of Excellence and knowledge-sharing for the benefit of young players and technical and administrative staff of other national federations.

Overall, the FRMF is determined that a FIFA World Cup™ staged in Morocco will nourish the legacy begun with the first African tournament in South Africa 2010.

# 01.

## 1.3 Hosting characteristics

### 1.3.1 A platform to bring the FIFA 2.0 vision in life

Morocco is a land of football, peace and extraordinary diversity, which sits at the crossroads of the world. It is a nation of enormous ambition; a leader on the African continent, which continues to modernise rapidly while retaining its authentic and plural identity.

Morocco's commitment to openness and international engagement sits behind a determination to deliver a FIFA World Cup™ to the highest standards of transparency and good governance.

This profile offers the ideal platform for FIFA to share its 2.0 story, and promote the game's values to the world.



### For the Fans

Who will enjoy easy access into and around the country, with accommodation and transport options to suit every budget, magical FIFA Fan Fest™ sites, an unforgettable tournament atmosphere and a wealth of attractions to explore.

### 1.3.2 A stage to inspire the best of football

In 2026, passion will spread from the stadium to the streets and every corner of the Kingdom: its mountain villages, beachside settlements, even to the desert oases. Incredible images will capture the imagination of the world.

The spirit of optimism will be enshrined in a tournament Welcome Programme, which will guarantee every visitor an authentic and heart-felt welcome in a country renowned for its culture of gracious hospitality. The programme will be known as "Ibtissam", the Arabic word for "smile".

### 1.3.3 Long-term impact for football - and the world

Overall, a 2026 FIFA World Cup™ in Morocco will be a feel-good, authentic and meaningful celebration, for the benefit of five core groups.

### For the Players

Thanks to ideal performance conditions: short travel times, excellent accommodation and training infrastructure, a single timezone, and an optimal, Mediterranean climate.



### For FIFA

Which will benefit from a highly profitable, safe and image-enhancing tournament, harnessing Morocco's sweet-spot location and proximity to football's most important broadcast, ticketing and sponsorship markets.

More than 60% of teams will represent countries within a three-hour time difference, from Argentina to Iran, Iceland to South Africa. It means that the majority of global fans will be able to experience the tournament live and at times that suit them.

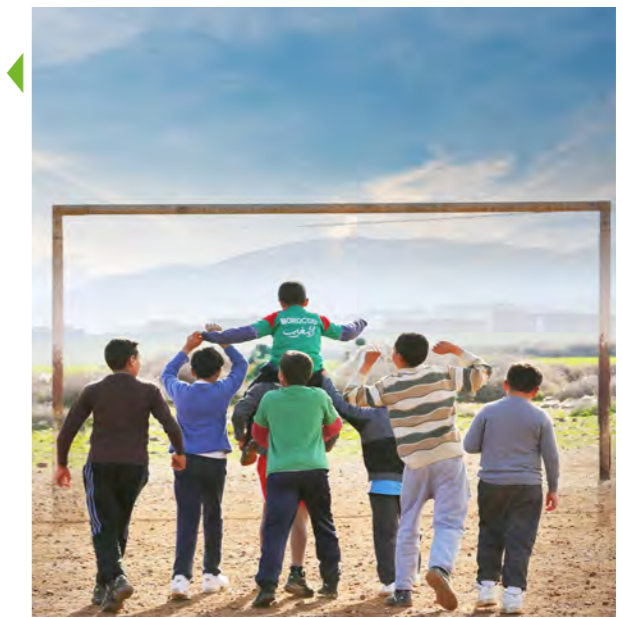
### For Morocco and Africa

As a leader in Africa, with a natural strategic location at the gateway to the world's youngest and fastest-growing continent, Morocco is also determined that a FIFA World Cup™ in Morocco will serve its football-loving neighbours. The FRMF will make it a priority to share both physical football legacy and knowledge – and to implement a sustainable hosting model that can inspire other countries aspiring to host the world's greatest sporting event.



The result will enable maximum future investment in the growth of the global game, across all 211 national associations of FIFA.

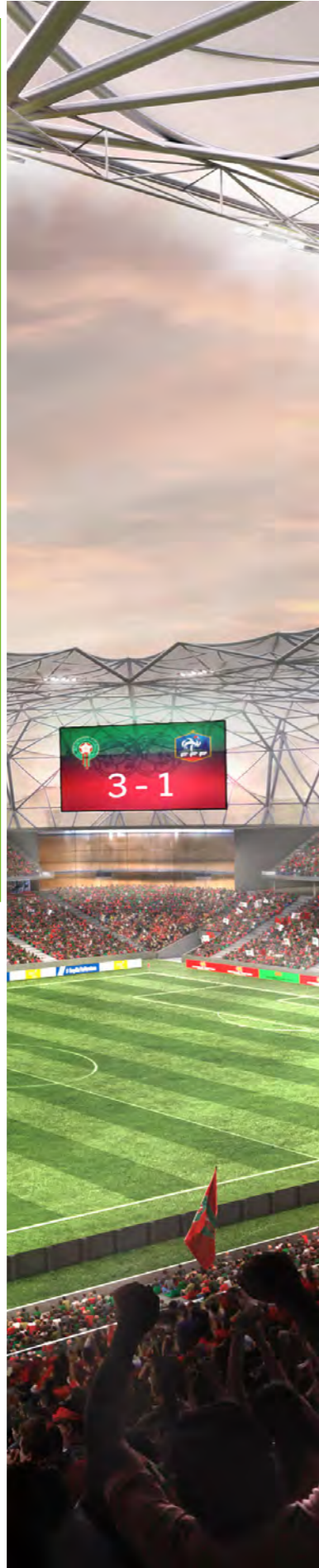
FIFA will further benefit from working with a single, central Government administration, whose stability and total commitment will enable a smooth and streamlined coordination over the next eight years.



### For the World

Via an unique opportunity to build bridges between peoples and civilisations, reconnecting the world with the best face of football at a time of profound global challenge.

A FIFA World Cup™ in Morocco will celebrate the values of football and humanity. It will demonstrate a powerful commitment to sharing the positive benefits of major sporting events with all corners of the globe.



## 02. LEGACY

## EXECUTIVE SUMMARY

The Royal Moroccan Football Federation's FIFA World Cup™ legacy plans are perfectly aligned with the strategic priorities of Morocco's vision towards 2030, as well as the FRMF's new strategy for growing the game.

First, the tournament will boost football development at every level. The sports infrastructure legacy of FIFA World Cup™ stadiums, Base Camps and Venue Specific Training Sites will help drive improvements in performance, training and participation numbers – from grassroots to elite levels – and across all age, gender and impairment categories.

Second, it will support the transition to a green and inclusive economy in line with the national 2030 sustainable development strategy.

Finally, it will play a key role in Morocco's economic development, as a catalyst to non-sports infrastructure development, helping to spread the benefits of the country's recent growth to people in all of its communities, particularly those far removed from the major economic centres.

A Legacy Executive Group (LEG), established within the FRMF, will be tasked with ensuring the implementation of all legacy programmes and initiatives.

### 2.1 Football development

The FRMF's pursuit of its 2030 strategy, amplified by hosting the 2026 FIFA World Cup™, will guarantee a significant and lasting legacy for all of Moroccan football.

Already-high standards of professional and elite-level football in Morocco extend to both the men's and women's games and across all age categories. Levels will be raised even further and allied to development of the mass game. The result will establish Morocco as one of the powerhouses of African football at both club and national team levels. The development strategy will be underpinned by a multilayer network of football centres that feed into a pyramid starting at grassroots level. The objective will be to achieve excellence at every level, from the bottom of the pyramid to the top, as described below:



Legend: Reg. - Regional, Nat. - National, Int. - International

The 2026 FIFA World Cup™ will provide the impetus for long-awaited investment in national sports infrastructure, creating the capacity to drive participation in football.

The tournament legacy will enable clubs to implement new business models. It will also support the ongoing professionalisation of the national football sector, raising the management skills and experience of administrators, managers and coaches, on and off the field.

Put simply, a FIFA World Cup™ in Morocco will act as an unrivalled catalyst to deliver the FRMF's core strategic objectives for the benefit of football and Moroccan society as a whole:

- Further develop the 100 football pitches already under construction and build 100 additional football pitches within this programme, to serve as training sites;
- More than double the number of players registered with FRMF to a total of 150,000 by 2030;
- Double the number of female players by 2030;
- Increase the number of coaches who have taken CAF-compliant or FRMF retraining or supplemental training courses to 2,500 by 2030.

### 2.1.1 Football centres

A network of state-of-the-art, and also highly functional, football centres is the first pillar of the FRMF's legacy programme. Investing through the FIFA World Cup™ will help solidify the crucial foundations of Moroccan football, consisting of appropriate facilities and personnel properly trained through National and Regional Centres.

#### 1 National Football Centres

The FRMF has launched a dedicated programme to establish five National Football Centres focussing on the training of national and elite teams. Construction of the first two residential national centres will be complete by the end of 2018: Maamora by June 2018 and Saïdia by November 2018. Moreover, three national centres in Ifrane, Beni Mellal and Casablanca have already reached project stage. Those centres are proposed to serve as Team Base Camps.

#### 2 Academies for professional clubs

Team Base Camps and Venue Specific Training Sites plans will allow for 20 of these facilities (located in appropriate cities) to be turned over to professional clubs for post-event use as Training Centres and Academies. The FRMF will develop a masterplan for such an initiative in close coordination with the Government and the professional leagues and clubs.

The Academies will primarily serve the professional clubs and their senior and youth development, while also representing the second main layer of the overall football pyramid for elite level players.

#### 3 International Centre of Excellence

Professional training and development will be the second pillar of the legacy programme. The FRMF plans to establish an International Centre of Excellence in Casablanca, to serve the wider Maghreb region and Africa beyond. This centre will be the first football knowledge hub on the African continent. It will enable transfer of knowledge and experience from hosting the FIFA World Cup™ while also supporting state-of-the-art learning programmes with CAF and within Africa.

#### 4 National Centres of Excellence

Within the framework of the National Football Centres, dedicated investment will be made in the departments of coach education and training, refereeing, sports medicine and physiotherapy, stadium and event management, competition organisation, research and database management. These Centres of Excellence will develop and disseminate knowledge across all layers of Moroccan football via the Regional Centres and Academies.

The FRMF is committed to sharing its football development expertise for the benefit of the African football community. The first CAF / FRMF joint initiatives in professional development are already underway through exchange and education programmes.

## 5 Regional Football Centres

Another 11 of the newly-constructed Team Base Camps and Venue Specific Training Sites will be converted into Regional Football Centres in charge of organising the regional leagues. These centres will represent the first main FRMF layer of the football pyramid. They will also be equipped to welcome youth players from outside the local area, with plans for appropriate accommodation facilities and support structures. The Regional Centre planned in Ouarzazate will use the legacy of the Modular Stadium.

## 2.1.2 Football-led social and educational development

This initiative will be integrated with the Government of Morocco's broader vision and strategy for education through sport.

## 6 Football of the future / grassroots

Close cooperation with schools and other educational institutions will provide an additional layer encouraging mass participation in football among children and young people.

In parallel, football will be used as an educational tool, in particular to raise awareness around important social issues such as healthy living, anti-smoking and anti-drinking. The game will also serve as a platform and medium to address large audiences with programmes promoting human rights, respect, tolerance and environmental protection, in close alignment with broader social sustainability initiatives.

## 2.1.3 Sport infrastructure legacy

The FIFA World Cup™ will support football development through a broad range of outstanding football facilities throughout Morocco – the legacy of new and renovated stadiums, Base Camps and Venue Specific Training Sites. The table below presents the exhaustive list specifying the post-event use.



In this context, an innovative Legacy Modular Stadium (LMS) concept serves as a powerful symbol of the bid. It is proposed for six tournament stadiums and sits at the heart of an overall approach that emphasises responsible and sustainable development. The concept will limit investment costs and ensure post-tournament facilities can be scaled to real local football and broader community needs.

Legend: **E** - Existing, **P** - Planned, **N** - New

### Sport infrastructure legacy

Infrastructure	Legacy	Beneficiary
Training sites and football centres (E, P, N)	<ul style="list-style-type: none"> <li>The legacy of FIFA World Cup™ Base Camps and Venue Specific Training Sites will support the establishment of National and Regional Centres, professional clubs academies (see paragraph 2.1.1) and school and educational institutions (see paragraph 2.1.2)</li> </ul>	FRMF Regional Leagues Associations Schools

Infrastructure	Legacy	Beneficiary
Grand Stade de Casablanca 93,000 seats (P)	<ul style="list-style-type: none"> <li>Top level high capacity stadium to host international sporting and cultural events, including national football team matches</li> <li>Catalyst for the further development of the Benslimane area, enhanced by African football's first knowledge hub, as part of the Morocco Sport City development</li> </ul>	National teams / African federations
Grand Stade de Marrakech 61,000 seats (E)	<ul style="list-style-type: none"> <li>Stadium modernisation will support the hosting of all major sports and entertainment events</li> <li>Benefit for local club</li> </ul>	Kawkab Athlétic Club de Marrakech
Adrar Stadium (Agadir) 41,800 seats (E)	<ul style="list-style-type: none"> <li>Renovated stadium with a permanent roof and increased parking capacity</li> <li>Benefit for local club</li> </ul>	Hassania Union Sport Agadir
Fez Stadium 35,000 seats (E)	<ul style="list-style-type: none"> <li>Renovated stadium with more hospitality areas and spectator stands entirely covered</li> <li>Benefit for local clubs</li> </ul>	Maghreb AS de Fès / Wydad Athletic de Fès
Prince Moulay Abdallah Stadium (Rabat) 46,500 seats (E)	<ul style="list-style-type: none"> <li>Stadium upgraded to meet the standards of any major event: seating will be modernised, view-blocking posts removed, all spectator stands covered</li> <li>Benefit for local clubs</li> </ul>	AS Forces Armées Royales / Fath Union Sport Rabat
Ibn-Battouta Stadium (Tangier) 65,000 seats (E)	<ul style="list-style-type: none"> <li>Top-level, high-capacity stadium, entirely renovated</li> <li>Benefit for the local club, allowing it to host local, national and international competitions</li> </ul>	Ittihad Riadi de Tanger
Casablanca stadium 46,000 seats (N LMS)	<ul style="list-style-type: none"> <li>At the heart of the Zenata eco-development, the stadium's construction will offer a great boost to the crucial economic and social development of this part of Casablanca</li> <li>Benefit for local clubs</li> </ul>	Raja Club Athletic / Wydad Athletic Club
El Jadida Stadium 25,000 seats (N LMS)	<ul style="list-style-type: none"> <li>The new El Jadida Stadium will serve as a great catalyst to the ambitious Mazagan Urban Project (PUMA), of which it is among the core components</li> <li>Benefit for local club</li> </ul>	Difaâ Hassani El Jadida
Marrakesh Stadium 25,000 seats (N LMS)	<ul style="list-style-type: none"> <li>Multi-purpose indoor arena for sports, entertainment and conventions, offering the Kingdom its first such venue</li> <li>To host world championships in indoor sports such as judo and tennis, which enjoy great popularity in Morocco</li> </ul>	Indoor sports events organisers / sports federations
Meknes Stadium 25,000 seats (N LMS)	<ul style="list-style-type: none"> <li>The stadium will serve as a catalyst for the urban development of this up-and-coming part of the city, giving local communities daily access to a multitude of sports and cultural activities</li> <li>Benefit for local club</li> </ul>	Club Omnisport de Meknès
Nador Stadium 20,000 seats (N LMS)	<ul style="list-style-type: none"> <li>The stadium will act as a catalyst to the city's urban development, providing a core up-and-coming district with a wide range of sports and cultural activities</li> <li>Benefit for local and regional clubs</li> </ul>	Fath de Nador / Hilal Al Nador / CRAI Hoceïma
Ouarzazate Stadium 20,000 seats (N LMS)	<ul style="list-style-type: none"> <li>The stadium will serve as a catalyst to urban development, giving local communities daily access to a multitude of sports and cultural activities</li> <li>Benefit for local club and a regional centre will be headquartered to support more structured football development</li> </ul>	CSM Ouarzazate / Football Regional Center
Oujda Stadium 45,400 seats (P)	<ul style="list-style-type: none"> <li>The stadium will host various other sporting and cultural events</li> <li>Benefit for local club</li> </ul>	Mouloudia Club d'Oujda
Tetouan Stadium 45,600 seats (P)	<ul style="list-style-type: none"> <li>The stadium will host various other sporting and cultural events</li> <li>Benefit for local club</li> </ul>	Moghreb Athletic de Tétouan

## 2.2 Sustainable development

Football is a unifying force that forms a genuine part of Morocco's social fabric. When the game is played, players and fans of all genders and ages put differences aside and enjoy the pleasure of sport and camaraderie. The Government of Morocco has long recognised this power and clearly views football as a tool to promote physical activity, public health and overall sustainable development. As such, the 2026 FIFA World Cup™ will be a natural and unparalleled opportunity to harness the game's power

to catalyse sustainable development and to maximise long-term social impact. The FRMF fully embraces this view and intends to make the most of the opportunity, even in the bidding phase, as part of the overall, integrated sustainability strategy for the 2026 FIFA World Cup™ already being implemented. The following table highlights some of the initiatives that are described in detail in sections 22, 23 and 24, and which will deliver a strong legacy impact in the short, medium, and long-term.

Initiatives and Impact	Specific examples
<b>Short-term</b> <ul style="list-style-type: none"> <li>Awareness-raising</li> <li>Stakeholder collaboration and dialogue</li> </ul>	<ul style="list-style-type: none"> <li>A Sustainable Development and Human Rights Committee, as described in section 22</li> <li>Community inclusion and legacy planning as part of the Legacy Modular Stadiums approach</li> </ul>
<b>Medium-term</b> <ul style="list-style-type: none"> <li>Execution of key legacy projects</li> <li>Delivery of a sustainable FIFA World Cup™</li> </ul>	<ul style="list-style-type: none"> <li>Stadiums planned, constructed, and operated to meet sustainability standards and achieve BREEAM/HQE and ISO 20121 certifications</li> <li>Stadiums, academies, and training sites powered by 100% clean and renewable energy</li> <li>Special access for marginalised groups to match tickets purchased by the State</li> <li>The official Volunteer and Welcome Programme "Ibtissam": creation of a database for future events</li> </ul>
<b>Long-term</b> <ul style="list-style-type: none"> <li>Application of FIFA World Cup™ sustainability standards to other aspects of football, to other events, and even to other industries such as construction and tourism</li> <li>Knowledge transfer programmes</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of strengthened standards for accessibility, procurement, and environmental protection for sports infrastructure and other facilities</li> <li>Knowledge transfer via the International Center of Excellence, especially for African countries</li> <li>Deployment of a sorting system at source and inclusive recycling of waste in all Host Cities</li> </ul>

## 2.3 Economic development

Hosting the FIFA World Cup™ will showcase Morocco's development to a global audience, unlocking new investment and accelerating infrastructure projects that will further improve living standards for the benefit of all Moroccans. In every Host City, tournament plans have been shaped in the context of local priorities and authorities' strategic vision for the tournament and the future.

In this context, the FIFA World Cup™ will boost the overall economy of the country and have a positive impact on its international reputation, further raising Morocco's media profile and attractiveness.

Based on a recent impact study proposed by international consulting firm Roland Berger, the FIFA World Cup™ will specifically contribute to:

- Deliver a positive economic impact of more than USD 2.7 billion to Morocco's economy;
- Create more than 110,000 jobs across multiple sectors involved in event preparation and delivery;
- Enhance Morocco's event hosting capacity and tourism appeal;

- Reinforce social pride and cohesion throughout the population.

At the same time, it will leave tangible non-sport infrastructure legacy and accelerate strategic projects already planned by the Government and cities, as listed below.

Non-sport infrastructure legacy	
Healthcare system	A powerful catalyst for improvements in healthcare infrastructure, delivering an important legacy for all Moroccans
Transport infrastructure	Acceleration of strategic transport projects such as: <ul style="list-style-type: none"> <li>Marrakesh - Ouarzazate tunnel</li> <li>High-speed rail development on a new Marrakesh - Agadir line</li> <li>At Host City level, extension of the tram networks in Rabat and Casablanca or new Bus Rapid Transit line in Tangier</li> </ul>
Convention centres	<ul style="list-style-type: none"> <li>MCEC (Marrakesh): Construction of a new convention and exhibition centre reinforcing the event attractiveness of the region of Marrakesh</li> <li>OFEC (Casablanca): Extension of this historical site offering a location right in the centre of Casablanca</li> <li>MITA (Casablanca): Due to the expansion of the logistic demand on a national scale, the second phase development will be accelerating soon, independently from a definitive FIFA choice on the location of the IBC</li> </ul>
Telecommunication	Further planned investment will extend access to mobile broadband across nationwide and see all cities connected to high or very-high-speed broadband internet

## 2.4 Responsible development

The 2026 FIFA World Cup™ will be prepared, organised and hosted in a way that all dedicated investments, infrastructure and initiatives will feed into a comprehensive sustainable legacy that will be beneficial for the younger and coming generations of Moroccans and Africans, providing real optimism and opportunity for the future.

In such a perspective and in order to ensure the sustainability and efficiency that are crucial to guarantee a beneficial legacy for the country, the FRMF will create a Legacy Executive Group (LEG) to supervise the various programmes and initiatives launched before, during and after the 2026 FIFA

World Cup™ In close cooperation with the Sustainable Development and Human Rights Committee and in consultation with the main public and private stakeholders, its role will be to develop a structured and detailed post-event legacy plan with four main objectives:

- To measure football development objectives as described in paragraph 2.1;
- To ensure post-event responsible management of all sport infrastructure;
- To monitor and advise the various stakeholders on their legacy plan and specific objectives;
- To measure, based on predefined KPIs, the overall impact of the 2026 FIFA World Cup™.



# 03.

## POLITICAL SUPPORT IN HOST COUNTRY



# 03.

## EXECUTIVE SUMMARY

Morocco's bid for the 2026 FIFA World Cup™ is the bid of an entire nation. It has set in motion a powerful dynamic throughout the Kingdom's institutions and, especially, among its population. The vision and strategy set out in this bid are fully endorsed by the highest State authorities, the Host Cities and all key stakeholders within Moroccan society. All of Morocco is united in support of the Royal Moroccan Football Federation (FRMF) and its goal to stage a celebration that will showcase the best of football.

### 3.1 Total national and local support

The Morocco 2026 bid enjoys broad stakeholder support, which extends beyond the unconditional guarantees and agreements requested by FIFA, and delivered in full. The unity and strength of purpose behind the project have also led to additional commitments, some of which are reproduced below. All such supporting

documents will be provided to FIFA during its inspection visit, and can also be formally submitted if required.

#### 3.1.1 A national project

His Majesty King Mohammed VI and his Government are fully committed to the Morocco 2026 bid. The vision developed by the FRMF has also received the backing of all main political parties, professional trade unions, advertisers, and a group of non-governmental organisations which are eager to play their own part in the project's success – and its legacy.

#### 3.1.2 City authorities fully engaged

Individually and collectively, the Host Cities have committed to one goal: to stage a 2026 FIFA World Cup™ that serves as a showcase for the best of football, drawing on each city's unique identity and cultural heritage. All required Host City guarantees have been delivered in full, with no condition or restriction.



Saâdeddine El Othmani  
Head of Government



Professional trade unions



Main political parties



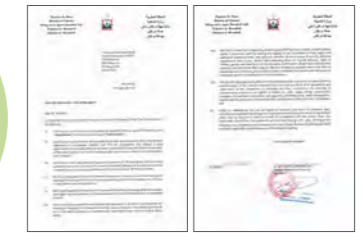
Non-governmental organisations



Casablanca



Marrakesh



Agadir



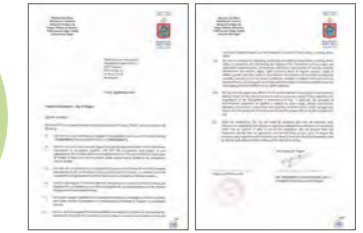
Fez



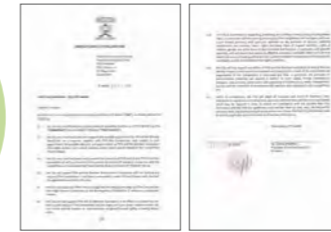
Rabat



Tangier



El Jadida



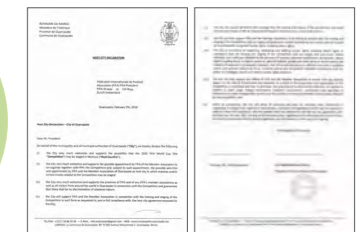
Meknes



Nador



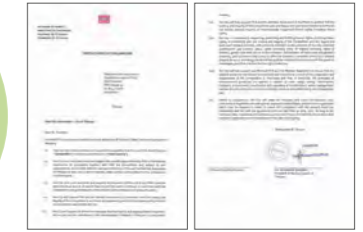
Ouarzazate



Oujda



Tetouan



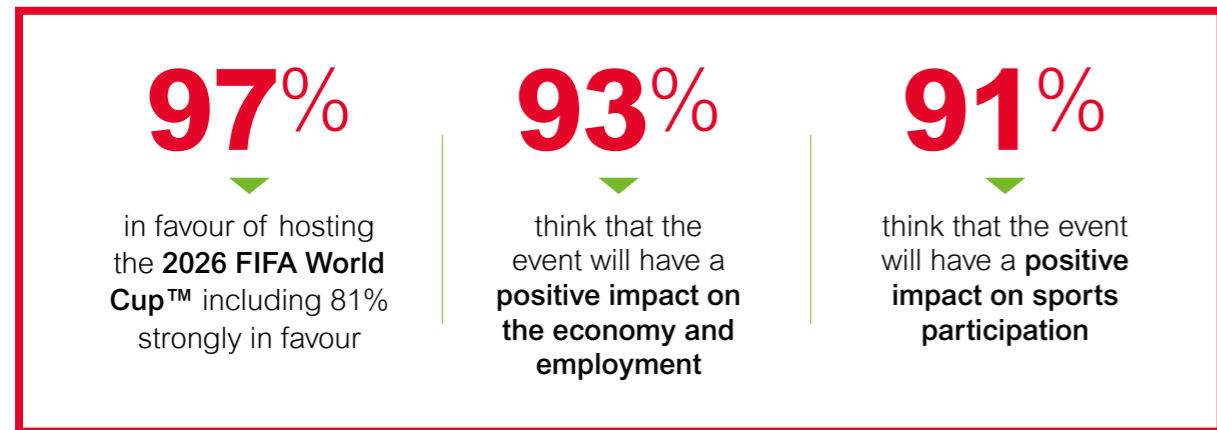
# 03.

### 3.1.3 Unprecedented popular support in a nation that lives and breathes football

Beyond the country's institutions, the people of Morocco are backing the bid in extraordinary numbers. The aim will be to harness and drive this popular momentum towards 2026. As such, the FRMF has developed a vision designed to bring all of Moroccan society together: to stage an impeccable FIFA World Cup™, which not only delivers an extraordinary celebration of football, but also contributes to the country's sustainable and long-term development.

Evidence of the strength and breadth of popular support for the bid can be found in a recent survey by an internationally recognised institute<sup>(1)</sup>. It shows that an extraordinary 97% of Moroccans hold a positive view of the Morocco 2026 project.

These numbers reflect the country's passion for football, and also the value of a project that transcends sport, cutting across political, generational and cultural divides with its focus on delivering a meaningful legacy for the young people of Morocco and Africa.



<sup>(1)</sup>IFOP Survey - February 2018



The full and unrestricted support of public authorities, as expressed in the Hosting Documents and the additional letters of support referenced within this section, will be complemented by measures designed to ensure the effective implementation of all commitments undertaken. These include:

- A constant and open dialogue with FIFA to jointly determine and prioritise actions;
- A specific Morocco 2026 legal package,

ensuring the adoption of all laws and regulations referenced within the Government Legal Statement, developed in collaboration with FIFA and by 2021;

- Single points-of-contact within all key stakeholder organisations, to facilitate administrative processes in the areas of tax, customs, labour law, etc. all overseen by a 2026 FIFA World Cup™ Interministerial Delegate (see section 5).

### 3.2 Engagement already underway

A successful FIFA World Cup™ is built on the support and engagement of the general public over the entire hosting period, as well as at tournament time. The FRMF has therefore developed a communication strategy that starts at the bid phase, with the following objectives:

- **Awareness:** building understanding of the project;
- **Support:** driving backing for the bid;
- **Engagement:** bringing society together around the best of football.

This strategy is currently being activated at a national level and in all Host Cities.

#### 3.2.1 A strong identity

The official campaign, “Together for one goal”, is being rolled out across all major media channels in Morocco and the brand identity is being displayed in public space (airports, streets, unexpected places, etc.), especially in Host Cities.

#### 3.2.2 Ambassadors programme

A team of Moroccan and African ambassadors, drawn from culture, football and media, have been appointed to promote Morocco’s bid.

#### 3.2.3 Leveraging major events

The bid and its key messages are being promoted at international events such as the 2018 African Nations Championship, international matches and the African Symposium on Women’s Football.

#### 3.2.4 Targeted activation

Targeted activation is being used with specific audience groups, including:

- “Imagine 2026” – participatory contest across Morocco and Africa rewarding the best clips of support among millennials;
- Football Free Style – Follow a young Moroccan-Dutch football freestyler;
- “A kid’s dream – my own World Cup”, a school-based drawing programme for up to 3 million children.

#### 3.2.5 An amplification strategy

Media and digital partnerships have been put in place to help push out specially produced promotional campaign content, particularly video content, nationwide. Relationships with key international media are helping to extend this reach.



### 3.3 An eight-year programme to maintain and build public engagement

In line with the event communication and promotional plan presented in section 15, the FRMF will coordinate a communication strategy with all key stakeholders, in particular the Government and the Host Cities, in order to maintain and build long-term public support for the 2026 FIFA World Cup™ and its vision. This strategy revolves around four major axes.

#### 3.3.1 Evidence-based engagement

Each stakeholder will hold responsibility for demonstrating, supporting and promoting the positive impacts of the 2026 FIFA World Cup™ over the short, medium and long terms. Legacy will take many forms, both tangible and intangible. A rigorous approach to highlighting the benefits will ensure the positive impact of the tournament is visible to all.

#### 3.3.2 Mobilising around the best values of football

A core legacy objective will be to promote the values of football throughout society, in line with the FRMF’s development strategy

and the national 2030 sports development plan. The communication strategy will support the roll-out of sports, social, cultural and educational programmes to encourage participation in all forms of the game.

#### 3.3.3 Monitoring to drive support

Active monitoring of public and media opinion, nationally and internationally, will enable anticipation and mitigation of any image risks related to the event and its organisation. Corrective actions will be defined and implemented via targeted communication plans.

#### 3.3.4 Tournament time

All measures described above will be reinforced at tournament time, in coordination with the event communications function established by the FRMF within the FIFA World Cup™ Entity. Additional emphasis will be given to:

- Information for specific areas (fan services, competition, celebration venues, information for specific audiences such as officials, etc.);
- Crisis management communications: supporting all operational areas.



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## CHAPTER B

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# 04.

## GENERAL INFORMATION

## EXECUTIVE SUMMARY

Morocco is a nation of extraordinary diversity, rooted in its rich cultural traditions and yet truly open to the world. It is situated at the crossroads of two football-crazy continents, making the country an ideal stage for the 2026 FIFA World Cup™. In total, 12 iconic cities have been selected to host FIFA World Cup™ matches within a highly compact plan, designed to enable efficient and high-quality tournament operations. The tournament will touch all of Morocco, harnessing the extraordinary passion for

football which is the driving force of Morocco 2026. The success of the 2026 FIFA World Cup™ will be underpinned by major recent and ongoing development in the areas of governance, infrastructure, tourism capacity and economic growth. The result is a uniquely stable and dynamic environment for the tournament, which will deliver both an unforgettable celebration and real, positive, long-term impact for the benefit of young people in Morocco and Africa, and for football, worldwide.

## 4.1 A place, a past and a people ideally positioned to meet tournament needs

Population	Languages spoken	Timezone	Average temp. June / July Host Cities
34.9 million 30% between 15 and 29	Arabic (official), Amazigh (official), French and Spanish	00.00+ UTC/GMT	27° C

Situated where Africa meets Europe, Morocco benefits from a GMT timezone, which places it at the centre of the world. The country's extensive coastline means it enjoys a temperate climate – attractive to millions of football fans who live within a short flight or journey, and will enjoy easy and affordable travel into and around Morocco, supported by a compact and highly-connected tournament plan. The hosting strategy will help ensure as many people as possible enjoy the opportunity to discover Morocco's extraordinary heritage, while protecting its rich natural environment for the benefit of the world.

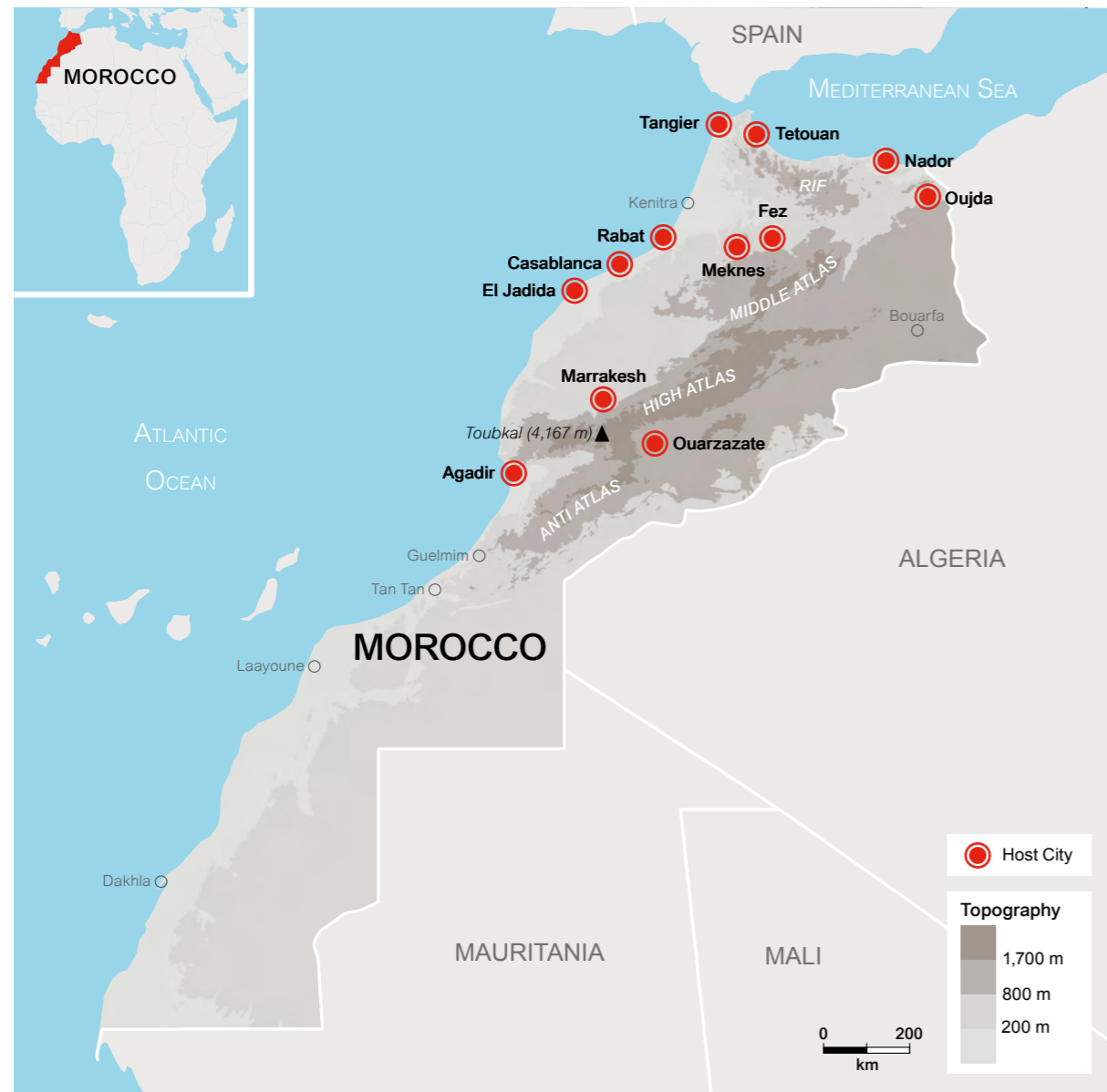
Morocco's demographic profile is youthful. Young people are a major focus within the overarching strategic vision of His Majesty King Mohammed VI, and the subject of a dedicated 2030 Integrated National Strategy.

Moroccan society is characterised by its values of openness, tolerance and hospitality, which are deeply rooted in the country's history, developed through the influences of successive civilisations. Today, Morocco is ruled by one of the world's oldest monarchies, and benefits from a legacy of extraordinary historical and cultural wealth. These assets, supported by Morocco's stable and secure environment, help make the country a magnet for millions of international visitors every year.

Moroccan holidays are an expression of the country's identity, celebrating both its political history and the Muslim faith. Of the 15 annual public holidays, six are based on the lunar calendar, with variable dates (see template no.1). Public holidays will have no impact on tournament operations throughout the period of the 2026 FIFA World Cup™.

The Morocco 2026 bid is also offering an opportunity to highlight lesser-known aspects of a country on a journey of significant change. Morocco has initiated major political, economic and social reforms, responding to developments within an unstable international climate, with the aim of harnessing economic potential and meeting the changing aspirations of a younger generation.

A new constitution was adopted in 2011, with new guidelines favouring the development of democratic processes, human rights and regionalisation. In addition, a series of new sectoral development plans are supporting smooth and accelerated economic growth.



## 4.2 A 12-Host City plan to deliver the best of football

Recap of main information on the 12 host cities				
Host City	Population	Region	Average temp. in June/July (°C)	Languages spoken
Casablanca	3,359,818	Casablanca-Settat	24	Arabic, French
Marrakesh	1,330,468	Marrakesh-Safi	32	Arabic, French
Agadir	1,141,717	Souss-Massa	26	Arabic, Amazigh, French
Fez	1,150,131	Fez-Meknes	30	Arabic, French
Rabat	2,134,533	Rabat-Sale-Kenitra	24	Arabic, French
Tangier	1,065,601	Tangier-Tetouan-Al Hoceima	25	Arabic, French, Spanish
El Jadida	424,597	Casablanca-Settat	23	Arabic, French
Meknes	835,695	Fez-Meknes	29	Arabic, French
Nador	338,747	L'Oriental	26	Arabic, Amazigh, French
Ouarzazate	183,795	Draa-Tafilalet	34	Arabic, Amazigh, French
Oujda	494,252	L'Oriental	28	Arabic, French
Tetouan	596,886	Tangier-Tetouan-Al Hoceima	26	Arabic, French, Spanish

The FRMF is proposing an innovative plan for an unforgettable 2026 FIFA World Cup™, based on 14 stadiums, spread across 12 Host Cities. The concept has been developed according to the principles below.

- **Operational excellence:** all cities have been chosen based on their ability to deliver football, hotel and transport infrastructure that meets FIFA Hosting Requirements for all venues and all constituent groups;
- **Compactness:** every Host City is located within a 550-kilometre radius of Casablanca, Morocco's main international gateway and the tournament's focal point; all are connected by very high-quality transport networks, both existing and planned (see sections 11 and 12);
- **Strong and unique identities, reflecting Morocco's diversity:** all proposed cities share a love of the game, but each has its own very distinct historical, geographical and social identity. They include both

Atlantic and Mediterranean seaside cities, economic and tourism capitals, historical and mountain destinations. All will provide the 2026 FIFA World Cup™ with magical stages for celebration and deliver images that will capture the imagination of the world;

- **Sustainability:** starting with a compact plan that will limit the tournament's carbon footprint (see section 24), and enabled by the Legacy Modular Stadium (LMS) concept, which will further deliver a meaningful and sustainable legacy for local communities and the development of local and professional football (see sections 2 and 8);
- **Representativeness:** with a spread that covers eight of Morocco's 12 administrative regions, ensuring the tournament will touch the whole country in all its diversity – African, Arab, Berber and European.

## 4.3 A popular tourism destination with an outstanding hotel offer

Morocco's extraordinary diversity of assets contributes to its massive visitor appeal – from the sun-soaked beaches of Agadir to the historic medina in Fez. In 2017, 11.35 million visitors travelled to Morocco. The tourism sector is an important pillar of the national economy, representing 11.4% of the GDP in 2017 and directly responsible for more than 515,000 jobs (almost 5% of overall employment). Tourism has been developing very strongly since 2000, with a 137% increase in visitor numbers, supported

by hotel capacity growth of 7% per year on average since 2003. Authorities are targeting 2020 with an ambitious plan that seeks to harness Morocco's huge tourism potential. It aims to double the size of the sector over a 10-year period with the support of public-private investment; the development of sustainable and business tourism.

Morocco's excellent infrastructure has already enabled the country to host major international events such as the COP22 in 2016, the World Forum on Human Rights in 2014 in Marrakesh, and the MEDays in Tangier.



## 4.4 A passionate and increasingly experienced host of sports events

Morocco is a truly sports-loving land. The country's new sports development strategy identifies the hosting of major sports events

as one of its core pillars. A growing track-record of international events, mostly in sport and especially football, reflects the appeal and hosting expertise of Morocco's cities.

Top five major sporting events held in Morocco over the last 10 years			
Name of the event	Event description	Date	Host Cities
2018 African Nations Championship	Biennial football tournament organised by the Confederation of African Football (CAF) exclusively featuring players from the respective national championships.	2018	Casablanca, Marrakesh, Tangier, Agadir
FIFA Club World Cup™	FIFA-organised international club football tournament between the champion clubs from each of the six continental confederations, as well as the national league champion from the Host Country.	2013 / 2014	Marrakesh, Agadir / Marrakesh, Rabat
CAF U-23 Championship	The main international football competition for CAF nations, played by under 23 years old players, held every four years.	2014	Marrakesh, Tangier
Hassan II Golf Trophy	Part of the European Tour, the Hassan II Golf Trophy is held at the Royal Golf Dar Es Salam in Rabat.	2011	Rabat
Grand Prix Hassan II	This ATP 250 tournament gathers some of the best international tennis players every year since 1984. It is held in Marrakesh, on clay courts.	Yearly	Marrakesh

## 4.5. A well-structured football culture, built on real love for the game

### 4.5.1. Football: a passion that spreads through all of Moroccan society

Morocco has been a land of football for more than a century. The country's first clubs were established in 1913. The development of the game in Morocco has helped turn legendary players such as Larbi Ben Bark into national icons, based on their illustrious careers in Europe and on the national team. This national passion for football makes the game a kind of "second religion" – an extraordinary vector of unity across generational and social divides. Football is

overwhelmingly Morocco's favourite sport, with more registered participants than any other, and more than two million Moroccans regularly playing the game. In general, these are young Moroccans who make the public space their playground, staging ad-hoc matches throughout the Kingdom, from the beaches of Rabat to the streets of Casablanca. Those who do not play invariably watch, talk and argue about the game – in their families, in cafés and online. Football is an all-pervasive passion, shared with the entire continent of Africa, and which will make 2026 FIFA World Cup™ in Morocco an exceptionally atmospheric event.

Top five sports in Morocco by registered participants<sup>(2)</sup>

Rank	Sport	Participation level - Registered participants
1	Football	73,682
2	Athletics	52,336
3	Karate	42,500
4	Handball	29,000
5	Taekwondo	28,000

### 4.5.2 The 2026 FIFA World Cup™ as a catalyst for grassroots football development

Under the initiative of its President, the FRMF has implemented sweeping reforms to its structure and activities since 2014. The aim is to meet a two-fold challenge. First, to provide a formalised framework catering to millions of dedicated enthusiasts who often lack appropriate club and playing facilities in Morocco. And second, to further develop performance standards at the elite end of the game, ensuring Moroccan football can contend with the best continental and international teams.

This strategic plan revolves around three axes:

- Growing participation;
- Professional development of staff and officials;
- Elite-level playing structures.

Specific achievements include the creation of new professional and amateur leagues; professional development programmes for officials and staff; and an ambitious construction programme of 100 new community pitches. Work has also been undertaken to develop professional clubs' business models and stadium infrastructure; and to reinforce the FRMF's international presence in the game. Finally, renovation of the national training centre and the recruitment of

<sup>(2)</sup> Ministry of Youth and Sports

a new national team coach have both played a part in helping the Atlas Lions to qualify for the 2018 FIFA World Cup™ in Russia.

The National Technical Department is continuing its efforts to develop amateur football, in particular with the creation of five National Centres and 10 new head offices for the regional leagues, in order to develop a local club offer linked to the new community pitches being built throughout the country. Investment in stadiums and training sites for the 2026 FIFA World Cup™ will be perfectly aligned with this pre-existing strategy and help enable its implementation on a larger scale. The tournament will therefore play a powerful role as a catalyst to Morocco's long-term football development (see section 2).

Women's football is integral to the wider FRMF development strategy. Focussed effort over many years has led to the creation of national teams across all age categories and a women's championship that is growing in quality and momentum.

### 4.5.3 Targeting the highest levels in the professional game

Morocco has also seen major investment in its professional game over recent years – focussed on the development and professionalisation of the country's championship. Three investment priorities include:

- Improving the infrastructure;
- Professional development;
- Professionalisation of the football sector.

Infrastructure development has included the construction of new stadiums in Tangier, Agadir and Marrakesh, and a major programme to modernise security and visitor services at grounds. The objective is to ensure all fans and clubs have the benefit of facilities that meet international standards. In this context, the legacy of the 2026 FIFA World Cup™, and in particular the new and

highly adapted Legacy Modular Stadiums, will offer a real boost to the professionalisation of football nationwide.

The second priority, professional development, is being delivered via a number of partnership agreements, signed in 2017 between the FRMF and the National Office for Professional Training as well as the Centre of the Law and Economics of Sport (CDES), based in Limoges, France. All team executives and officials will benefit from the programmes.

Finally, ongoing professionalisation of the sector led to the creation, in 2015, of the LNFP (National Professional Football League), in charge of the Botola Pro D1 and D2, and the implementation of a new governance and business model for first division clubs, which now hold the status of sports companies as opposed to associations.

The benefits of the approach can already be seen in on-field successes at continental level, for example with the victory of both Wydad Athletic Club in the 2017 CAF Champions League and Morocco in the 2018 African Nations Championship.





# 04.

## 4.6 Casablanca

Casablanca is located 87 km south of Morocco's administrative capital, Rabat. It extends onto the Chaouia Plain, facing the Atlantic, and benefits from a pleasant Mediterranean maritime climate. Its 3,359,818 inhabitants make it Morocco's biggest city, with a history that dates from 1760, when Alawite Sultan Mohammed III had a new city built on the site of the ancient Anfa settlement. Alongside its historic medina, Casablanca's greatest icon remains the Hassan II Mosque, the third biggest in the world and particularly notable for its seafront location. The construction is a reflection of the city: a perfect synthesis of tradition and modernity.

Casablanca's port and central location have seen the city gradually emerge as a centre for international commerce. Today it is unquestionably the Kingdom's economic capital, home to a wide range of industries and services.

The city's Mohammed V airport is Morocco's main international gateway, extremely well-connected with Europe, Africa and the rest of the world, and the hub of an extensive domestic flight network. Public transport within the city is also very well-developed, centred on a modern tramway system.

Casablanca is the venue for many of Morocco's biggest events, such as the Casablanca Festival which attracts 1.5 million visitors every year. The city is also an experienced sports host as evidenced most recently by its central, starring role in the 2018 CHAN.

The countless development projects underway in this ever-growing economic hub fully justify placing "Casa" at the heart of Morocco's

2026 FIFA World Cup™ concept. The city is ideally placed to deliver first-rate operational conditions, and benefit from tournament investment in line with its development strategy. In particular, the unrivalled profile of the FIFA World Cup™ will help to position the new Casablanca Finance City as Africa's major financial hub. Other planned developments include the Casablanca marina; an all-new business centre scheduled for delivery in 2020; an extension of the city's international conference centre (OFEC, IBC option); and very strong growth at the high-end of Casablanca's hotel market. All will support the city's key role across the hosting period.

Casablanca will also sit at the heart of the tournament transport strategy. Its modern infrastructure and extensive domestic rail connections will serve all constituent groups from the opening match to the final.

### Football in Casablanca

Nothing rivals football in Casablanca. Three clubs from the city play in the "Botola D1": Wydad Athletic Club, Raja Club Athletic and Racing Athletic Club. Between them, Wydad and Raja boast 30 national titles and five CAF Champions League titles. The Grand Stade de Casablanca (93,000 seats) will finally provide the country with a venue that meets its lofty international ambitions, both in football and other sports. The future Casablanca Stadium (46,000 seats), will provide a new and ultra-modern home for both Wydad and Raja, helping to reinforce the business model of these clubs and drive their development at the continental level.



# 04.

## EXISTING NEW 4.7 Marrakesh

The world-renowned city is located at the centre of the Kingdom of Morocco where more than 1,330,468 people call it home. The city is set amid palm trees and overlooked by snow-capped peaks, sitting at the foot of the High Atlas range and the edge of the Tensift palm grove. The Toubkal national park, which house the highest peak in all of North Africa, can be reached within a short journey, just a few dozen kilometres away.

Marrakesh was long a major political, economic and cultural centre of the Muslim West, reigning over North Africa and Andalusia. The city's monuments and architectural heritage are testament to its long history, spanning multiple different eras. This heritage gives the city a style and atmosphere unlike anywhere else on earth. Its centrepiece, the place Jemaa el Fna (FIFA Fan Fest™ option) is a magnet for tourists from around the world – a true living theatre, protected as a UNESCO world heritage site.

Marrakesh is undoubtedly the driving force of tourism in Morocco, supported by an exceptional range of tourist accommodation. Its state-of-the-art airport offers direct connections to some 17 European cities. Such outstanding infrastructure and services have made Marrakesh a popular destination for major international events, including, most recently, the COP22 in November 2016. The city also staged the FIFA Club World Cup™ in 2013 and 2014.

Marrakesh will offer an unforgettable setting for the FIFA World Cup™. The city's famous streets and squares will simply overflow with atmosphere, creating an extraordinary experience for players and fans from around the world.

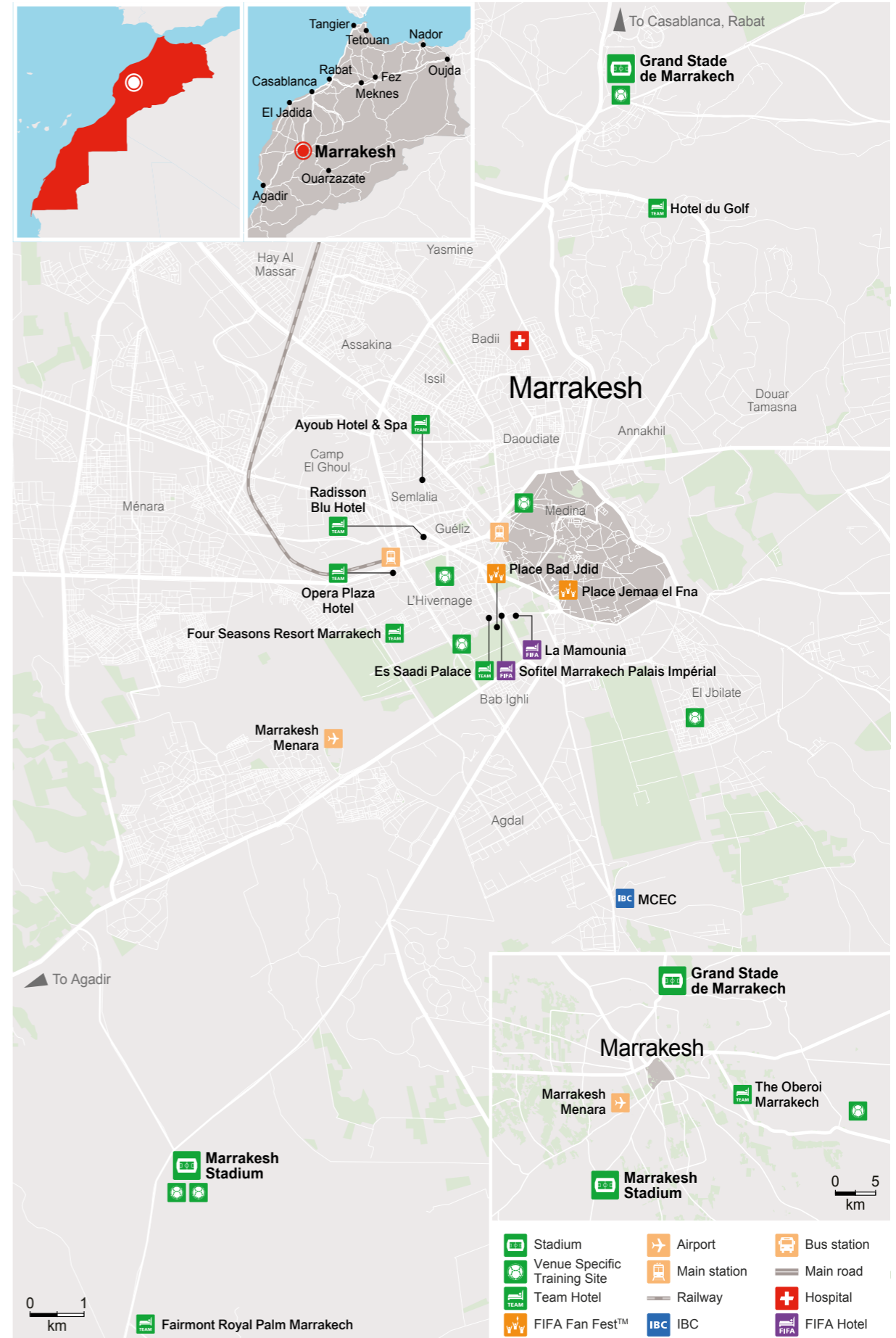
Marrakesh can offer considerable value to the FIFA World Cup™. Likewise the tournament represents a unique opportunity for the city.

Its unrivalled existing hotel offer will be enhanced by further planned projects, particularly targeting growth within the business tourism sector. A new world-class convention centre (MCEC, IBC option) is planned to open by 2022, helping the city to pursue its development strategy with confidence.

The Marrakesh Legacy Modular Stadium will provide a significant boost to the growth of local sport and event tourism. It will be converted in legacy (see sections 2 and 8) into an indoor Arena, the first of its kind in Morocco. The facility will therefore meet a real need, equipping the country to stage major indoor sports championships as well as big concerts, festivals and other entertainment events.

### Football in Marrakesh

The people of Marrakesh are huge football lovers, providing loyal and passionate support to the local **Kawkab Athlétique Club de Marrakesh (KACM)**, which plays in “Botola D1”. **Founded in 1947, the KACM is among the few clubs to have lifted Morocco's national championship and the Coupe du Trône on multiple occasions.** **Renovation and expansion of the current stadium, whose capacity will be increased to 61,000 seats, with the addition of new hospitality spaces and optimised operational installations, will enable the club to further develop its business model and set its sporting sights on the continental level.**



# 04.



## 4.8 Agadir

EXISTING

Agadir is located at the heart of the Arganeraie Biosphere Reserve, 225 km south-west of Marrakesh and 173 km south of Essaouira. With 1,141,717 inhabitants in its urban area, it is the main city of the Souss region and one of the most popular tourism destinations in Morocco. The year-round pleasant climate also supports agricultural activities and a rich biodiversity.

In the Amazigh language, Agadir means “collective granary” – a reference to the ancestral agricultural traditions of the area’s inhabitants. The city’s structure has developed gradually as its economy has diversified. The result is a modern, extended and dynamic community, supported by an important fishing port and an ever-growing tourism industry.

Agadir has developed a significant track-record in hosting large-scale events, benefitting from its exceptional hotel capacity, climate, international airport and IT&T infrastructure. Major sports events to have graced the city include the 2013 FIFA Club World Cup™, the 2018 CHAN, and annual competitions including an International Triathlon and the Agadir 24-hour Karting race. Cultural highlights include the Timitar Festival – an essential gathering for music fans, which attracted 1 million people in 2017.

Agadir is the country’s main Atlantic-facing beach resort, sure to delight players, media and fans alike in 2026, with a festive, holiday atmosphere, fizzing with football passion. The FIFA World Cup™ will support the further diversification of Agadir’s already extensive and growing tourism offer, with some 94 hotels scheduled by 2025. In this way, the tournament legacy will follow the strategic direction set out in the Regional Development

Plan towards 2022. The Agadir Marina and Taghazout resorts are already providing momentum for new activities including pleasure boating, surfing and eco-tourism.

The FRMF will particularly encourage synergies between the tournament and local eco-tourism developments, such as the Atlas Kasbah eco-lodge, which won the sustainable tourism trophy at the London International Tourism Show. The area’s focus on sustainable tourism will support the FRFM’s commitment to deliver and promote a truly sustainable 2026 FIFA World Cup™.

Planned transport upgrades will see the addition of five-to-seven new air routes, and a new high-speed rail line linking Agadir to Marrakesh in 2026. These developments will further enhance access and tournament operations.

**Football in Agadir**

The Agadir Hassania Union Sports Agadir is the national championship winner in 2002 and 2003. Its fan base is among the biggest in Morocco. The scale of the local football culture can be seen in 41 football and futsal clubs spread across the region. The local women’s game is particularly strong, as reflected in six female sections and four dedicated clubs. The Kooraland football academy offering top-class facilities for young footballers from across the tournament while still helping to support the grassroots game. The renovated stadium will be a state-of-the-art venue that support the club’s new business model and increase its national and continental influence.



# 04.



## 4.9 Fez

EXISTING

Fez sits on the Saïs plain, nestled between the Rif mountains to the north and the Middle Atlas cedar forest to the South. The city was founded 12 centuries ago and forms part of the UNESCO World Heritage programme with its historic, world-renowned fortified medina – a vast network of 9,000 alleyways, forming one of the biggest pedestrian areas in the world.

The imperial city has served as the capital of Morocco at various times and remains its spiritual heart and centre of science and learning. It is home to the world's oldest operational university, Al-Quarayouine, which is also notable for having been founded by a woman, Fatima Al Fihri, in 859. Fez represents a melting pot of Mediterranean civilisations, known worldwide for its millenary tradition, its music culture and the timeless skill of its traditional craftsmen.

Fez today is among Morocco's leading modern-day cities, home to 1,150,131 inhabitants. It continues to expand in line with the growth of its tourism industry, and offers significant experience in hosting major events such as the Festival of World Sacred Music.

The city is located midway between Morocco's economic heart and its eastern regions. It benefits from excellent transport connections with the rest of Morocco. A recently modernised airport is also served by extensive direct flight connections with western Europe.

In 2026, Fez will guarantee all FIFA World Cup™ visitors a truly authentic Moroccan atmosphere in which to celebrate football. The opportunities presented by the 2026

FIFA World Cup™ are perfectly aligned with regional development priorities, which focus on accelerating the Fez-Meknes region's growth as tourism destination.

Fez is also targeting a future as a major sports city, via core development projects which include the potential creation of a complex featuring a swimming-pool, a multi-purpose sports centre and a sports medicine centre.

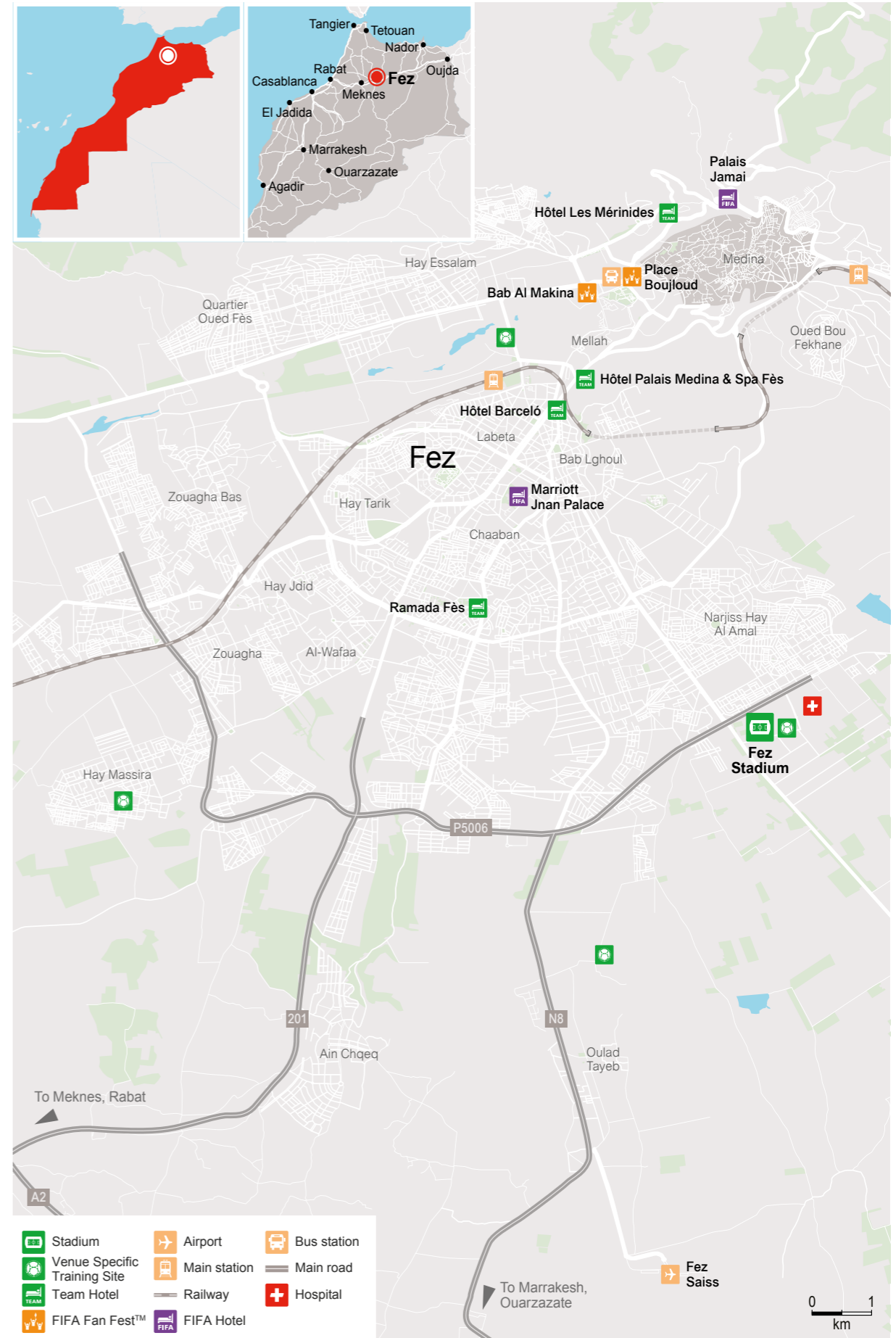
The FIFA World Cup™ will serve to consolidate this regional strategic direction, while also accelerating tourism growth, helping to harness the enormous tourism potential that Fez's exceptional cultural heritage presents.



### Football in Fez

**Maghreb Association Sportive (MAS) is one of the best known club in the Kingdom, playing in "Botola D2". MAS has won four national championships (1965, 1979, 1981 and 1985), four Coupes du Trône (1980, 1988, 2011, 2016) and the African Confederation Cup (CAF) in 2011. Its local rival, Wydad Athletic de Fès (WAF), does not have the same illustrious track record, but also currently plays in the Botola D2.**

**Both clubs share the Fez Stadium, whose renovation will significantly boost their efforts to return to the top division, delighting their respective supporter bases.**



# 04.



## 4.10 Rabat

EXISTING

Rabat is situated in north-west Morocco, at the mouth of the Oued Bouregreg river, facing the city of Sale, which sits on its opposite bank. It enjoys a gentle climate, bordered by the Maamora forest, considered to be the largest cork oak forest in the world. Today, Rabat is Morocco's political and administrative capital and a vast urban centre with 2,134,533 inhabitants.

Rabat's history can be traced to 1150, when the Almohades founded a fortress called Ribat as a staging-post in their attempted conquest of Andalusia. The city's historical monuments have been shaped by contributions from several dynasties. The Kasbah of the Udayas and the Chellah are excellent examples.

Rabat is home to Morocco's major institutions and some large international groups, but boasts a diversified economy. A citywide tram and bus network – which extends as far as Sale – is the highlight of an efficient public transport system, matched by excellent road and rail connections with the rest of the Kingdom. The city's airport offers direct connections to Europe and the Middle-East.

Rabat's annual cultural calendar is punctuated by several major events, including the famous Mawazine Festival, which attracted more than 2.5 million visitors in 2013, making it the second-biggest festival in the world. Rabat is also a regular stage for world-class sports events, such as the 2014 FIFA Club World Cup™, the city's annual International Marathon, and innovative event concepts, such as Rabat Vélo, which mixes cycling with an emphasis on ecology and health.

The "Rabat City of Light, Moroccan Capital of Culture" plan aims to expand the city's

international influence through large-scale projects.

Rabat is set to become a hub of Morocco's railway system, thanks to its position on the new high-speed rail line between Tangier and Casablanca, all supported by renovation of the city's two train stations. Within the city, a tramway extension and ongoing road network development will help to regulate traffic between the city and Sale.

Development of the banks of the Bouregreg, including the emblematic Grand Théâtre project, is helping to bring Rabat and Sale closer together. In 2020, the area will also be home to the highest tower in Africa. The FIFA World Cup™ will help maintain the strong rhythm of growth in hotel capacity, helping to meet the city's medium-term development needs.

### Football in Rabat

The **AS Forces Armées Royales (ASFAR)** is the city's greatest club and the third most decorated club in the Moroccan first division, with 12 titles and one CAF Champions League. It plays in the "Botola D1", alongside the **Fath Union Sports (FUS)**, which took its first-ever Championship title 2016. The Rabat-Sale area is emerging as a new national football hub. Its cutting-edge **Maamora sports centre** (36 ha dedicated to preparing high-level athletes and Morocco's national teams), will be supported by the modernisation of the 46,500-seat **Moulay Abdallah Stadium**, propelling the city's two clubs into a new era.



# 04.



## 4.11 Tangier

EXISTING

Tangier is located at the point where the Atlantic Ocean meets the Mediterranean Sea, just 14 km from the Spanish mainland. It is surrounded by the Rif mountains and enjoys a Mediterranean maritime climate. The city is home to a population of 1,065,601. Tangier has been influenced by multiple civilisations. Its multi-faceted history makes it a thrilling cultural destination with an extraordinary architectural heritage.

The city has been a muse for international artists through the ages. Eugene Delacroix, Henri Matisse, Jean Genet, Joseph Kessel and Samuel Beckett are among those to have succumbed to its charms.

Tangier has evolved into one of Morocco's main economic centres, structured around Tanger Med, Africa's biggest port, which includes a free-trade zone and logistics platform providing connections with major Moroccan and European cities.

Tangier boasts all the required infrastructure and services to host the FIFA World Cup™ as it proved in front of an global audience when it hosted the French Trophée des Champions in 2011 and 2017. Ibn-Battouta Stadium will once again be the focal-point of a citywide party, full of authentic charm.

Tangier is continuing to develop rapidly, and the 2026 FIFA World Cup™ will serve to further accelerate the city's progress. Already, an extension is underway that will make Tanger Med Africa's leading port. The new Mohammed VI Tangier Tech City, a future, world-leading industrial hub, developed as part of a partnership with China, will generate 100,000 jobs for the area. In addition, a new exhibition centre is planned by 2023 under the Regional Development Strategy.

The major transport development will see a new high-speed rail line put into service from 2018, connecting the city to Casablanca in approximately two hours.

Hosting the world's greatest sporting event will enable Tangier to strengthen and accelerate its core development projects, particularly in terms of accommodation.



### Football in Tangier

Tangier's **Ittihad Riadhi club** was founded in 1983 and is attracting attention as growing force in the top division. The club is a legitimate title contender in 2018.

A proactive local football development policy will deliver significant infrastructure development within the surrounding, rural areas. In total, 18 new pitches are planned in the short term. The 2026 FIFA World Cup™ will serve to accelerate and amplify this development, via four new training sites and the upgrade of Ibn-Battouta's stadium. It will be extended to 65,000 seats, befitting a club destined to remain among Morocco's elite.



# 04.



## 4.12 El Jadida

Formerly known as Mazagan, the coastal city of El Jadida is located between the Haouzia forest to the north and the Atlantic Ocean to the west. The city has a gentle and temperate climate, which will offer ideal conditions for top-level football. El Jadida has a highly agricultural hinterland as well as several magnificent fine sandy beaches. The city is home to 424,597 inhabitants.

El Jadida was established by the Portuguese in the early 16<sup>th</sup> century and won back by Morocco in 1769. The city's ramparts and bastions comprise a medina known for its Portuguese village, the jewel of the city, and listed as a UNESCO World Heritage site in 2004.

In addition to its outstanding historical and cultural heritage, El Jadida also benefits from its close proximity to Casablanca, the economic capital of Morocco. A dynamic local business sector is complemented by fishing and industrial activities, centred on Jorf Lasfar, the leading mineral port in the Kingdom. The visitor offer is developing steadily in a city with exceptional tourism potential. A particular highlight is Mazagan, Morocco's largest integrated resort, whose complex includes the PSG Academy training centre among many other sports installations. El Jadida has a considerable track record in hosting international events. They include the annual International Horse Show that celebrated its 10<sup>th</sup> anniversary in 2017, attracting 220,000 visitors and 100 exhibitors from 35 countries. Since 2012, El Jadida has also played host to the BSWW El Jadida Tour (beach soccer). The area will place its enormous potential at the service of the tournament, delivering outstanding conditions in a state-of-the-art environment.

El Jadida is part of a coherent provincial development initiative that will seek to join up the various urban centres through a new town development, known as PUMA (Mazagan Urban Project). Work began in 2017 to deliver the PUMA project, which, by 2040, will accommodate 130,000 inhabitants in a new eco-responsible, innovative and sports-oriented settlement, supported by hotels and office spaces.

Beyond the PUMA development, and the impact of its LMS, the 2026 FIFA World Cup™ will also accelerate strategic projects to diversify El Jadida's tourism offer, increasing both its quality and quantity and delivering a significant socio-economic boost. In return, the area will place its enormous potential at the service of the tournament, delivering outstanding conditions in a state-of-the-art environment.

**Football in El Jadida**

Founded in 1956, the city's club is the **Difaâ Hassani El Jadida**, which plays in the **Botola D1**. The "Difaâ" won the **Coupe du Trône** in 2013 and was a **finalist in 2017**. It will be the **anchor tenant of the future Legacy Modular Stadium**, which will sit at the heart of the **PUMA new town development**. The **PUMA project**, whose planning integrates 46 ha of space for sports, offers an ideal environment for the **FRMF to develop its football for all programmes**, as a **flagship for the rest of the nation**. The **2026 FIFA World Cup™** will leave a legacy of a **living stadium – for the benefit of football and the young people of the region**.



# 04.



## 4.13 Meknes

Meknes is one of the country's biggest cities, with 835,695 inhabitants. It sits at an altitude of 500 metres on the Saïs plain, between the heights of the Middle Atlas to the south and the foothills of the Rif. The city has a Mediterranean climate, including some continental influences. Its surrounding landscapes are breathtaking, from the agricultural plains of the Saïs to the cliffs of Zerhoun.

Meknes was founded in 711 by the Berber Mekkassa tribe. Its cultural identity is a blend of Berber, Roman, Christian and Arab-Islamic influences. The city is home to an abundance of historical monuments that have been under UNESCO protection since 1996. Meknes is an imperial city, which served as the capital of Morocco between 1672 and 1727. It is also a centre of art and learning, known for its rich cultural life.

The city's extensive calendar of high-quality events includes the Morocco International Agriculture Show, the country's leading professional event, which attracts in excess of one million visitors every year. It demonstrates the region's strategic emphasis on grape and olive cultivation, in addition to tourism development.

Like its neighbour Fez, Meknes is connected to the rest of Morocco by a road and rail network of outstanding quality. The 2026 FIFA World Cup™ fits within the framework of Meknes' communal action plan, currently being implemented, as well as the Regional Development Plan.

Its overarching priority is to reposition Meknes as a sports city, while preserving its beauty and environment.

The city plans to further diversify its hotel offer, to respond to visitor expectations based on its cultural and historical heritage. Benefitting from the exposure of the FIFA World Cup™, Meknes will see its attractiveness boosted.

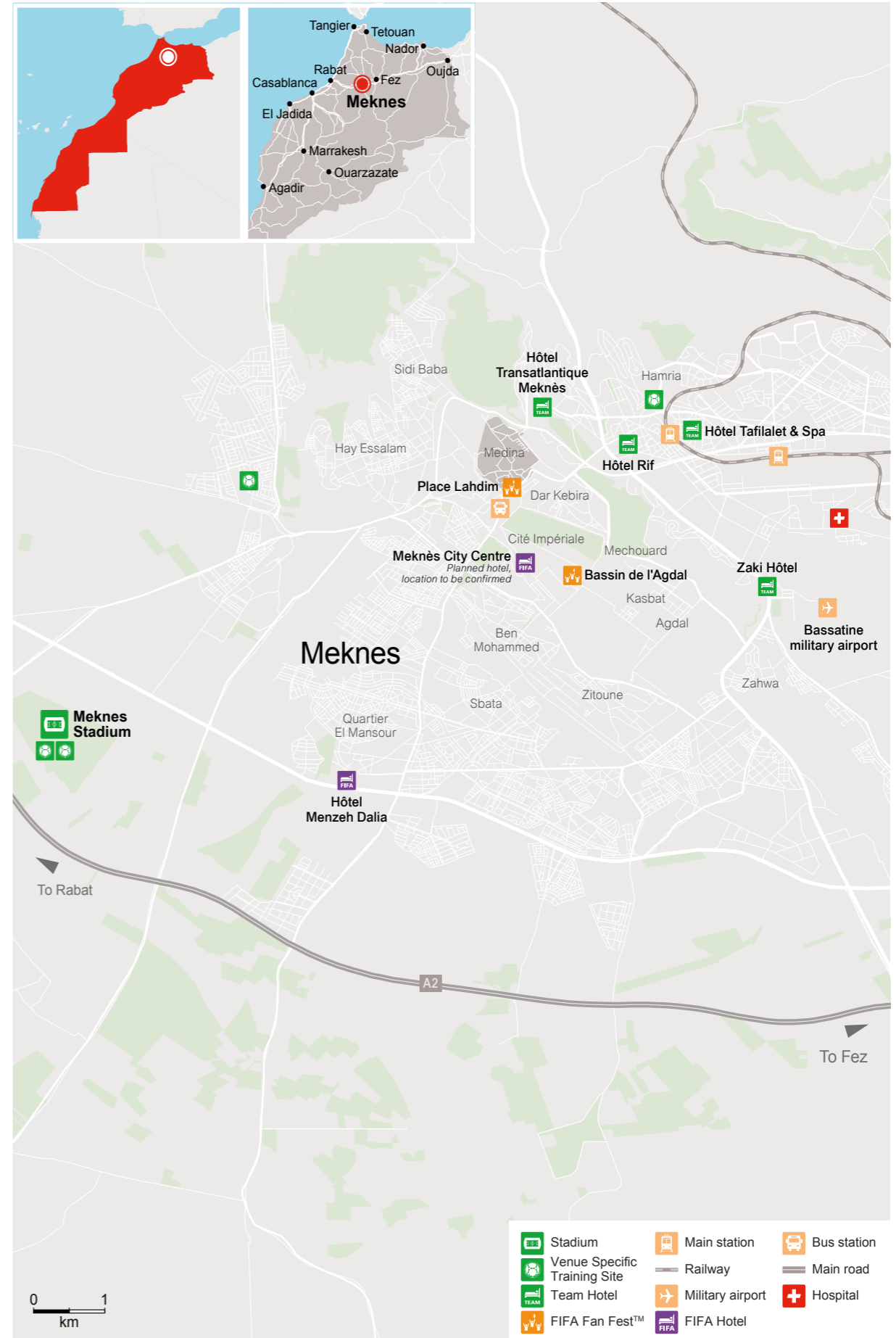
Regarding transport, a new bus terminal and bypass roads will support world-class tournament operations while also delivering a tangible FIFA World Cup™ legacy for local residents.

The city will provide a charming and memorable stage for the 2026 FIFA World Cup™ with celebration venues of unrivalled beauty and ideal climatic conditions for the best of the game.

### Football in Meknes

Founded in 1962, the Club Omnisport de Meknès (CODM) currently plays in the 3<sup>rd</sup> division but enjoyed a golden period winning the national championship in 1995.

The local Saïs derby against MAS Fès, is an unmissable encounter, reflecting the fierce historic rivalry of the two cities. The FIFA World Cup™ will deliver a tangible legacy for local football. The five state-of-the-art training sites will improve playing conditions for the 18 amateur clubs in the Meknes Prefecture. In addition, the new Legacy Modular Stadium, with a post-event capacity adjusted to 25,000 seats, will provide a boost for CODM as it aspires to regain its former glory.







## 4.14 Nador

Nador is a city of 338,747 inhabitants, located in the northeast of the country, stretching from the Bay of Marchica to the mountains of the eastern Rif. The area offers an ideal climate for sport. The hinterland features many extraordinary natural sites including the protected wetlands of the Cape Three Forks and the Jbel Gourougou forest.

Nador has transformed since the start of the last century, and is now one of the most important cities of the eastern Rif. Nador was the intersection of the Phoenician, Carthaginian, Roman and then Arab-Islamic civilisations. Its economy is now structured around local fishing and steel industries. Its port, Beni Ansar, is the second most important on the Mediterranean coast, while its airport is attracting increased traffic, benefitting from its modernity, significant capacity (2 million pax per year) and direct flights to Western Europe.

In 2012, the city's cultural life was enhanced by the first "Festival International de Cinéma et Mémoire Commune". This annual cultural event, centred on the values of peace and social cohesion, is growing in significance with each edition, playing an ever-more important role in the life of the city.

Nador is a city of enormous potential, whose situation, facing outwards to Europe and close to the Algerian border, will play a key role in spreading the positive impact of the 2026 FIFA World Cup™ to Morocco's regional communities, within the framework of a compact plan for the benefit of all participants. Nador's role in hosting the 2026 FIFA World Cup™ will support the development of the whole province, across multiple economic sectors.

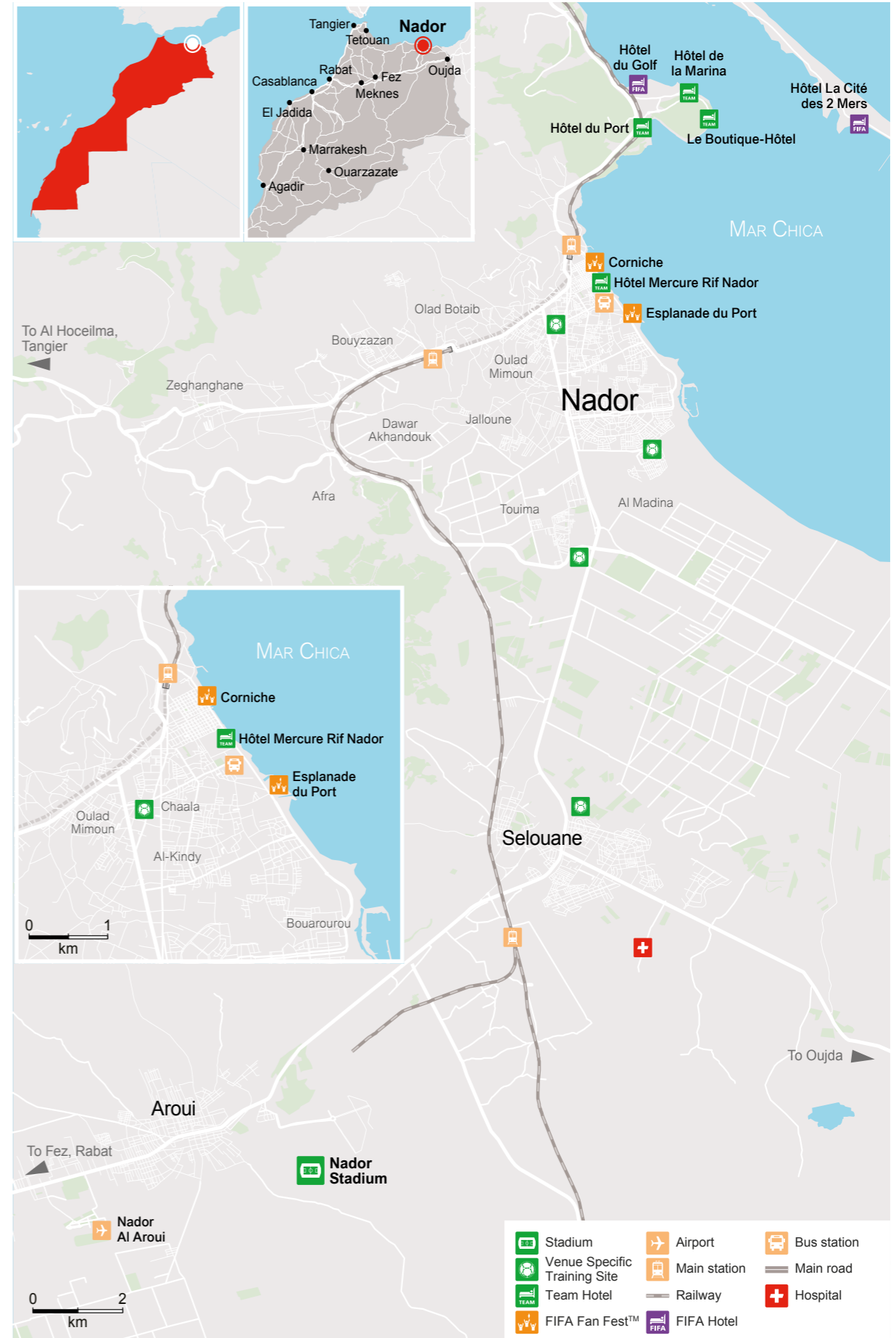
By 2021, the Nador West Med port will be developed to serve as a powerful complement to Tanger Med – a deep-water complex with a duty-free zone and an energy hub.

Moreover, a new 8,000 ha tourism resort around the Marchica Laguna will include the development of residential and hotel complexes, as well as sports and leisure facilities. This ecologically-oriented project is designed to accelerate decontamination of the mouth of the Oued Bouserdoun and local beaches.

Finally, a planned new motorway link with Guercif, connecting to the Rabat-Oujda axis, will boost the city's transport connections, adding to its sea and air links. All such developments will support optimal tournament operations, while driving real long-term benefits in line with the city's needs.

### Football in Nador

Football is by far the most popular sport among Nador's population. More than 9,000 players in the province are registered with the FRMF. The city's two main clubs, Fath de Nador and Hilal Association de Nador, were founded respectively in 1971 and 1956. Sport and cultural development is among the four priorities of the Oriental Regional Development Plan. Its focus on addressing a lack of sports infrastructure is perfectly aligned with the FIFA World Cup™ hosting strategy. The new Nador LMS will be downsized and adapted after 2026 to deliver a sustainable community facility capable of supporting football development at all levels.





## 4.15 Ouarzazate

Ouarzazate's 183,795 inhabitants make it the main town in the Draa Valley. It is situated at an altitude of 1,150 metres, at the confluence of the Oued Dadès and Imini rivers, with a relatively dry climate that has a continental influence.

The city's identity has been moulded by its Berber, Judaic and sub-Saharan heritage. For many years, Ouarzazate was the starting point of the caravan route and a melting pot of peoples from the Mediterranean and sub-Saharan Africa.

Today, the city's economy is powered by a booming cinema industry, which provides for 25,000 jobs and attracts production companies and movie professionals from around the world. "Game of Thrones" is just one example of a long list of recent blockbusters shot in Ouarzazate. Tourism is also a key pillar of the city's economy, supported by a first-class accommodation offer and a breathtaking natural environment for visitors to enjoy.

A vibrant local event calendar features the International Film Festival and the Marathon des Sables, the ultimate challenge for ultra-running enthusiasts from around the world, who take part in their thousands every year.

Ouarzazate's stunning and unique landscapes will deliver extraordinary tournament images and provide all participants in the 2026 FIFA World Cup™ with memories to last a lifetime.

Ouarzazate will offer a power symbol of sustainable development and environmental protection, in line with broader commitments to deliver a truly sustainable 2026 FIFA World Cup™. The city is home to the state-of-the-art Noor solar power plant, already

Africa's leading solar complex, which will be the biggest in the world when completed. Noor sits at the heart of the national renewable energy plan, intended to provide half of Morocco's electricity requirements by 2030.

Transport access to Ouarzazate, which has historically been held back by poor road connections, is set to be transformed with the construction of a new tunnel on the RN9 road leading to Marrakesh. This flagship project, whose timetable perfectly fits FIFA World Cup™ preparations, will also improve road safety for the benefit of drivers. In 2026, Ouarzazate will guarantee consistent high standards across all sectors, supplemented by a new and innovative stadium that will further help to unlock the city's enormous potential.



### Football in Ouarzazate

The city's main team is the Club Sportif de la Municipalité de Ouarzazate (CSMO), currently in the third division. The local amateur football scene is particularly dynamic, with 53 male and 12 female clubs involving thousands of local young people. The construction of the Ouarzazate Legacy Modular Stadium, to be reduced to 20,000 seats after the event, will offer a powerful example of the wider football legacy of the 2026 FIFA World Cup™. This new facility is also planned to house a federal football centre as part of the FRMF's plans to support structured regional football development. Locally, the goal is to develop CSMO as a future top club.



# 04.



## 4.16 Oujda

PLANNED

Oujda is a city of 494,252 inhabitants, located at the end of the Eastern Rif, in the northeast of the Kingdom, a few kilometres from the Algerian border. With a Mediterranean climate, the city is shaped by the influence of the great Moulouya river that runs from the heights of the Atlas all the way to the Mediterranean, some 50 km north of Oujda.

Many sites in the region indicate a very ancient human presence. The Oujda medina was founded by the Maghraouas tribe in 994. Since then, the city's history has been marked by numerous upheavals, resulting in a highly multicultural identity and a rich and multifaceted historical and architectural heritage that fascinates all visitors.

Thanks to the construction of a second terminal at the Oujda-Angad airport and the opening of a new motorway to Rabat, Oujda is now very well connected with the economic heart of the Kingdom, and with Western Europe.

These developments are enabling Oujda to develop growing event hosting expertise. The city's annual event calendar includes, for example, an international taekwondo tournament that, in 2017, attracted more than 1,000 competitors, a continental record.

Oujda also hosted the Maghreb tri-nations youth rugby tournament in 2017. Cultural and music events are equally abundant, including the famous International Rai Festival, whose most recent edition drew 600,000 spectators. Oujda already benefits from many assets that will enable the city to serve as an excellent host in 2026.

A local participatory development strategy, comprising the "Grand Oujda 2015 - 2020

Development Vision" and the "City 2017 - 2022 Action Plan" will deliver further improvements in areas of direct benefit to the FIFA World Cup™. They include the new air connections with the Kingdom's main cities and plans to increase hotel capacity. Moreover, a programme to equip the region with large-scale sports infrastructure has led to the launch of a construction project for a new stadium, that will meet a genuine local need.

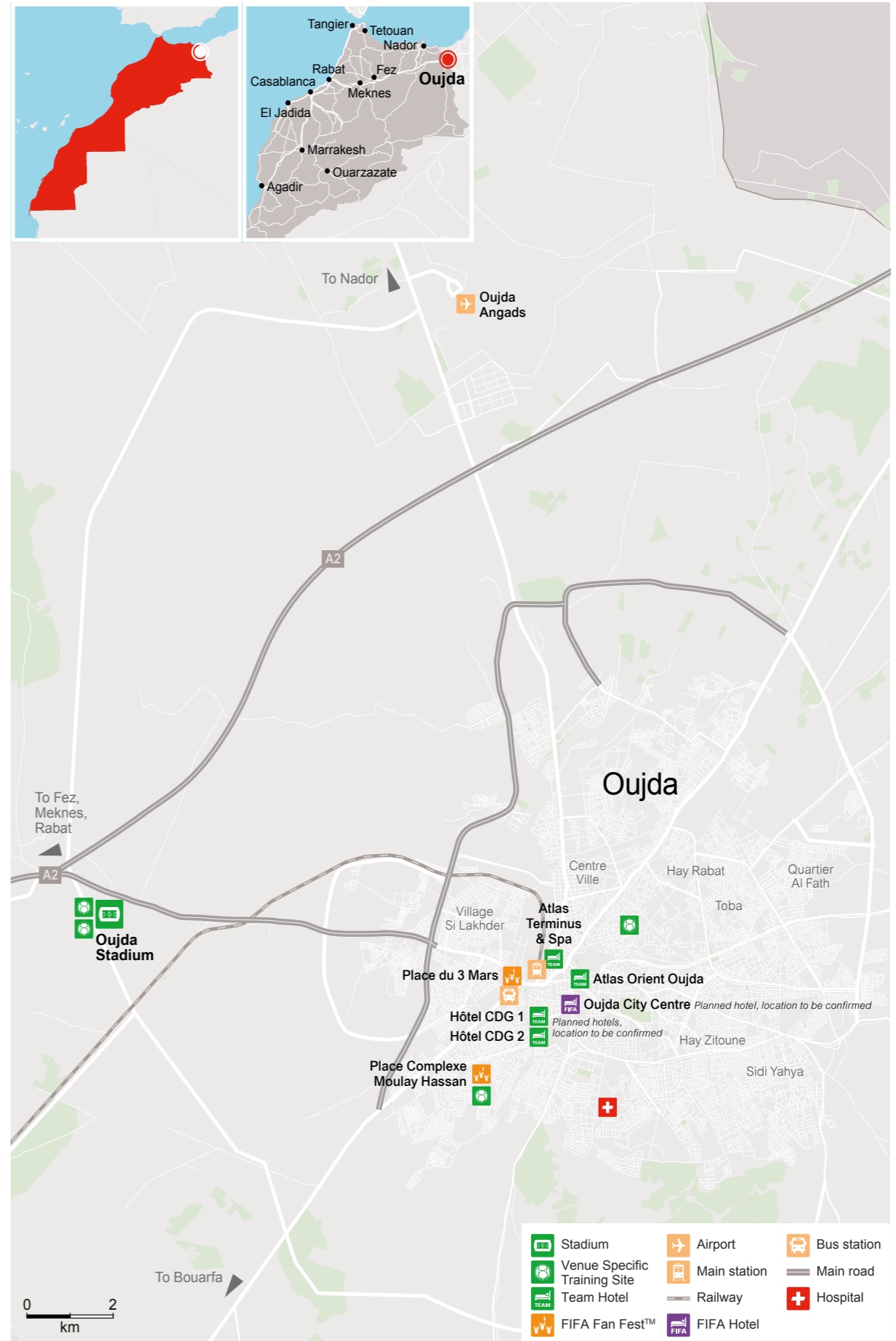
In 2026, Oujda will be better equipped than ever to provide optimal hosting conditions in a city of real influence, open to the Mediterranean and the wider world.



### Football in Oujda

**The Mouloudia Club d'Oujda (MCO) is the most iconic club in Morocco's eastern region, established in 1946. While the team is currently in the second division, its fans will never forget its glorious achievements in winning the championship in 1975, as well as the Coupe du Trône on four occasions. The construction of a new sports training centre in 2006 marked the start of a major programme of sport infrastructure investment.**

**The 2026 FIFA World Cup™ will amplify this development to the benefit of all local clubs, both professional and amateur. In particular, the new stadium will significantly boost MCO's efforts to return to the game's elite.**



# 04.



## 4.17 Tetouan

PLANNED

Tetouan offers its 596,886 inhabitants a pleasant and temperate climate. The city is located not far from the strait of Gibraltar, in a valley bordering the eastern Rif. Its landscapes are breathtaking, spanning limestone mountains, the fine sandy beaches of Martil and Cabo Negro, and even the oak forests of the Bou Hachem nature reserves.

Tetouan grew out of the city of Tamuda, with foundations dating back more than 23 centuries. The city has been shaped by the influences of several Mediterranean civilisations, in particular the Andalusians, whose contributions are especially prominent in the city's art and architecture. Tetouan's medina, listed as a UNESCO world heritage site since 1997, is a unique gem, appreciated by experts from around the world.

Tetouan is used to welcoming visitors. The city is also the venue for many major international cultural events across the fields of music (Voix des Femmes festival), cinema (Tetouan International Festival of Mediterranean Cinema), as well as in digital arts and poetry.

The choice of Tetouan as a Host City for the 2026 FIFA World Cup™ fits perfectly with the regional momentum resulting from its proximity and excellent connections to Tangier.

The overarching development strategy for the Tangier–Tetouan–Al Hoceima region, prioritises investment in road and beach tourism infrastructure, and so is highly coherent with plans for the 2026 FIFA World Cup™.

The tournament will act as a powerful catalyst to ongoing projects in the fields of transport (a new air link with Paris and new rail line to Tangier); environmental development (recalibration of the Martil river bed and a new dam offering flood protection that will enable urban expansion); and sports infrastructure (the planned creation of 10 new community pitches).

The 2026 FIFA World Cup™ will sit at the heart of this multi-sector development, helping to transform Tetouan into a highly modern metropolis, which is open to the wider Euro-Mediterranean area.

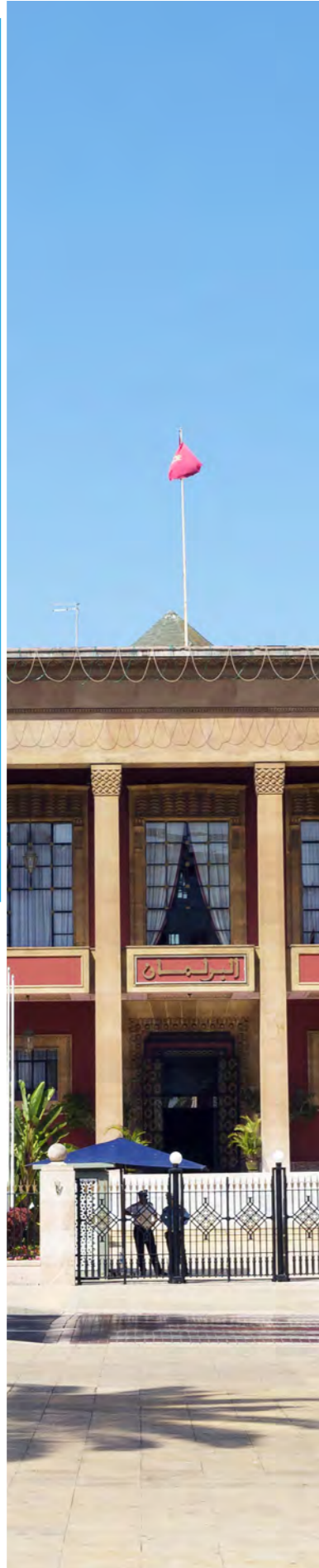
### Football in Tetouan

The football passion of the city's residents is reflected in its 18 football clubs, including 3 for women, and 28 futsal clubs.

The city's main club is the Moghreb Athletic de Tétouan (MAT), part of the Botola D1. Despite its long history, the club's crowning achievements came more recently, in 2012 and 2014, when MAT won the national championship and played the 2014 FIFA Club World Cup™. Its derby matches with Tangier Ittihad Riadhi are among the most anticipated in the Moroccan championship.

The Tetouan Stadium project, which broke ground in 2015, will deliver world-class venue with a capacity of 45,600 seats, which will ensure the MAT remains at the top of the national and continental game.





# 05.

## POLITICAL INFORMATION

## EXECUTIVE SUMMARY

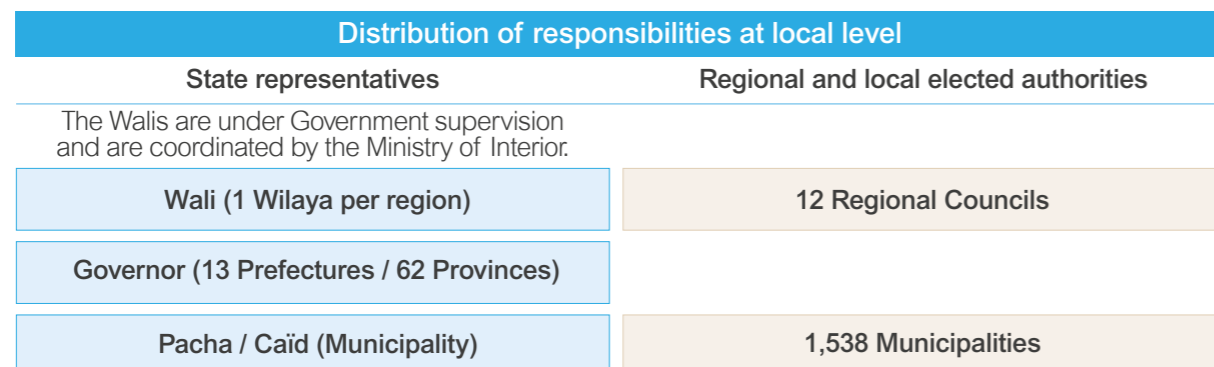
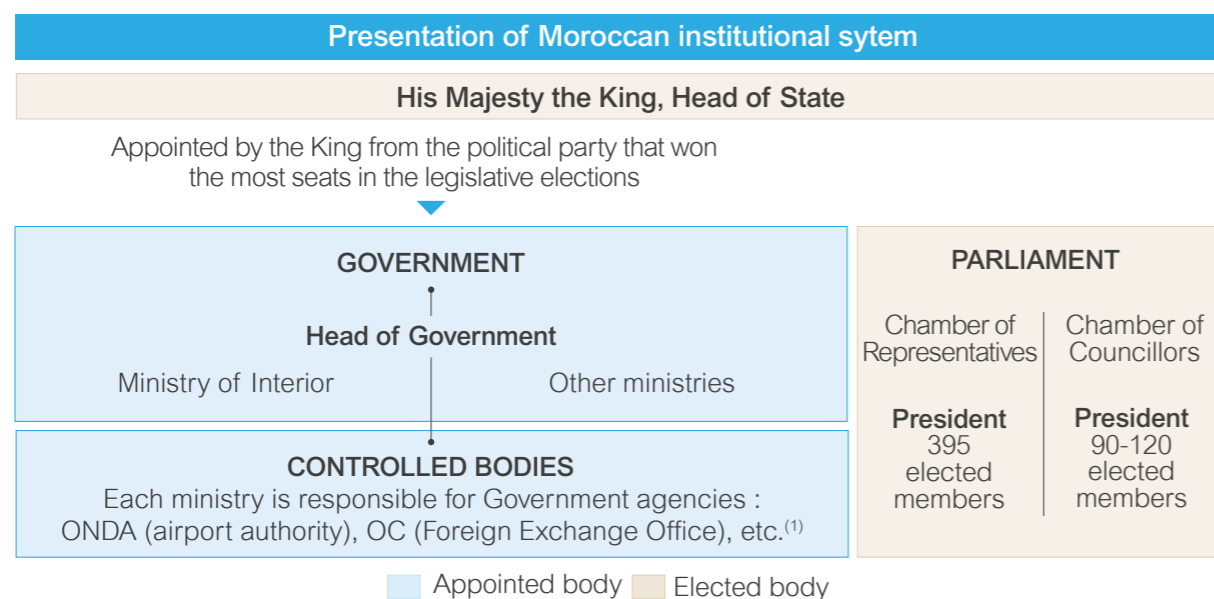
Morocco's political landscape is structured around some of the world's oldest institutions. They are remarkably stable and representative of a diverse population. The country is on a journey of modernisation. It has adopted a consensus-based approach to reform, aiming to preserve national unity while ensuring continued development for the benefit of all Moroccans. The nation's success much owes to efficient administrative organisation at all levels of Government. This will enable smooth coordination and delivery of the 2026 FIFA World Cup™.

### 5.1 Government structure encouraging stability and efficiency

Morocco is a democratic, parliamentary and

social constitutional monarchy, led by His Majesty King Mohammed VI. His Majesty the King appoints the Head of Government from within the winning political party in legislative elections. Beyond the level of the State, a highly structured but devolved system of Government comprises the Walis (Regions), the Governors (Provinces or Prefectures) and the Pachas / Caïds (Municipalities).

A process of "Advanced Regionalisation" has enabled Morocco to establish regional authorities on the basis of universal suffrage. Their role is to oversee local affairs, within a framework that identifies a clear split of responsibilities between the Regions and the State. There are currently 12 Moroccan Regions and 1,538 Municipalities.



Morocco's institutional organisation is highly conducive to major projects such as the 2026 FIFA World Cup™. The Head of Government manages all relevant ministries involved in the event's organisation (security, health, transport, tourism, sports, etc). The Government will oversee the main operational public agencies (especially ONDA, ONCF, OC, ANRT)<sup>(1)</sup> in charge of infrastructure projects, as well as all State services deployed across the project.

### 5.2 The current political landscape, a reflection of Moroccan pluralism

In addition to a stable regime, Morocco also boasts true democratic vitality with active, popular and structured political parties, as well as a robust parliamentary opposition. Six main political groups are represented in Parliament.

- **The Justice and Development Party (PJD):** a moderate traditional party, the PJD has been the leading national political group since the legislative elections of 2011. Sâadeddine El Othmani, current Head of Government, has been its secretary-general since December 2017.

- **The Istiqlal Party (PI):** a nationalist, democratic and conservative party. Istiqlal is a liberation movement founded by the nationalist militant Allal El Fassi. Istiqlal won the municipal elections in 2003, then the legislative elections in 2007 (19%).

- **The National Rally of Independents (RNI):** a party on the moderate right, the RNI primarily represents the Moroccan industrial and commercial middle class.

- **The Authenticity and Modernity Party (PAM):** a socio-liberal party on the centre-left, runner-up in the 2016 elections.

- **The Socialist Union of Popular Forces (USFP):** long the leading opposition force and Morocco's most powerful political party in the 1990s. Created in 1975, the USFP won the legislative elections in 1997 and 2002.

- **The Popular Movement (MP):** the MP is a political party on the right, founded in 1957 by Mahjoubi Ahardane.

**Identity and standing of the current main parties<sup>(2)</sup>**

Political Party	Part of the population <sup>(3)</sup> having a "good opinion" (%)	Part of the population <sup>(3)</sup> having a "bad opinion" (%)	Do not know (%)
Justice and Development Party	82	16	2
Istiqlal Party	73	23	4
Authenticity and Modernity Party	69	26	5
People's Movement	67	27	6
National Rally of Independents	63	32	5
The Socialist Union of Popular Forces	63	32	5

<sup>(1)</sup> ONDA: National Office of Airports, ONCF: National Railways Office, OC: Foreign Exchange Office, ANRT: National Telecommunications Regulation Agency

<sup>(2)</sup> IFOP Survey - February 2018

<sup>(3)</sup> Among the population who has heard of each party

### 5.3 Regular and scheduled elections

A clear and stable electoral calendar is the proof of a peaceful and long-standing democracy. Nationally, the main focus is on legislative elections that take place every five years. The results determine the composition of the Chamber of Representatives, as well

as the party from which the Head of Government is chosen. At a local level, Presidents of the regional and municipal councils are elected for terms of six years since 2015. Since independence, the country has experienced regular and healthy changeover in its ruling political parties.

#### Dates and results of the three most recent elections and scheduled dates of future elections

Date	Elections	Results and comments
2011	Legislative	With a participation rate of 45.40%, the elections were won by the PJD, paving the way for the appointment of Abdelilah Benkirane as Head of Government.
2015	Regional and municipal	These newly-created local elections (participation: 53%), saw the PJD achieve a majority in many regional councils and major cities. However, the PAM gained the most municipal council seats overall.
2016	Legislative	The PJD claimed 125 seats, ahead of the PAM (103 seats) which benefitted from a significant increase (+55 seats). Saâdeddine El Othmani (PJD) became Head of Government in April 2017.
2021	Legislative	Elections to renew the composition of the Chamber of Representatives.
2021	Regional and municipal	Elections to renew the composition of each regional and municipal council.

### 5.4 A country on the move

His Majesty the King, who carries responsibility for ensuring national unity, has initiated significant reforms in response to economic and social shifts within Moroccan society – and

to accelerate the country's modernisation. These consensus-based changes have enabled robust responses and resolution to recent political events.

#### Four major political issues which have been efficiently addressed in the recent past

Date	Context	Triggering element	Incident resolution
2011	<b>The "Arab Spring"</b> , movement of protest in North Africa and the Middle East.	<b>20 Feb. 2011</b> - Calling for <b>political and social reforms in Morocco</b> .	<b>9 Mar. 2011</b> - H.M. King Mohammed VI <b>initiating reforms</b> and a <b>new constitution</b> (98.5% support).
2010-2015	<b>Ongoing decentralisation</b> since the Independence. Lack of popular <b>representation</b> at local level.	<b>2010-2015 - Report</b> recommending the creation of 12 Regions.	<b>2015 - Regionalisation</b> : 12 Regional Councils, headed by <b>elected presidents, enhanced local democracy</b> .
2016	<b>The Rif</b> , a region facing social difficulties and suffering from poor <b>infrastructure</b> .	<b>28 Oct. 2016</b> - Protest movement after the <b>accidental death of a fisherman</b> whose illegal catch was seized by the police.	<b>24 Oct. 2017</b> - Inquiry report and <b>reorganisation of the administration</b> , to better implement the Regional Development Plan.
2016	Dissension within the governing coalition. Outgoing <b>conservative party (PJD) wins the elections</b> .	<b>15 Mar. 2017</b> - The <b>outgoing Head of Government</b> fails to form a new coalition Government.	<b>5 Apr. 2017</b> - <b>Formation of a new Government</b> with number 2 of PJD at the head.

### 5.5 Institutions at the heart of smooth and successful delivery

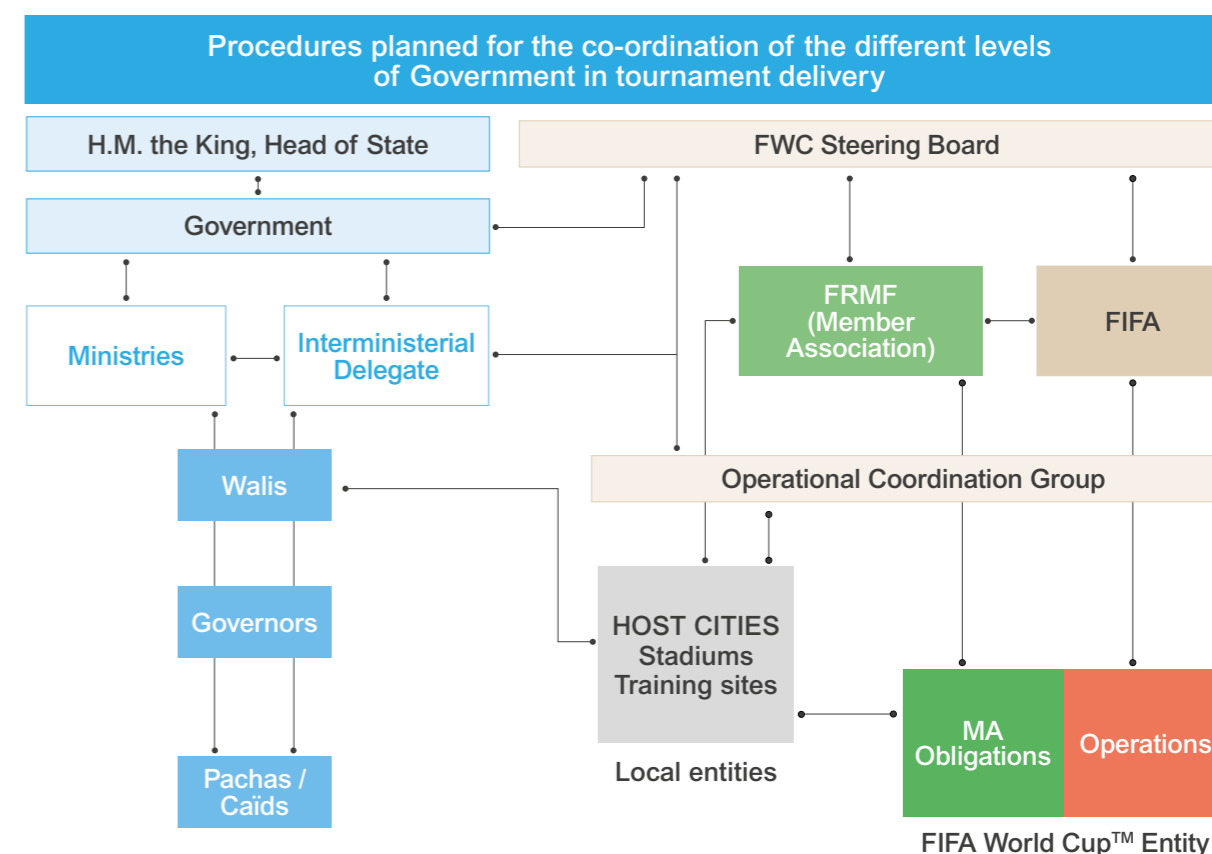
A major international event such as the 2026 FIFA World Cup™ requires the full engagement of relevant public authorities. The FRMF is coordinating the support of all necessary stakeholders. In line with the governance framework established by FIFA, a State organisation entirely devoted to the 2026 FIFA World Cup™ will be created in order to provide:

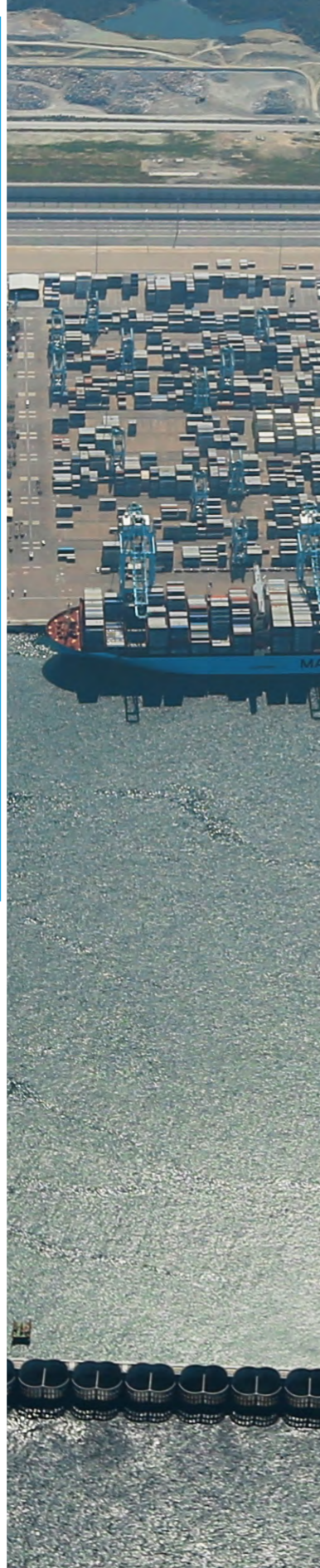
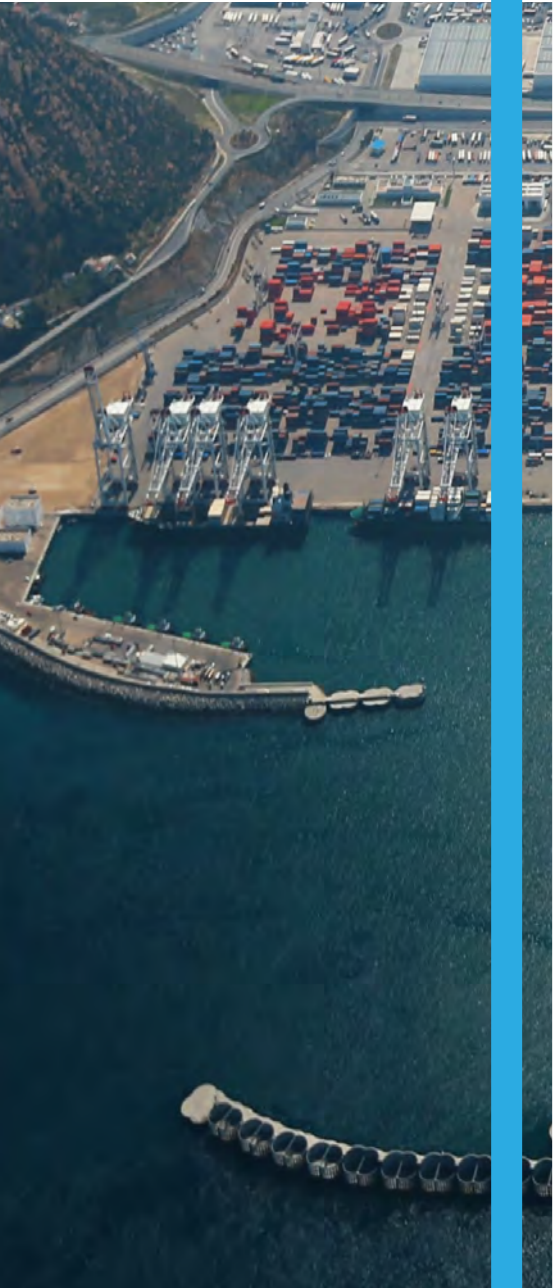
- A single point-of-contact for its partners (FRMF, FIFA World Cup™ Entity, FIFA);
- Very high-quality coordination of all State services (Ministries, national agencies, local administration);
- A mechanism to manage strategic aspects and operational implementation;
- Quick handling and responses across all areas of public authority responsibility.

An Interministerial Delegate for the 2026 FIFA World Cup™ will be appointed by the Government, with full authority to coordinate all State agencies. He will represent the State within the Operational Coordination Group and within the FIFA World Cup™ Steering Board, jointly with the Minister in charge of Youth and Sports.

This Interministerial Delegate will also coordinate a regional network made up of the Walis and the Governors of the Provinces and Prefectures that will accommodate the Host Cities and Team Base Camps.

Each Host City will appoint a Director dedicated to the preparation and organisation of the 2026 FIFA World Cup™, who will serve as the single point-of-contact for the coordination of all stakeholders, in keeping with the guidelines set out in the Host City Agreement.





# 06.

## ECONOMIC INFORMATION



## EXECUTIVE SUMMARY

Morocco's economy has long been ready for an event of the scale of the FIFA World Cup™. Significant, sustained and stable growth are reflected in all key indicators.

The country's excellent economic health owes much to major structural reforms, welcomed by the international community, which aim to drive accelerated growth and modernisation.

The benefits of such an approach can be seen in the emergence of new business sectors, and particularly in consistent rises in Moroccan living standards.

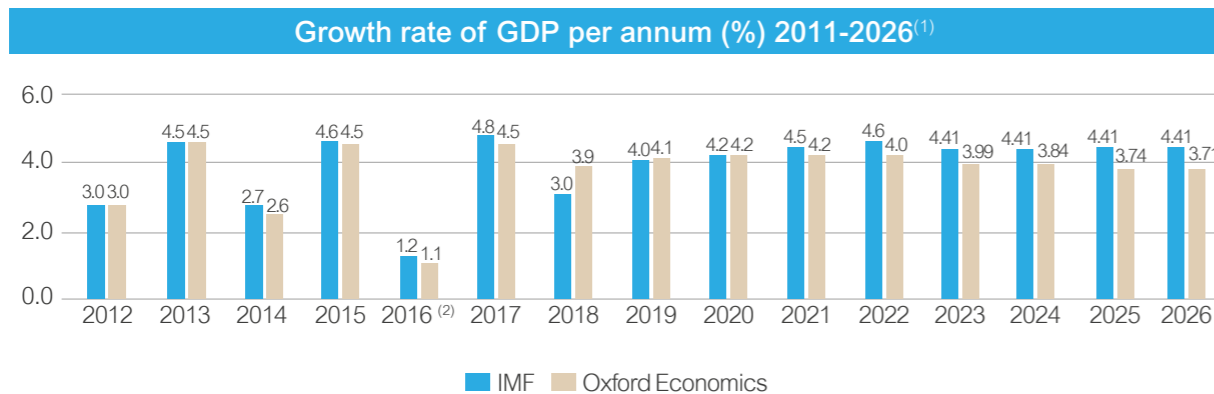
### 6.1 Strong and dynamic growth

Morocco has recorded solid GDP growth over the last five years, avoiding recession

despite an uncertain global climate. Its momentum stems primarily from a strategy of major structural reform in addition to the implementation of regional and sectoral development plans, focussing, for example, on tourism, logistics and renewable energy. In this context, international institutions anticipate stable growth in excess of 4% per year up to 2026.

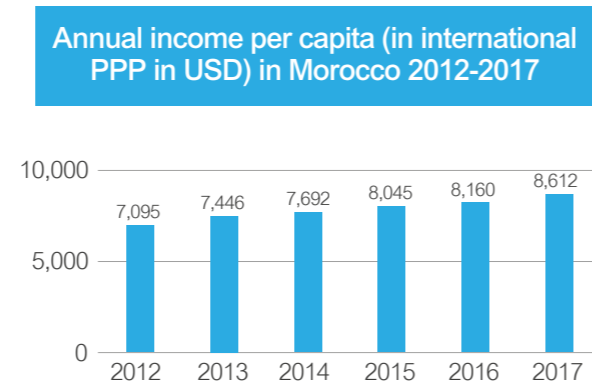
*Morocco has successfully implemented real reforms, on both budgetary and structural levels*

Christine Lagarde  
IMF Managing Director



### 6.2 Continuous improvement in Moroccan living standards

Economic growth and managed demographics have led to a significant improvement in Moroccan living standards (+21% per annum growth income per inhabitant between 2012 and 2017), with a long-term trend pointing to sustainable improvement, in step with an increasing GDP (IMF / Oxford Group).

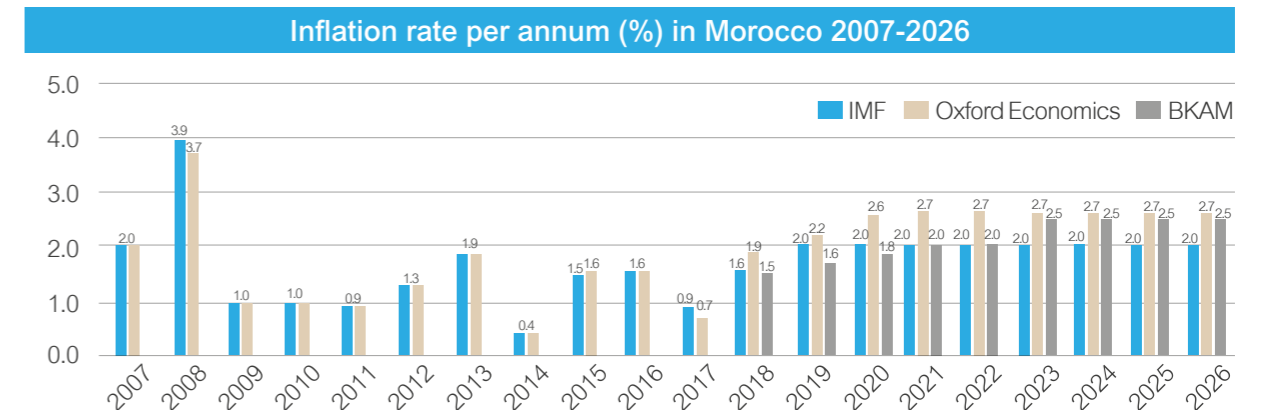


<sup>(1)</sup> IMF has available data until 2022. Hypothesis of constancy has been made to get forecasting to 2026.  
<sup>(2)</sup> Growth slowed down because of the negative impact of droughts on agriculture.

### 6.3 Controlled inflation signalling economic stability

Morocco has enjoyed low inflation without any significant spikes over the last 10 years, thanks to an efficient and consistent policy from the Al-Maghrib Central Bank (BKAM). All international indicators confirm forecasts

of long-term controlled inflation (around 2% towards 2026), consistent with the central bank's targets. Such remarkable stability offers conditions enabling continued national growth, and sustained rises in average income and domestic consumption.



### 6.4 A baseline interest rate balancing growth and inflation

In line with worldwide trends, Morocco has progressively lowered its inter-bank interest rate since 2011 in an effort to stimulate

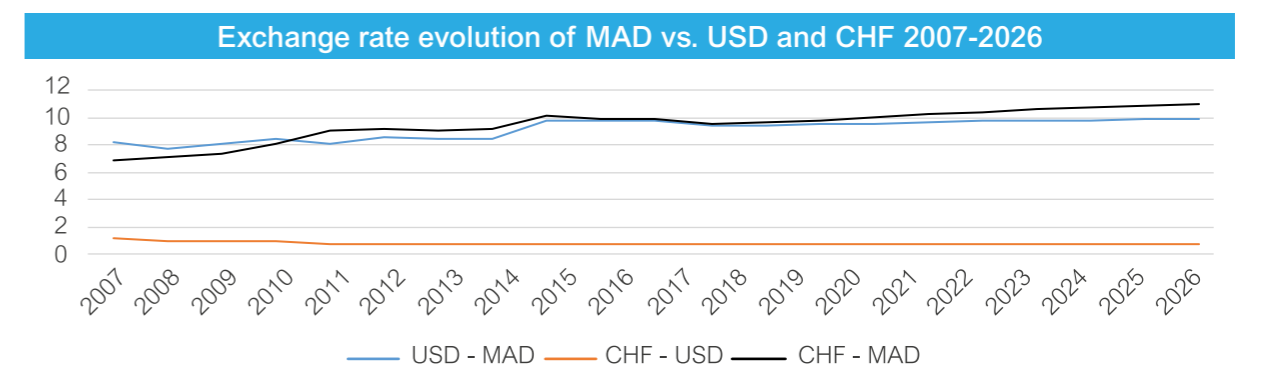
economic growth while stabilising inflation. The baseline interest rate should remain within a stable range between 2 and 3.5% towards 2026, with a moderate increase resulting from strong growth.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
2007	3	3	3.18	3.25	3.25	3.06	3	2.94	2.5	2.31
2017	2.25	2.25	2.50	2.75	3.00	3.25	3.50	3.50	3.50	3.50

### 6.5 Reinforced currency stability

The Moroccan Dirham (MAD) is a very stable currency pegged to basket of currencies made up of the Euro (EUR) and the US Dollar (USD). In January 2018, the Ministry

of the Economy and Finance implemented a reform providing the exchange system with greater flexibility, in order to set a framework complying with international standards while maintaining the currency's long-term stability.





# 07.

## MEDIA AND MARKETING INFORMATION

## EXECUTIVE SUMMARY

The sports sponsorship market in Morocco is particularly dynamic, benefitting from the growing interest of major Moroccan groups and local medium-sized companies with a proven track-record in sponsoring sports events nationally and locally in the Host Cities. All the biggest Moroccan advertisers have already expressed strong interest in joining the partnership programme of the 2026 FIFA World Cup™.

Morocco's media landscape, liberalised during the last decade, comprises approximately 100 companies and is characterised by strong digitalisation among traditional media as well as the development of pure-player digital media. All generalist media devote prime-time slots to sports content, with football naturally dominating coverage. The market for sports media rights has grown strongly in the last 10 years, driven by the passion of Moroccan television viewers for national and international sports events.

Morocco offers a strong legal framework for the protection of trademarks and intellectual property rights. National authorities will further strengthen legislation in order to meet all FIFA requirements, creating a valuable legacy of the tournament for the local market.

### 7.1 One of Africa's most dynamic sports sponsorship markets

Morocco's sports market – driven primarily by football, athletics, golf, tennis, running, martial arts and motorsports – is characterised by:

1. Growing professionalism of right-holders, reflected in a clear improvement in the quality of live sports content production;
2. An increasing number of large-scale international events being hosted in the country, encouraging a transfer of knowledge;

3. The emergence of economic actors of international or continental scale such as Maroc Télécom, Attijariwafa Bank, Afriquia, Akwa Group, MDJS, Royal Air Maroc or the Office Chérifien des Phosphates (OCP);
4. The presence of many international advertising groups including Publicis Group, Dentsu, IPG, WPP and Lagardère, leading to the dissemination of best practices within the sector.

Under this impetus from many directions, the sports sponsorship market has seen double-digit growth in the last decade, with the emergence of sports partnerships worth several million dollars, such as the one signed between Maroc Telecom and the FRMF, for more than USD 15 million over the 2015-2019 period.

As the leading form of live content in Morocco, football holds 70% of the live event market. It is overwhelmingly Moroccans' favourite sport, providing brands with a media platform that offers excellent returns on investment. All of the national teams and clubs in the Moroccan elite championship have extensive and constantly growing marketing partnerships.

The FRMF has served as a pioneer in Africa in introducing a large range of rights and activation opportunities such as naming rights to the national championship (known as the Botola Pro Maroc Telecom since 2015) and extensive packages including visibility, hospitality, merchandising, on-site and digital activations.

Beyond this local offer, Moroccan advertisers are also increasingly active in international football, including, for example, through associations with LaLiga™ matches involving

Real Madrid and FC Barcelona (Sidi Ali, MDJS, Thés Sultan, etc.). Leading local companies and brands also offer strong support to major international events hosted in Morocco (see table below) within the national partnership categories. Examples include major CAF events, the FIFA Club World Cup™ and the annual, locally hosted stages of major international franchises such as the WTCC Afriquia Race of Morocco, the IAAF Diamond League, the European Tour, etc.

Moroccan sports events are also of growing interest to international groups (see table

below), which are capitalising on the open door and direct access to African markets that Morocco can provide, and all of the excellent hospitality offers thanks to the quality of Morocco's tourism services and ideal geographic location.



















The 2026 FIFA World Cup™ will serve as a powerful catalyst for a market that should be reaching full maturity by 2026. It will strengthen links with Europe and the rest of Africa while continuing to focus on the professionalisation of local actors.

Sponsorship activities for main sports events organised in Morocco		
Main sports events organised in Morocco	National sponsors	International sponsors
2013 and 2014 FIFA Club World Cup™		
2018 African Nations Championship		
Hassan II Golf Trophy (European tour)		
Hassan II Tennis Grand Prix (ATP tour)		
WTCC Afriquia Race of Morocco		
Mohammed VI Meeting (IAAF Diamond league)		
Rallye Aicha des Gazelles		
Marathon des sables		

### 7.2 Strong interest among existing sport sponsors

In Morocco, more than 100 advertisers have annual advertising budgets exceeding one million dollars, and up to USD 60 million for the most active advertisers. All the biggest Moroccan advertisers have already voiced their support for the Morocco 2026 candidacy

and have signed letters of intent signalling their desire to be partners of the 2026 FIFA World Cup™ (see table next page). Many regional SMEs such as Siera, Flash, Asta, Facop, Colorado, Dari and Ingelec also regularly invest in sports and represent potential lower-tier partners.

Major national corporations investing in sports sponsorship		
Company description (Company turnover in 2016, USD billion)	Main sponsorship activities (non-exhaustive)	Support letter
 <p><b>OCP</b> (4.4)</p>	<ul style="list-style-type: none"> <li>• OC Khouribga, OC Safi and DH El Jadida</li> <li>• Hassan II and Lalla Meryem Golf Trophies (European tour)</li> </ul>	
 <p><b>Maroc Telecom</b> (3.6)</p>	<ul style="list-style-type: none"> <li>• Botola Pro Maroc Telecom</li> <li>• FRMF</li> <li>• 2018 African Nations Championship</li> <li>• IAAF Diamond League</li> </ul>	
 <p><b>AKWA</b> (3.1)</p>	<ul style="list-style-type: none"> <li>• HUS Agadir</li> <li>• WTCC Afrikaia Race of Morocco</li> <li>• Hassan II Golf Trophy (European tour)</li> </ul>	
 <p><b>Attijarwafa bank</b> (2.0)</p>	<ul style="list-style-type: none"> <li>• Mauritanian Football Federation</li> <li>• Royal Moroccan Golf Pro Tour</li> </ul>	
 <p><b>BANQUE POPULAIRE MAROC</b> (1.6)</p>	<ul style="list-style-type: none"> <li>• WA Casablanca</li> <li>• Marrakesh Marathon</li> </ul>	
 <p><b>ROYAL AIR MAROC</b> (1.5)</p>	<ul style="list-style-type: none"> <li>• Hassan II and Lalla Meryem Golf Trophies (European tour)</li> <li>• Rally Morocco Classic</li> <li>• IAAF Diamond League</li> </ul>	
 <p><b>BMCE BANK</b> (1.3)</p>	<ul style="list-style-type: none"> <li>• Hassan II and Lalla Meryem Golf Trophies (European tour)</li> <li>• WTCC Afrikaia Race of Morocco</li> </ul>	
 <p><b>BMCI</b> (0.3)</p>	<ul style="list-style-type: none"> <li>• Hassan II Tennis Grand Prix (ATP tour)</li> <li>• Lalla Meryem Tennis Grand Prix (WTA tour)</li> </ul>	
 <p><b>MDJS</b> (0.2)</p>	<ul style="list-style-type: none"> <li>• WTCC Afrikaia Race of Morocco</li> <li>• 2017 World Judo Open Championships</li> </ul>	
 <p><b>LES EAUX MINÉRALES</b> (0.2)</p>	<ul style="list-style-type: none"> <li>• FRMF</li> <li>• 2018 African Nations Championship</li> <li>• National football team</li> <li>• Wydad Casablanca, RCA Casablanca</li> </ul>	

### 7.3 Robust brand protection framework, reinforced to meet FIFA requirements

Morocco devotes vital and growing importance to the protection of intellectual property rights, trademarks and the regulation of advertising in order to protect right-holders, to encourage innovation and to totally align with the international best practices and standards.

In this regard, the country has one of the most complete legal frameworks in Africa, including the following key laws:

1. Law 17-97 on the protection of industrial property, that took effect on 18 March 2004,
2. Law 31-05 amending and completing law 17-97, that took effect on 20 February 2006;
3. Law 23-13 amending and completing law 17-97, that took effect on 18 December 2014.

These recent reforms have notably helped to simplify trademark registration and to strengthen the penalties for imitation, counterfeiting and unfair competition. Morocco has a protection system in line with the highest international standards, underpinned by the ratification of more than 16 international treaties and conventions linked to trademark and intellectual property protection and several free trade agreements with the European Union and the United States of America.

This favourable ecosystem has been enhanced by the creation of the Moroccan Industrial and Commercial Property Office (OMPIC), specifically in charge of protecting right-holders. It has also been strengthened by the arrival in Morocco of major legal firms that are helping to disseminate best practices, such as Clifford Chance or Allen & Overy.

To meet FIFA's expectations and requirements, the Moroccan government further undertakes to strengthen the existing legal framework to avoid any possibility of ambush marketing or counterfeiting, while notably encouraging

accelerated punishment of identified offences. These reforms will be included in the national legal framework and will represent a significant legacy of the 2026 FIFA World Cup™, one that will encourage investment, innovation and entrepreneurship. Moreover, the Government undertakes to mobilise special law enforcement units in order to identify and promptly sanction any violation of the applicable rules.



#### 7.4 A liberalised media landscape, with a strong commitment to digitisation

The Moroccan media landscape has grown remarkably in the last 10 years, thanks to several laws that have liberalised the media sector. It now includes more than 100 companies across all media (TV, radio, press, digital) offering a full national coverage and supported by some dedicated local coverage in key Host Cities.

Television is unquestionably the preferred medium of Moroccan households, with a 95% penetration rate in 2017 and a daily audience of more than 20 million people. Beyond traditional linear broadcasting, Moroccan TV stations have developed offers that include mobile applications, internet sites, social networks. Video-on-demand (VOD) platforms are in development.

In addition to high definition national free-to-air TV stations, Moroccans also have access to international channels via pay-TV offers such

as the packages offered by Maroc Telecom (MT Box) or beIN. Streaming platform offers are also developing with the arrival of Icflix (distributed by Maroc Telecom) and Netflix, the worldwide leader.

Moroccan radio, the second medium, with a daily consolidated audience of 11 million people, includes 34 public and private stations with a diversified and extensive offer. The print press has also expanded strongly and now includes 44 titles with an even split of French and Arabic-language publications.

In addition to strong digitalisation among historical media, the Moroccan media landscape has witnessed a fast development of pure-player digital media with more than 20 key platforms attracting a rapidly growing audience thanks mainly to the strong penetration of smartphones (67% in 2017).

Main media players in Morocco

Media	Television	Radio	Press	Online
Main channels				

#### 7.5 Football: the most popular and widely covered sport

All Morocco's generalist media devote prime-time slots to football content. In addition, a number of specialist sports and football platforms have emerged.

They include Arryadia, a dedicated sports TV channel launched by the SNRT<sup>(1)</sup> national

broadcaster in 2006, in response to strong popular demand for football and other national and international sports.

The station now benefits from cutting-edge technology and broadcasts major sports events in high definition, including the African Nations Cup and the Olympic Games. It attracts a regular audience of more than three million viewers.

<sup>(1)</sup> Moroccan Radio and Television Society

Further dedicated sports media include one radio channel (Radio Mars), two press magazines (Al mountakhab, Annoukhba) and two online media (Hesport.com, Elbotola.com).

Moroccan TV viewers' appetite for sports content continues to grow strongly in response to the progress of Morocco's clubs and national teams.

The 2026 FIFA World Cup™ will offer the country's sports media professionals a valuable opportunity to develop their technical and editorial expertise, alongside their international colleagues, in order to provide Moroccan viewers with the best possible future sports coverage.

#### 7.6 A fast-growing broadcast rights market

The market for sports media rights has grown strongly in Morocco in the last 10 years, driven by the passion of Moroccan television viewers for sports events, most notably football, with audiences of up to 20 million television viewers, 70% of the Moroccan population, for matches involving the Moroccan national team and during major international championships.

More than 110 million people, in terms of cumulative local audience, watched matches involving FC Barcelona or Real Madrid in LaLiga™ during the 2016-2017 season.

National stations such as SNRT and pan-Arab operators such as beIN SPORTS are therefore devoting increasing interest to the broadcasting of national sports events, principally football, and to acquiring broadcast rights for international events. In this context, the FRMF has granted the exclusive broadcasting rights of the Botola Pro Maroc Telecom D1 and D2 to SNRT for more than USD 55 million over a 5-year period.

National television stations are deploying increasingly cutting-edge and comprehensive broadcast set-ups for sports events, including full on-site services (studio, touchline, pitch-position camera, flash interview, behind-the-scenes), in line with the highest international standards and best practice.

The 2026 FIFA World Cup™ will provide an opportunity to further develop the technical expertise of broadcast teams, and share Moroccan know-how with colleagues from across Africa.

#### 7.7 Reinforced legislation to meet the FIFA News Access requirements

Right to access information in Morocco is governed by Law 77-03 that regulates audio-visual broadcasting and communication; guarantees freedom of competition within the sector; and establishes the role of the supervisory body (the High Authority for Audio-Visual Communication or HACA).

As such, no legal constraint is imposed on Media Rights Licensees related to the broadcasting of tournament excerpts or highlights on free stations. Nevertheless, article 11 of law 77-03 requires exclusive rights-holders of a public event to be transparent and fair regarding the technical and financial conditions required from broadcasters wishing to provide updates and/or relative to the supply of excerpts from the event.

For the 2026 FIFA World Cup™, Morocco's Government authorities undertake to provide FIFA and the FIFA World Cup™ Entity with all necessary HACA authorisations and necessary support to ensure successful and wide-ranging national and international coverage.



**BIDDING NATION  
MOROCCO**

**VOLUME 2**

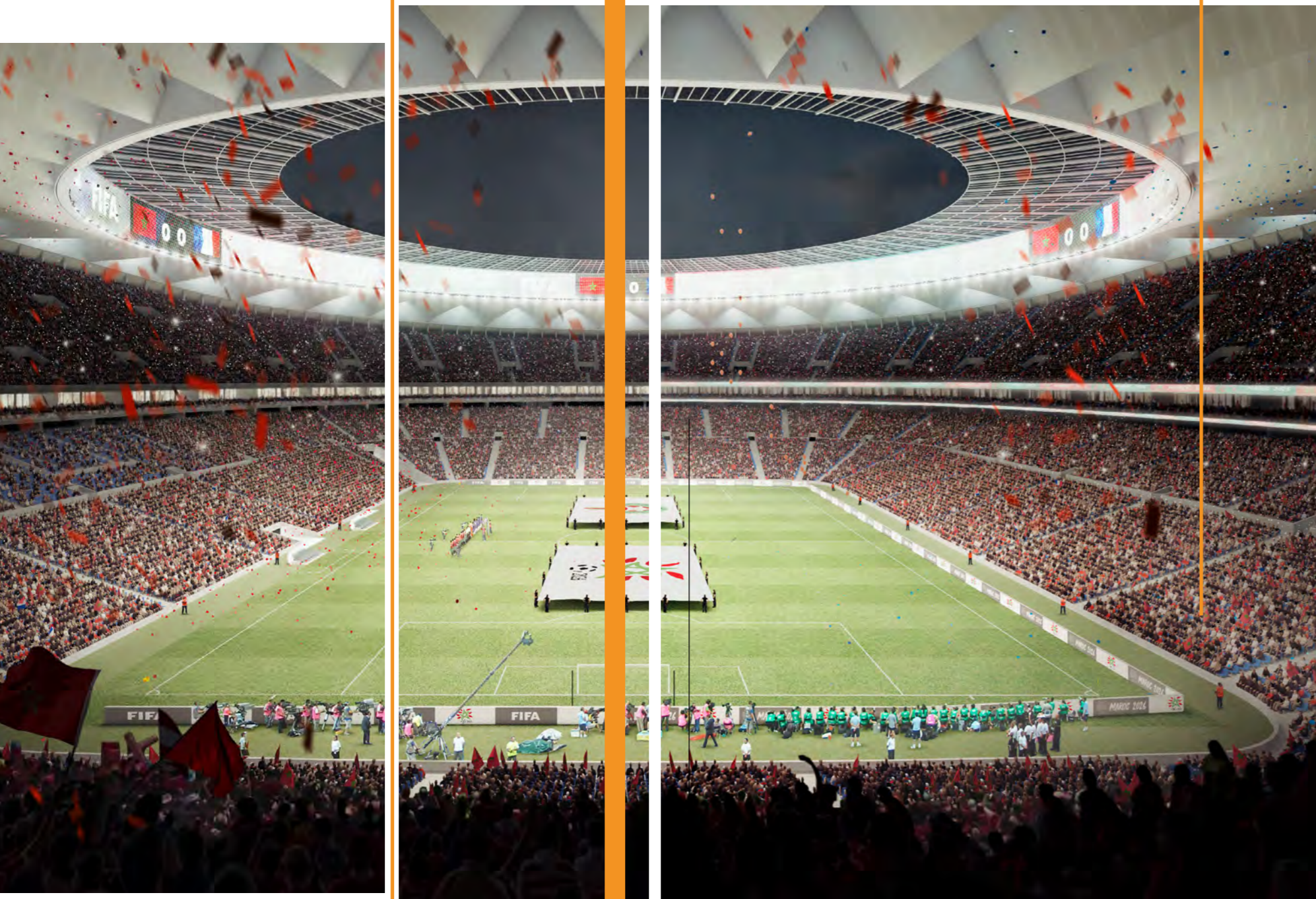
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# CHAPTER C

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# 08. STADIUMS



## 8.1 A robust, innovative and state-of-the-art stadium concept, fully aligned with Morocco's long-term needs

The Stadium plan for the 2026 FIFA World Cup™ in Morocco is based on the following key principles:

- State-of-the-art infrastructure to optimise all participants' experience and deliver an ideal showcase for the best of football;
- Use of existing or planned stadiums wherever possible;
- Alignment of investment with existing development plans;
- Legacy-first planning to deliver meaningful long-term benefits that meet real community needs.

Morocco's proposal includes 14 stadiums, for a tournament that will be staged across 12 cities, as presented in the following table.

### 8.1.1 World-class stadiums that meet every 2026 FIFA World Cup™ requirement

Every FIFA requirement has been carefully analysed and integrated in all stadium construction and renovation plans. A major focus will be placed on the quality of pitches. An international expert, Novarea, has already inspected existing pitches and provided detailed instructions for developing the best possible terrain in both existing and new stadiums.

Stadium	City	Gross capacity (2026)	Capacity after 2026 FIFA World Cup™	Higher competition phase	Status
Grand Stade de Casablanca	Casablanca	93,000	93,000	Opening match - Final	Planned (2025)
Grand Stade de Marrakech	Marrakesh	69,565	61,000	Semi final - 3 <sup>rd</sup> place	Renovated
Adrar Stadium	Agadir	46,048	41,800	Quarter-final	Renovated
Fez Stadium	Fez	46,092	35,000	Quarter-final	Renovated
Prince Moulay Abdellah Stadium	Rabat	46,500	46,500	Quarter-final	Renovated
Ibn-Battouta Stadium	Tangier	65,000	65,000	Quarter-final	Renovated
Oujda Stadium	Oujda	45,400	45,400	Round of 16	Planned (2022)
Tetouan Stadium	Tetouan	45,600	45,600	Round of 16	Planned (2020)
Casablanca Stadium	Casablanca	46,000	46,000	Round of 16	New LMS (2024)
El Jadida Stadium	El Jadida	46,000	25,000	Round of 16	New LMS (2024)
Marrakesh Stadium	Marrakesh	46,000	25,000	Round of 16	New LMS (2024)
Meknes Stadium	Meknes	46,000	25,000	Round of 16	New LMS (2024)
Nador Stadium	Nador	46,000	20,000	Round of 16	New LMS (2024)
Ouarzazate Stadium	Ouarzazate	46,000	20,000	Round of 16	New LMS (2024)



### Existing renovated stadiums (5)

The five existing stadiums will all be fully renovated to meet requirements related to seating capacities and seat standards, complete stand coverage, pitches, the full upgrade and renovation of all spaces, players areas, hospitality lounges and sky boxes, power supply, lighting, IT&T facilities, air-conditioning, accessibility, sanitary installations, and parking.

### Planned stadiums (3)

The three planned projects will fulfill 2026 FIFA World Cup™ requirements: the Grand Stade de Casablanca, which will be the new home of the national team, and two stadiums in Oujda and Tetouan.

### New stadiums (6)

This Legacy Modular Stadium (LMS) represents an innovative new way of seeing and building stadiums, avoiding “white elephants” while responding to common challenges and issues involved in hosting major sport events. The LMS concept achieves the twin objectives of delivering stadiums to the highest standards, fulfilling FIFA's requirements for the event, and also guaranteeing a specific and meaningful post-tournament legacy (see paragraph on Legacy Modular Stadium).

### 8.1.2 Secured funding and development plan

A budget of USD 2.1 billion (2018) will be fully funded and guaranteed by the National Government, for the stadium renovation and construction. The Ministry of Youth and Sports will own the 14 stadiums and a recently created National Agency for General Infrastructure (ANEG) will be responsible for their overall delivery. Its responsibilities will include financial management, detailed planning and design, environmental and other impact analysis, tendering, construction scheduling and monitoring, commissioning and legacy planning. All Stadium Agreements have been signed without restriction, and all land proposed for new stadiums is already secured and publicly owned. No expropriation will be required. Once completed, most of the stadiums will be operated through a single public agency, the existing and experienced SONARGES<sup>(1)</sup>, part of the Ministry of Youth and Sports, which already operates most of the existing stadiums. FRMF and FIFA will therefore have single points-of-contact for both delivery and operations, greatly facilitating event planning and delivery.

### 8.1.3 Exemplary sustainable stadiums

In line with Morocco's environmental commitments and the FRMF's sustainable development strategy for the 2026 FIFA World Cup™, stadium construction and renovation projects have been developed with the greatest consideration of their environmental impact, and will benefit from the latest innovations in the field.

All stadium development work for the 2026 FIFA World Cup™ will meet the thresholds for BREEAM and HQE certification. Shade houses covered with solar panels will be installed in all stadium car parks, generating up to 224 MWh per year for all stadiums of clean electricity for the local area.

<sup>(1)</sup> National Agency for Stadiums Construction and Management

## 8.2 Existing and planned stadiums



The future state-of-the-art Grand Stade de Casablanca will be located in the up-and-coming Benslimane area, in the north of Casablanca. It will serve as the key catalyst to a major urban development plan, as the centrepiece of the future Morocco Sport City, a national centre of excellence for elite-level training and research across all sports.

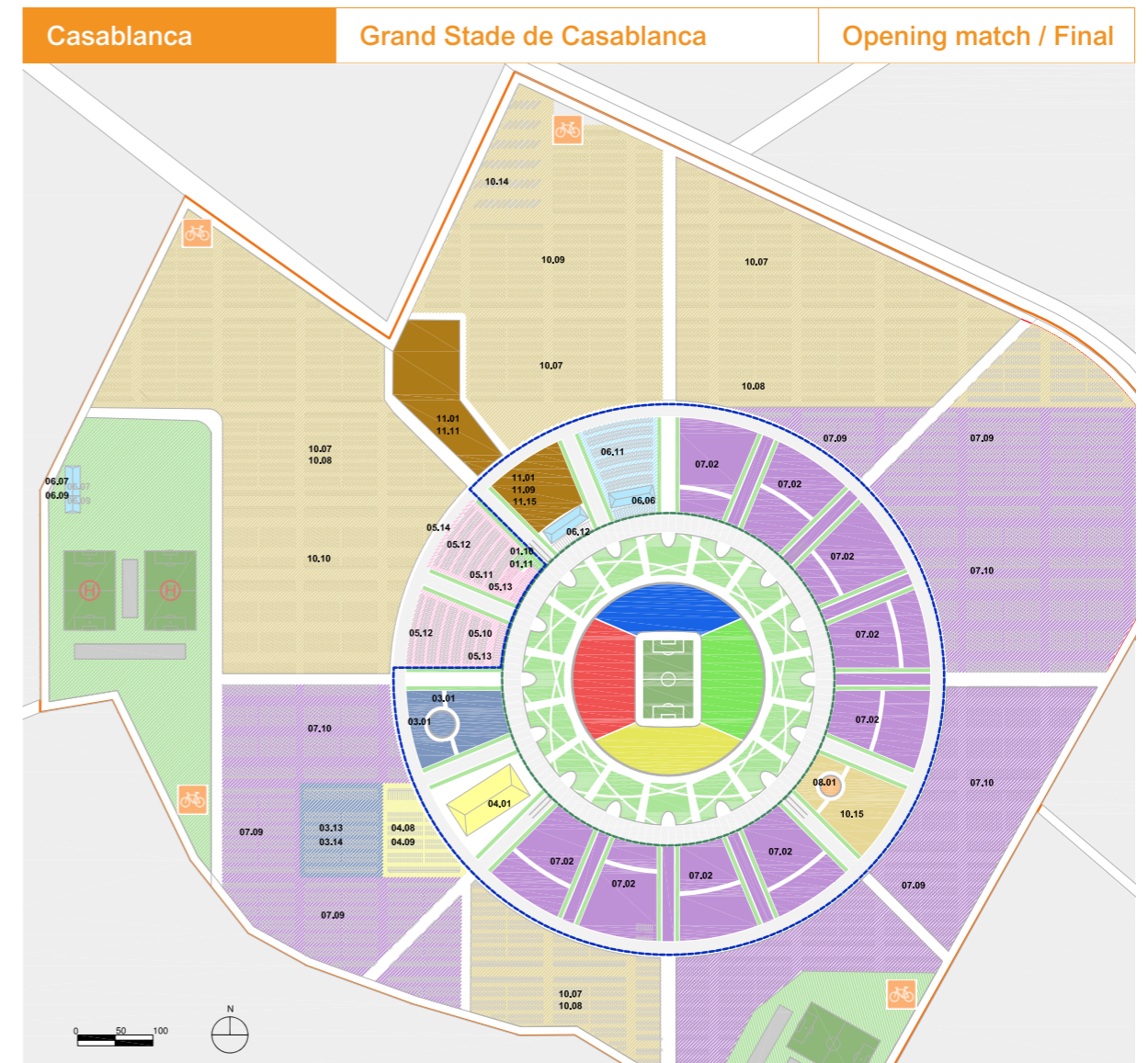
The stadium will be easily accessible from Casablanca city-centre via the existing A1 motorway and the planned Rabat – Casablanca continental motorway. A new Rapid Urban Train (RER) will connect the stadium directly to the city centre and the airport.

The Grand Stade de Casablanca is an already planned project, due to be completed in March 2025. It will provide an ideal and long-awaited permanent home for the national team, with a high capacity matching the national appetite for football.

The venue will also equip Morocco to host other major international sports events, large-scale concerts and festivals. Its highly-modern design, with many innovative features, will offer a unique environment for all events and all visitors.

The stadium will have a seating capacity of 93,000 seats, sited on 500 hectares of unconstructed land that will accommodate every required installation for the 2026 FIFA World Cup™.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	International and national football matches, international events, multipurpose activities
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	On going project
End of works	March 2025
Gross capacity (2026)	93,000
Net capacity (2026)	80,648
Permanent construction cost estimation	USD 404 million excl. VAT
Overlay cost estimation	USD 3.8 million excl. VAT

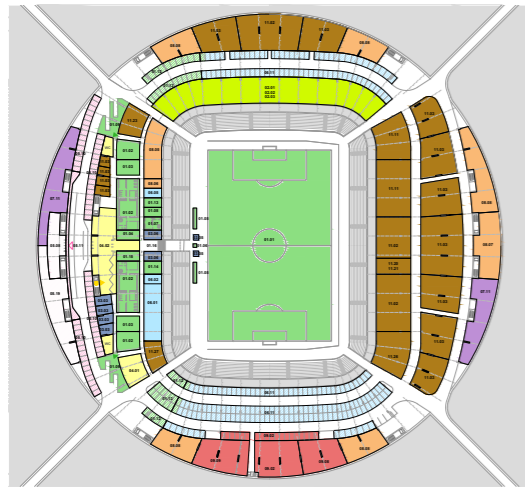


<b>01.10</b> Team Guest Car Parking	<b>05.13</b> VIP Bus Park	<b>08.01</b> Superstore
<b>01.11</b> Team Guest Bus Parking	<b>05.14</b> VIP Drop-off / Pick-up Point	<b>10.07</b> General Spectator Car Park < 2 km
<b>03.01</b> TV Compound	<b>06.06</b> Volunteers Centre	<b>10.08</b> Car Park for people with reduced mobility
<b>03.13</b> Broadcast Car Park	<b>06.07</b> Accreditation Centre	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>03.14</b> Broadcast Bus Park	<b>06.09</b> Ticketing Booth	<b>10.10</b> Fan Bus Park < 2 km
<b>04.01</b> Venue Media Centre	<b>06.11</b> Staff Car Park	<b>10.14</b> Shuttle Area
<b>04.08</b> Media Car Park	<b>06.12</b> Catering Staff	<b>10.15</b> Fanzone
<b>04.09</b> Media Bus Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>11.01</b> Logistics Area
<b>05.10</b> VVIP Car Park	<b>07.09</b> Hospitality Car Park	<b>11.09</b> Frequency Control Room
<b>05.11</b> VVIP Drop-off / Pick-up Point	<b>07.10</b> Hospitality Bus Park	<b>11.15</b> ICT
<b>05.12</b> VIP Car Park		

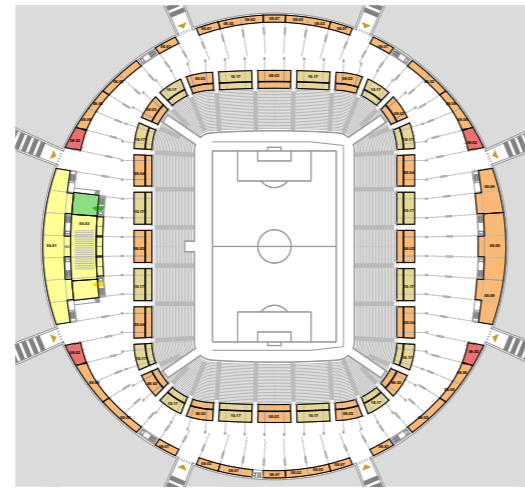
Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12

# 08.

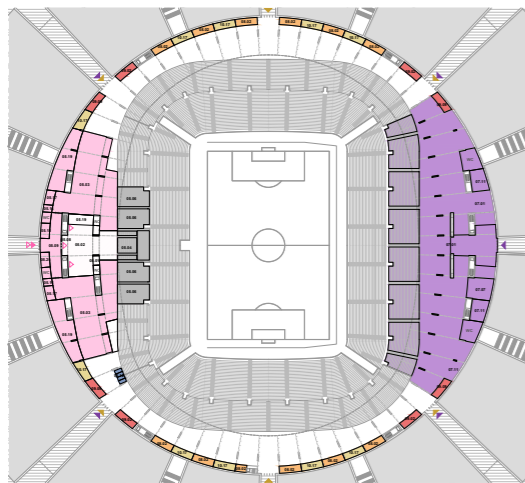
Casablanca	Grand Stade de Casablanca	Opening match / Final
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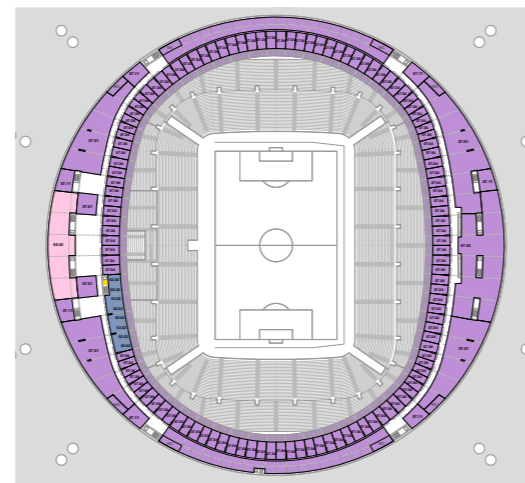
Level -3



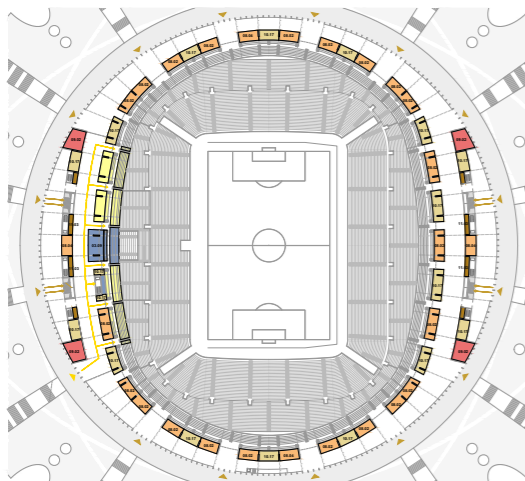
Level -2



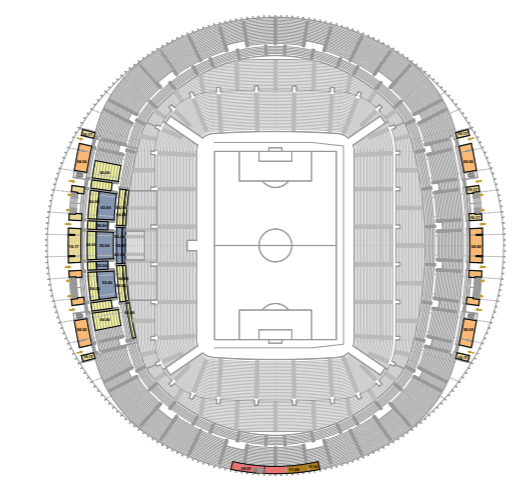
Level 0



Level 1



Level 2



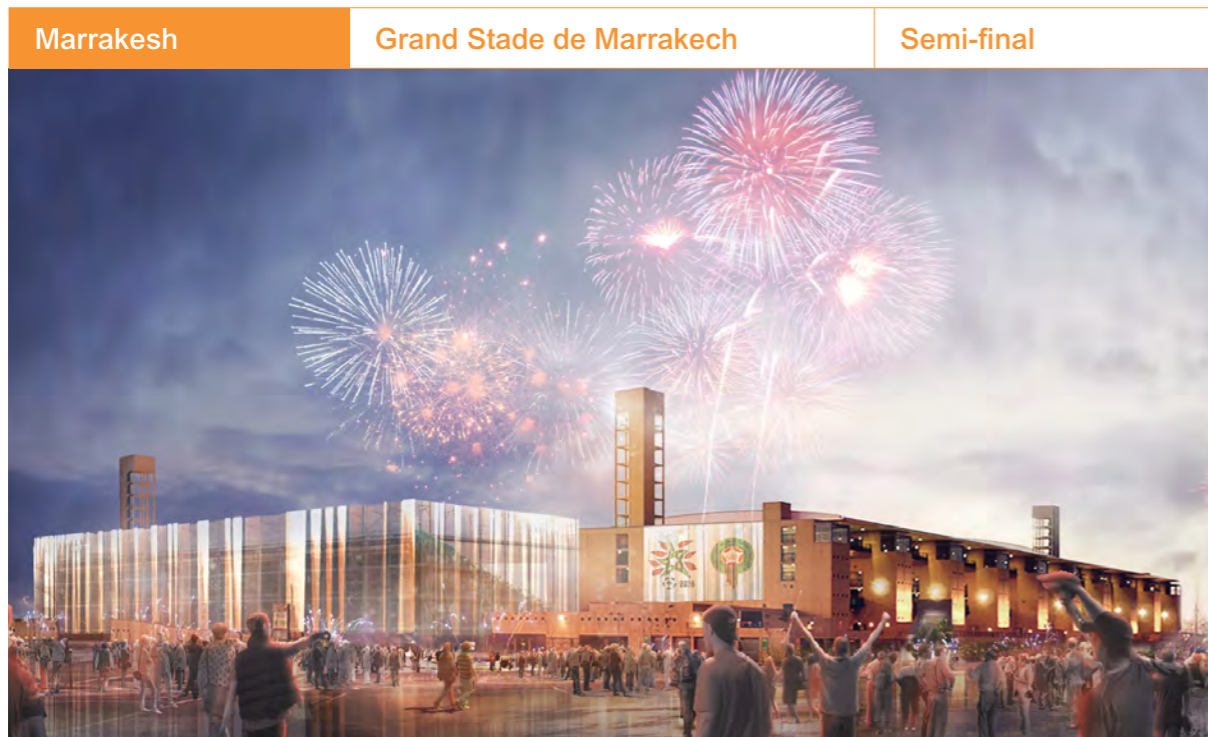
Level 4

Casablanca	Grand Stade de Casablanca	Opening match / Final
Surface of the TV compound	9,000 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	8 x 45 m <sup>2</sup>	
Surface of the media centre	5,000 m <sup>2</sup> outdoor 1,008 + 198 m <sup>2</sup> indoor	
Surface of the mixed zone	656 m <sup>2</sup>	
Press conference room capacity	500 m <sup>2</sup> / 200 seats	
Surface of VVIP areas	630 m <sup>2</sup>	
Surface of VIP areas	3,123 m <sup>2</sup> terrace included	
Surface of indoor hospitality areas	8,000 m <sup>2</sup>	
Surface of outdoor hospitality areas	44,000 m <sup>2</sup> + 58,000 m <sup>2</sup>	
Surface of skyboxes	5,875 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)</b>	<b>404,090</b>
Structural works	100,294
Secondary works	34,387
Technical works	80,235
Facade works	28,656
Roof	78,648
Grass and sporting equipment	1,106
Pitch lighting	3,747
Giant screens	2,441
Sustainability add-ons	8,684
Specific technical equipments	9,629
Outdoor permanent works	29,643
Seats	7,379
Contingency (5%)	19,242
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>3,879</b>
Outdoor: tents, bungalows, energy	3,694
Indoor: stands, extra skyboxes	N/A
Contingency (5%)	185

### Legacy

Casablanca, Morocco's football capital, will finally enjoy the benefit of a high-capacity international stadium. It will serve as a formidable asset for hosting international events, national team matches, and major local club fixtures, such as the famed Casablanca "derby" between its two main professional clubs, the Raja Club Athletic, and the Wydad Athletic Club. The stadium will also serve as a great catalyst for the further development of the Benslimane area, enhanced by the International Centre of Excellence, African football's first knowledge hub, as part of the Morocco Sport City development.



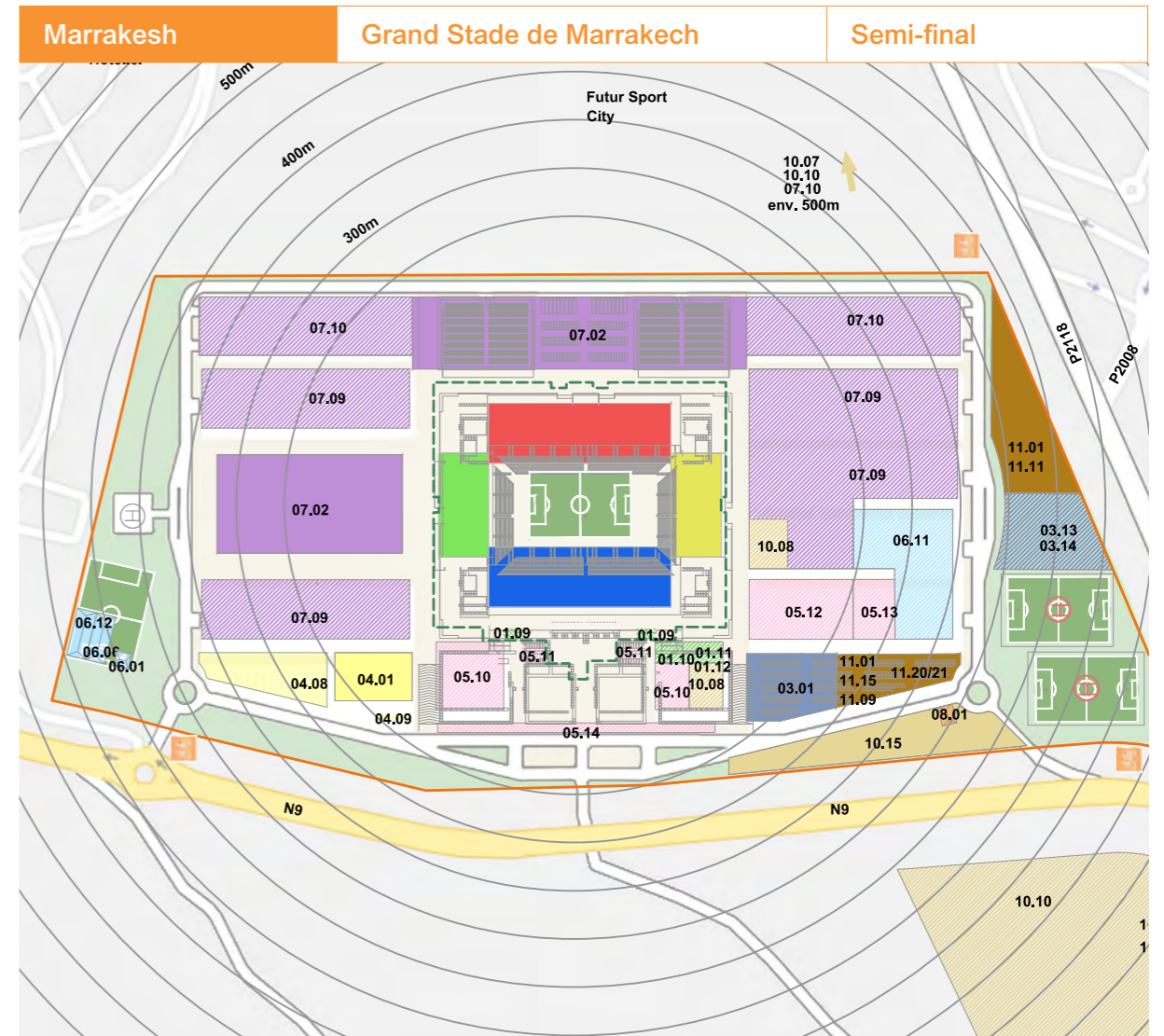
The existing Grand Stade de Marrakech is located in the north of Marrakesh, Morocco's number one tourism destination. The current stadium has hosted all of Morocco's major football events in the past five years, including the FIFA Club World Cup™ in 2013 and 2014, the 2018 African Nations Championship, the 2015 Danone Nations Cup and the 2014 Qatar Winter Tour. The Kawkab Athlétique Club de Marrakech currently plays its home games in the stadium.

Current capacity is 41,245 seats, with a running track surrounding the pitch. Major works, all financed by the Government of Morocco, are planned to excavate the entire pitch, remove the track and increase capacity while moving stands significantly closer to the action.

Moreover, to achieve the net capacity of 60,071 seats required for a semi-final, 8,000 seats will be added on top of the North and South stands. All stands will be covered for the 2026 FIFA World Cup™ and 102 skyboxes will be built to meet event requirements. 4,600m²

of indoor lounges will be built on the stadium level with direct access to the north, east and south stands. The vast outdoor area around the stadium will accommodate an outdoor hospitality village with direct access to the east stand.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Kawkab Athlétique Club de Marrakech
Current use	International and national football matches
Other events	See section 4
Average attendance	27,000
Status	To be renovated
End of works	March 2024
Gross capacity (2026)	69,565
Net capacity (2026)	60,071
Permanent construction cost estimation	USD 95.7 million excl. VAT
Overlay cost estimation	USD 25.3 million excl. VAT

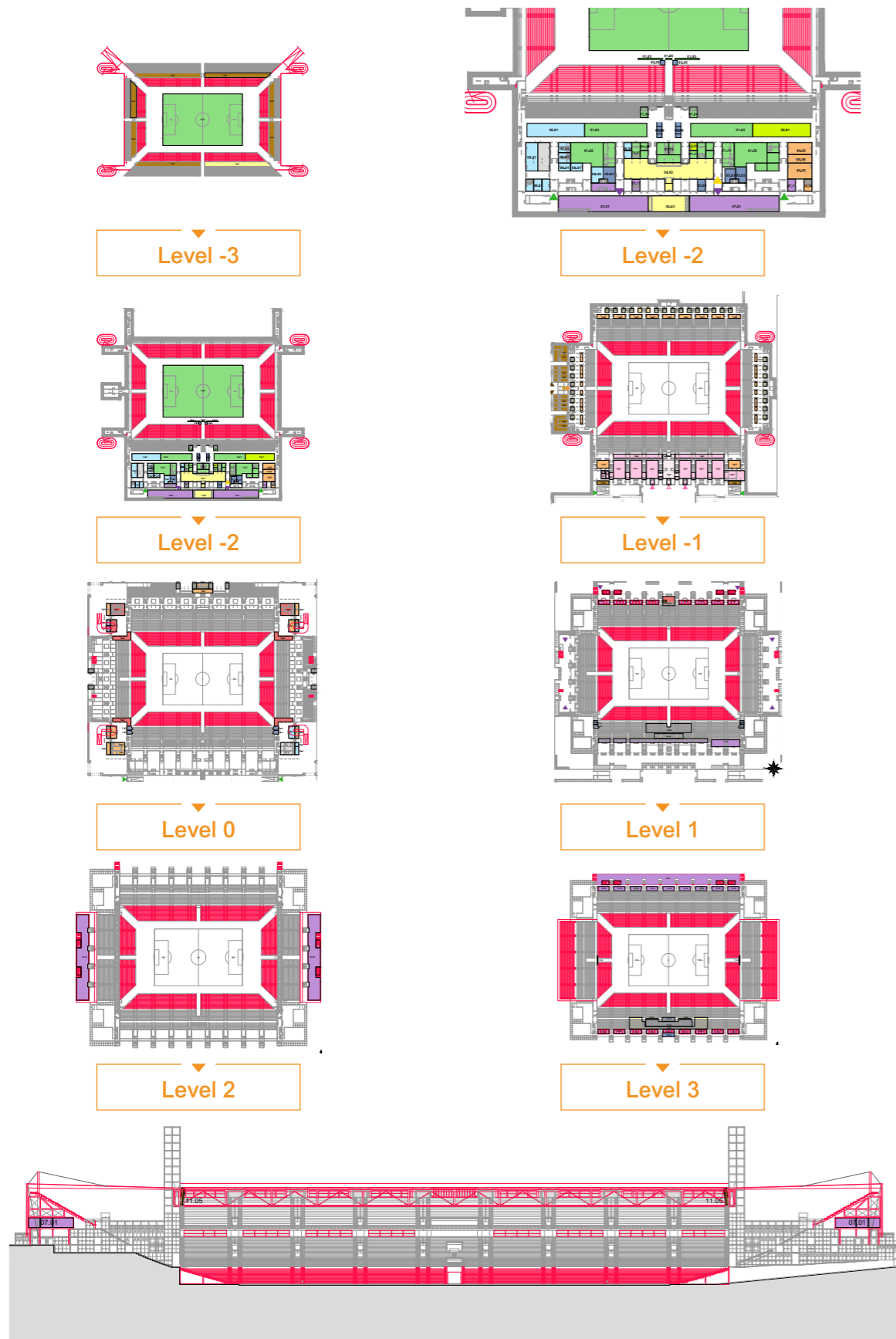


<b>01.09</b> Teams Bus Parking	<b>05.13</b> VIP Bus Park	<b>10.07</b> General Spectator Car Park < 2 km
<b>01.10</b> Team Guest Car Parking	<b>05.14</b> VIP Drop-off / Pick-up Point	<b>10.08</b> Car Park for people with reduced mobility
<b>01.11</b> Team Guest Bus Parking	<b>06.01</b> General FIFA Office	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>01.12</b> Players Parking	<b>06.06</b> Volunteers Centre	<b>10.10</b> Fan Bus Park < 2 km
<b>03.01</b> TV Compound	<b>06.07</b> Accreditation Centre	<b>10.14</b> Shuttle Area
<b>03.13</b> Broadcast Car Park	<b>06.09</b> Ticketing Booth	<b>10.15</b> Fanzone
<b>03.14</b> Broadcast Bus Park	<b>06.11</b> Staff Car Park	<b>11.01</b> Logistics Area
<b>04.01</b> Venue Media Centre	<b>06.12</b> Catering Staff	<b>11.09</b> Frequency Control Room
<b>04.08</b> Media Car Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>11.11</b> Waste Storage
<b>04.09</b> Media Bus Park	<b>07.09</b> Hospitality Car Park	<b>11.15</b> ICT
<b>05.10</b> WVIP Car Park	<b>07.10</b> Hospitality Bus Park	<b>11.20</b> Mobile providers
<b>05.11</b> WVIP Drop-off / Pick-up Point	<b>08.01</b> Superstore	<b>11.21</b> Mobile providers
<b>05.12</b> VIP Car Park		

Adjacent stadium or building	"Sport city" (housing development) to be built
Expected impact of renovation	Limited
Public transport	See section 12

# 08.

Marrakesh	Grand Stade de Marrakech	Semi-final
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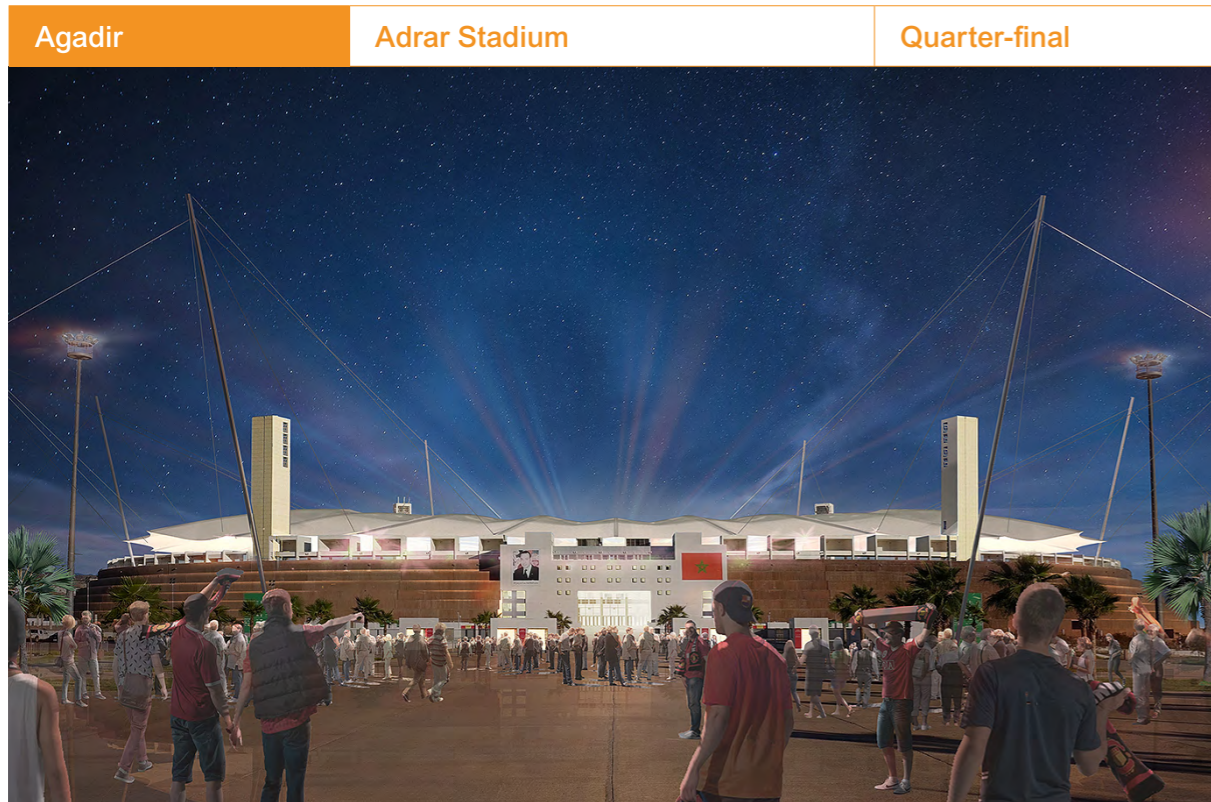


Marrakesh	Grand Stade de Marrakech	Semi-final
Surface of the TV compound	6,051m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>	
Surface of the media centre	4,000 m <sup>2</sup> outdoor 513 m <sup>2</sup> indoor (photographers)	
Surface of the mixed zone	734 m <sup>2</sup>	
Press conference room capacity	284 m <sup>2</sup> / 200 seats	
Surface of VVIP areas	408 m <sup>2</sup>	
Surface of VIP areas	2,927 m <sup>2</sup>	
Surface of indoor hospitality areas	6,242 m <sup>2</sup>	
Surface of outdoor hospitality areas	19,600 m <sup>2</sup> + 30,000 m <sup>2</sup>	
Surface of skyboxes	2,520 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)</b>	<b>95,737</b>
Grass and sporting equipment	886
Pitch lighting	339
Stand coverage	949
Permanent stands	9,807
Giant screens	1,475
Structures and outdoor facade works	79
Office facility development	9,395
Upgrading to standards	15,706
Sustainability add-ons	5,975
Specific technical equipment	6,748
Outdoor permanent works	7,337
Substitution of all seats	3,481
Contingency (5%)	4,559
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>25,313</b>
Outdoor: tents, bungalows, energy, etc.	6,707
Indoor: stands, extra skyboxes, etc.	17,400
Contingency (5%)	1,205

### Legacy

Marrakesh is Morocco's top tourism destination with an extensive accommodation inventory. The stadium's increased capacity and modernisation will further boost the city's capability and attractiveness to host major sports and entertainment events, while also supporting the development of the professional club at the domestic and continental levels.



The Adrar Stadium is located at the entrance of the city of Agadir, one of Morocco's major tourism destinations. It is easily accessible from the city-centre and main city transport hubs. The stadium was inaugurated in 2013 with an architectural design modelled on the surrounding landscape and inspired by the diversity of the local area.

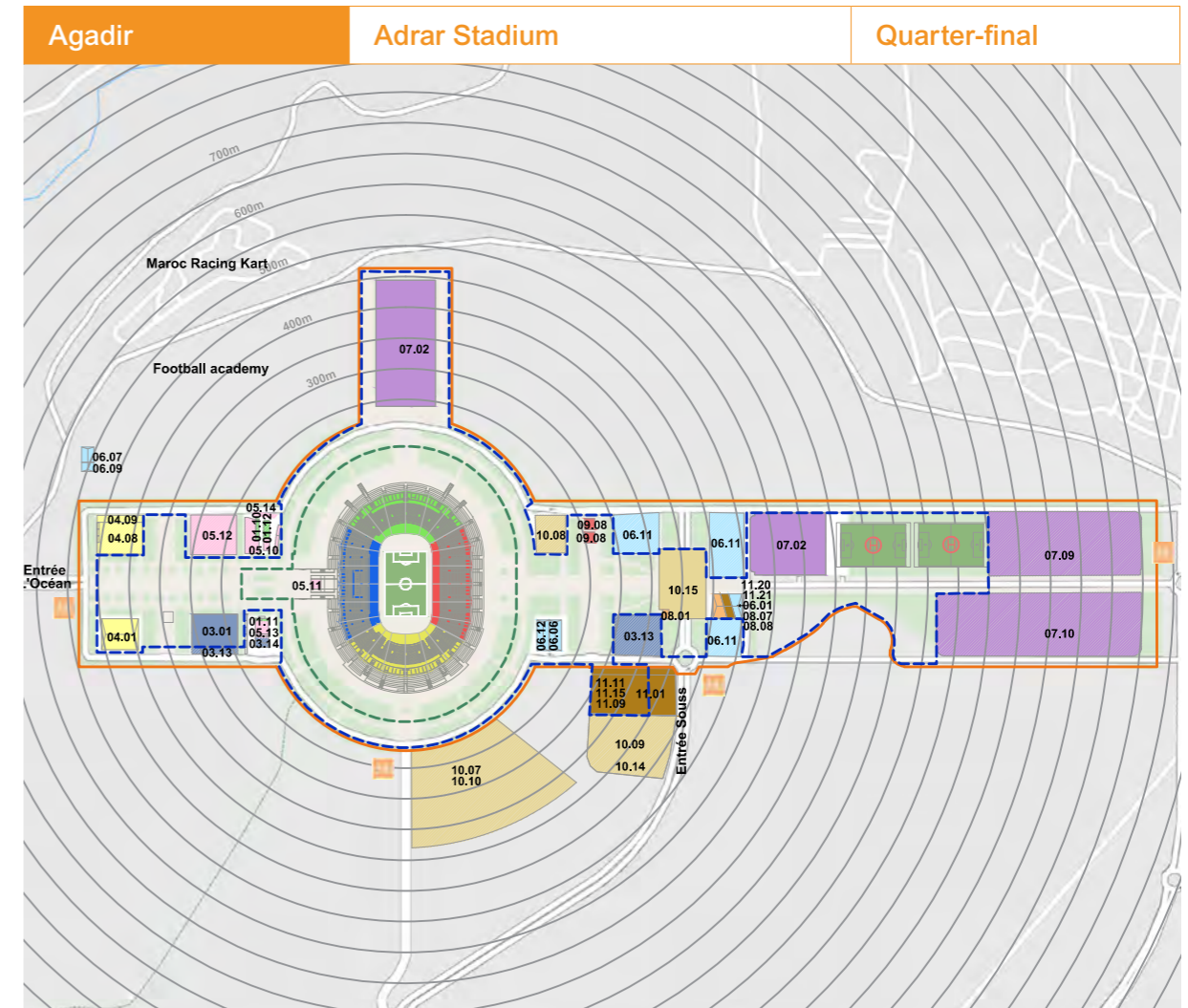
This venue is home to one of the top football clubs in Morocco, the Hassania Union Sport Agadir, and regularly hosts international events including, most recently, the 2018 African Nations Championship (including one quarter-final) and the 2013 FIFA Club World Cup™.

The Adrar stadium will be renovated for the 2026 FIFA World Cup™, with works planned to start in 2021. The stadium renovation will be wholly financed by the Government of Morocco.

Major renovation will include full stand coverage in line with FIFA requirements and will comply

with the precise requirements for a quarter-final. A roof design based on Berber tents will be used to keep a consistent and authentic Moroccan style.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Hassania Union Sport Agadir
Current use	International and national football matches
Other events	See section 4
Average attendance	29,000
Status	To be renovated
End of works	March 2023
Gross capacity (2026)	46,048
Net capacity (2026)	40,108
Permanent construction cost estimation	USD 80.7 million excl.VAT
Overlay cost estimation	USD 14.4 million excl. VAT

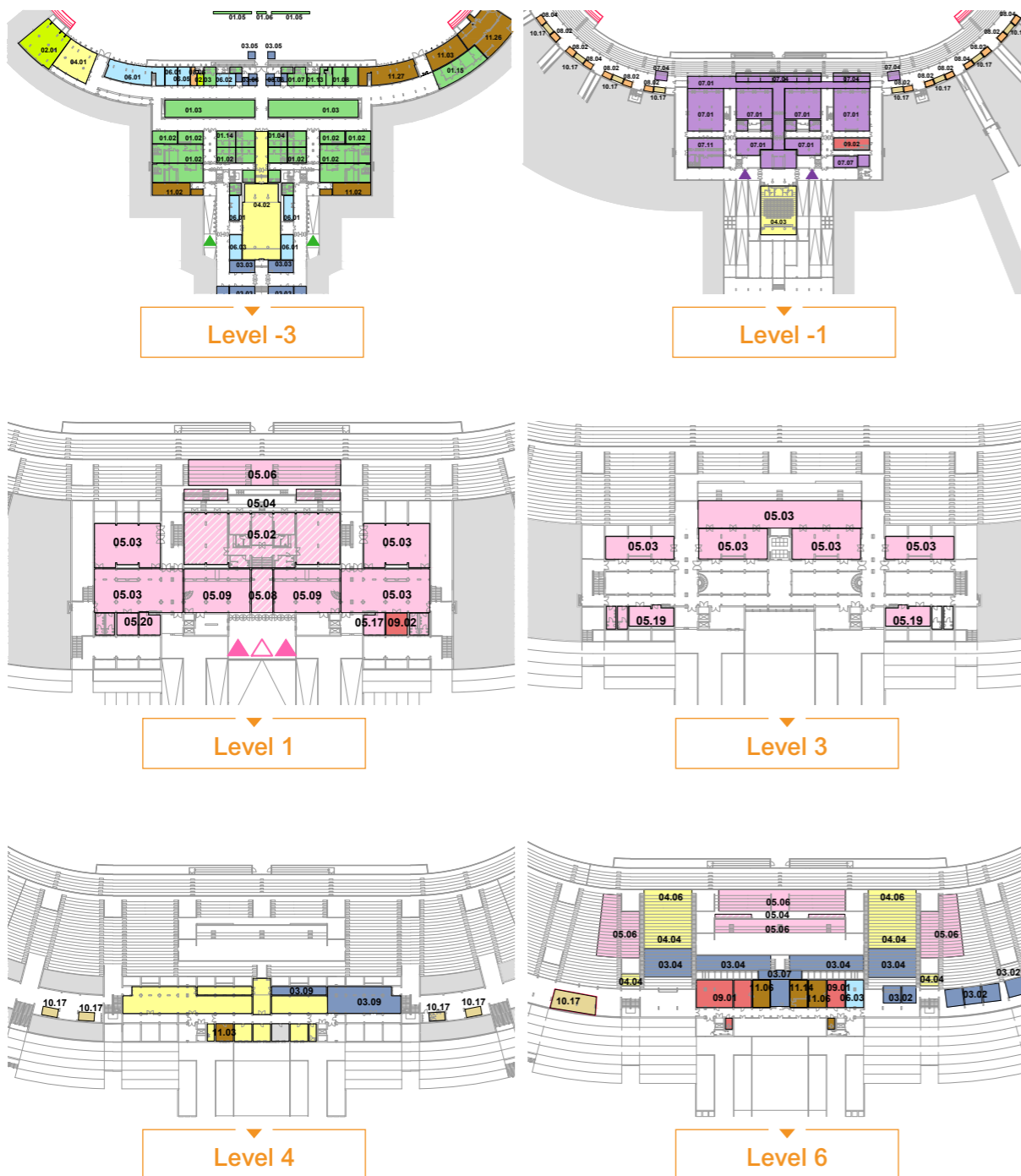


<b>01.10</b>	Team Guest Car Parking	<b>05.14</b>	VIP Drop-off / Pick-up Point	<b>09.08</b>	Stewards Room
<b>01.11</b>	Team Guest Bus Parking	<b>06.01</b>	General FIFA Office	<b>10.07</b>	General Spectator Car Park < 2 km
<b>01.12</b>	Players Parking	<b>06.06</b>	Volunteers Centre	<b>10.08</b>	Car Park for people with reduced mobility
<b>03.01</b>	TV Compound	<b>06.07</b>	Accreditation Centre	<b>10.09</b>	General Spectator Shuttle Park < 2 km
<b>03.13</b>	Broadcast Car Park	<b>06.09</b>	Ticketing Booth	<b>10.10</b>	Fan Bus Park < 2 km
<b>03.14</b>	Broadcast Bus Park	<b>06.11</b>	Staff Car Park	<b>10.14</b>	Shuttle Area
<b>04.01</b>	Venue Media Centre	<b>06.12</b>	Catering Staff	<b>10.15</b>	Fanzone
<b>04.08</b>	Media Car Park	<b>07.02</b>	Outdoor Hospitality Lounges	<b>11.01</b>	Logistics Area
<b>04.09</b>	Media Bus Park	<b>07.09</b>	Hospitality Car Park	<b>11.09</b>	Frequency Control Room
<b>05.10</b>	WVIP Car Park	<b>07.10</b>	Hospitality Bus Park	<b>11.11</b>	Waste Storage
<b>05.11</b>	WVIP Drop-off / Pick-up Point	<b>08.01</b>	Superstore	<b>11.15</b>	ICT
<b>05.12</b>	VIP Car Park	<b>08.07</b>	Merchandising Area: Office + Storage	<b>11.20</b>	Mobile providers office
<b>05.13</b>	VIP Bus Park	<b>08.08</b>	F&B Area: Changing Room, Offices	<b>11.21</b>	Mobile providers storage

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12

# 08.

Agadir	Adrar Stadium	Quarter-final
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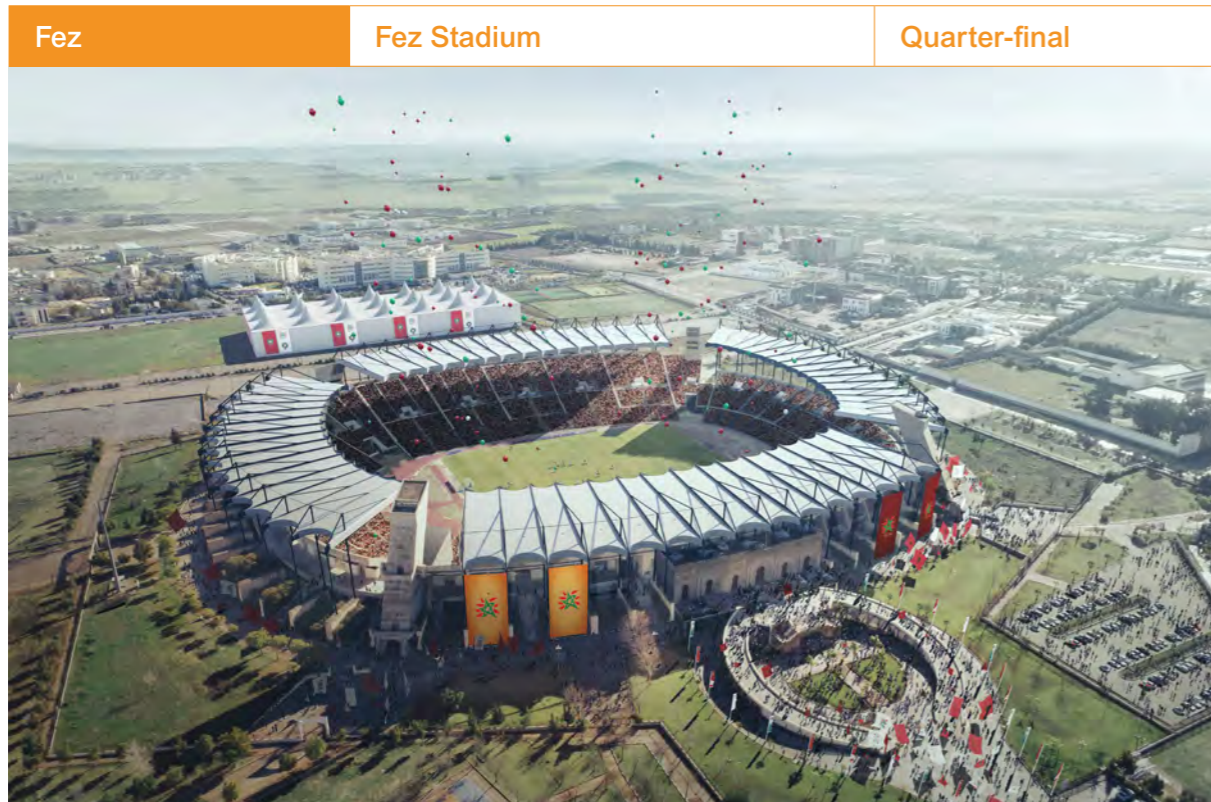


Agadir	Adrar Stadium	Quarter-final
Surface of the TV compound	4,000 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>	
Surface of the media centre	3,000 m <sup>2</sup> outdoor 193 m <sup>2</sup> indoor (photographers)	
Surface of the mixed zone	600 m <sup>2</sup>	
Press conference room capacity	343 m <sup>2</sup> / 200 seats	
Surface of VVIP areas	450 m <sup>2</sup>	
Surface of VIP areas	1,402 m <sup>2</sup>	
Surface of indoor hospitality areas	2,524 m <sup>2</sup>	
Surface of outdoor hospitality areas	32,206 m <sup>2</sup>	
Surface of skyboxes	1,298 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)</b>	<b>80,729</b>
Grass and sporting equipment	518
Pitch lighting	1,881
Stand coverage	35,675
Permanent stands	315
Giant screens	1,220
Structures and outdoor facade works	88
Office facility development	8,074
Upgrading to standards	11,976
Sustainability add-ons	5,955
Specific technical equipment	5,487
Outdoor permanent works	3,418
Substitution of all seats	2,277
Contingency (5%)	3,844
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>14,397</b>
Outdoor: tents, bungalows, energy, etc.	5,656
Indoor: stands, extra skyboxes, etc.	8,055
Contingency (5%)	686

### Legacy

After 2026, Agadir will benefit from a renovated stadium with a permanent roof. The anchor tenant, Hassania Union Sport Agadir, will especially benefit from this modern installation. Parking capacity will also be significantly extended for the FIFA World Cup™ with the benefits retained in legacy.



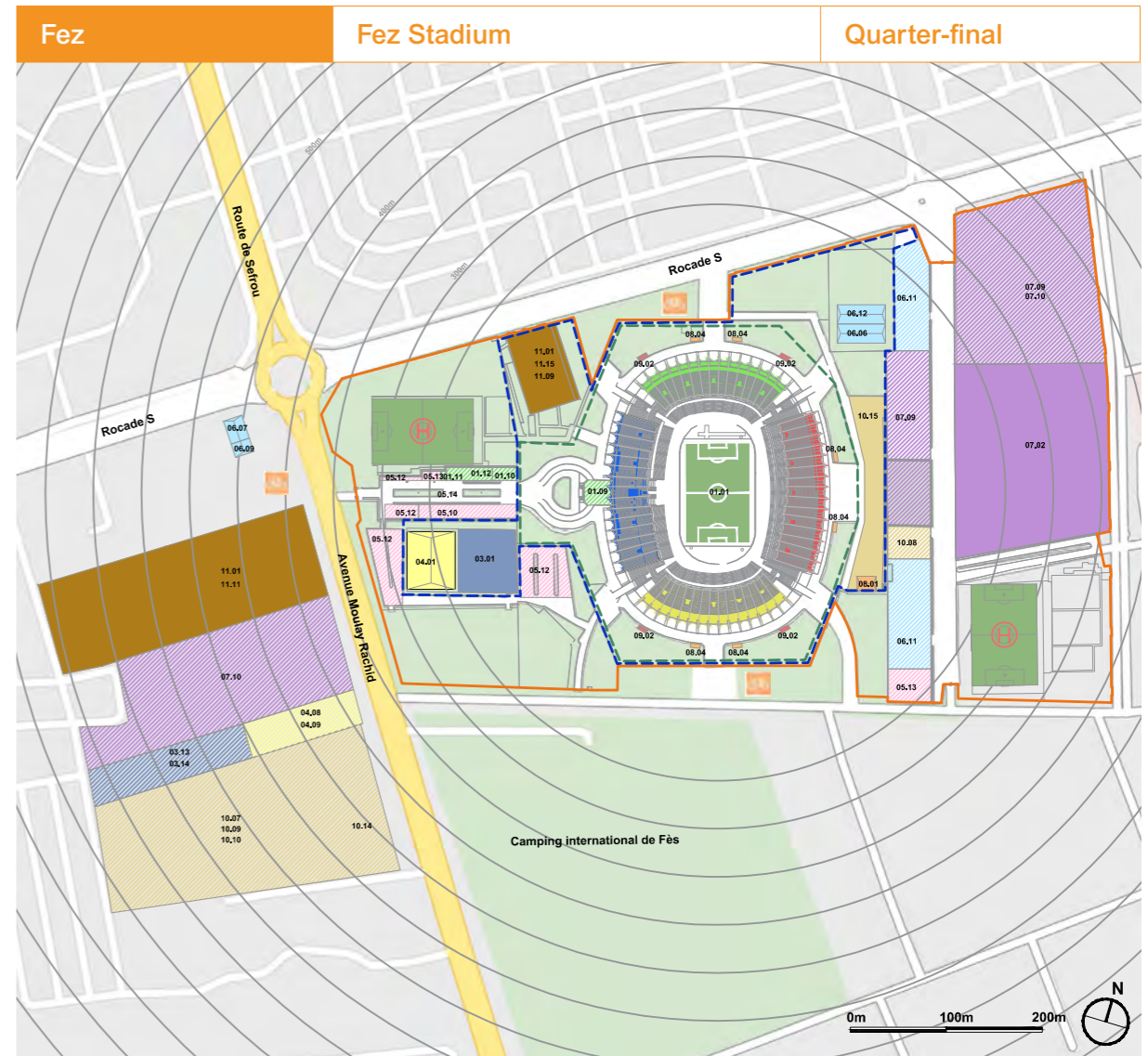
The Fez Stadium, built in 2002, is located on the outskirts of the city. It is home to two clubs (Maghreb Association Sportive and Wydad Athletic de Fès), both enjoying very strong local support. The Maghreb AS won the CAF Confederation Cup in 2011 and the CAF Supercup in 2012.

Planned renovations will increase gross capacity to 46,092 seats. The main work will consist of adding temporary stands on the existing running track, which will bring spectators closer to the pitch. The Government of Morocco has committed to finance the renovations in full.

45 skyboxes will be temporarily added on top of the east stands, while all existing vacant spaces underneath the stands will be converted to host hospitality lounges. Existing VIP areas will also be extended to achieve the required surface area.

A full permanent roof will be installed as part of the stadium's renovation.

Owner	Ministry of Youth and Sports
Stadium operator	Ministry of Youth and Sports
Main user	Maghreb AS / Wydad Athletic de Fès
Current use	International and national football matches
Other events	See section 4
Average attendance	5,000
Status	To be renovated
End of works	June 2023
Gross capacity (2026)	46,092
Net capacity (2026)	40,149
Permanent construction cost estimation	USD 59.5 million excl.VAT
Overlay cost estimation	USD 22.1 million excl.VAT



- |                                     |   |  |
|-------------------------------------|---|--|
| <b>01.09</b> Teams Bus Parking      | <b>05.13</b> VIP Bus Park                 | <b>09.02</b> First Aid Room                            |
| <b>01.10</b> Team Guest Car Parking | <b>05.14</b> VIP Drop-off / Pick-up Point | <b>10.07</b> General Spectator Car Park < 2 km         |
| <b>01.11</b> Team Guest Bus Parking | <b>06.06</b> Volunteers Centre            | <b>10.08</b> Car Park for people with reduced mobility |
| <b>01.12</b> Players Parking        | <b>06.07</b> Accreditation Centre         | <b>10.09</b> General Spectator Shuttle Park < 2 km     |
| <b>03.01</b> TV Compound            | <b>06.09</b> Ticketing Booth              | <b>10.10</b> Fan Bus Park < 2 km                       |
| <b>03.13</b> Broadcast Car Park     | <b>06.11</b> Staff Car Park               | <b>10.14</b> Shuttle Area                              |
| <b>03.14</b> Broadcast Bus Park     | <b>06.12</b> Catering Staff               | <b>10.15</b> Fanzone                                   |
| <b>04.01</b> Venue Media Centre     | <b>07.02</b> Outdoor Hospitality Lounges  | <b>11.01</b> Logistics Area                            |
| <b>04.08</b> Media Car Park         | <b>07.09</b> Hospitality Car Park         | <b>11.09</b> Frequency Control Room                    |
| <b>04.09</b> Media Bus Park         | <b>07.10</b> Hospitality Bus Park         | <b>11.11</b> Waste Storage                             |
| <b>05.10</b> WVIP Car Park          | <b>08.01</b> Superstore                   | <b>11.15</b> ICT                                       |
| <b>05.12</b> VIP Car Park           | <b>08.04</b> Souvenir Store               |  |

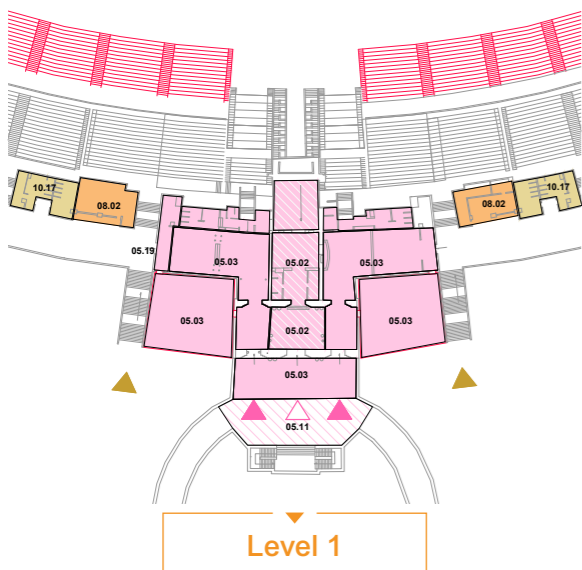
Adjacent stadium or building	Residential areas
Expected impact of renovation	Limited
Public transport	See section 12



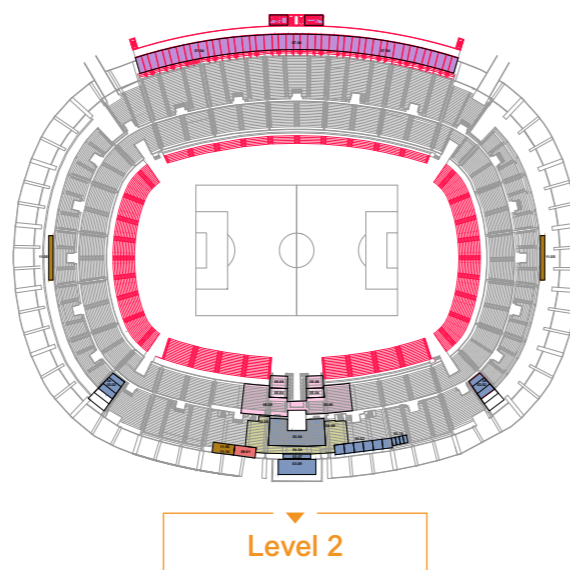
Fez	Fez Stadium	Quarter-final
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Level 0



Level 1



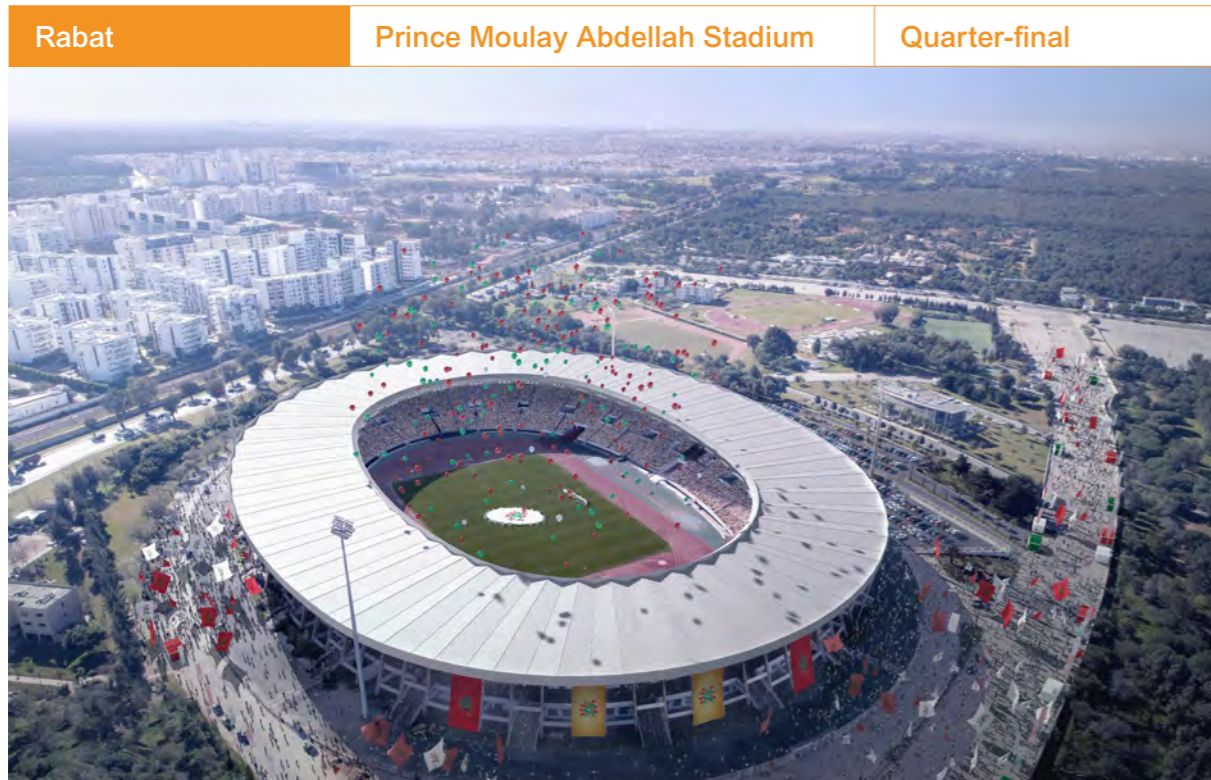
Level 2

Fez	Fez Stadium	Quarter-final
Surface of the TV compound	3,990 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>	
Surface of the media centre	3,000 m <sup>2</sup> outdoor 252 m <sup>2</sup> indoor (photographers)	
Surface of the mixed zone	714 m <sup>2</sup>	
Press conference room capacity	313 m <sup>2</sup> / 150 seats	
Surface of VVIP areas	200 m <sup>2</sup>	
Surface of VIP areas	1,350 m <sup>2</sup>	
Surface of indoor hospitality areas	3,500 m <sup>2</sup>	
Surface of outdoor hospitality areas	30,000 m <sup>2</sup>	
Surface of skyboxes	1,396 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)</b>	<b>59,483</b>
Grass and sporting equipment	484
Pitch lighting	1,881
Stand coverage	8,166
Permanent stands	292
Giant screens	1,220
Structures and outdoor facade works	547
Office facility development	14,488
Upgrading to standards	10,436
Sustainability add-ons	6,098
Specific technical equipment	5,487
Outdoor permanent works	5,539
Substitution of all seats	2,011
Contingency (5%)	2,833
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>22,131</b>
Outdoor: tents, bungalows, energy, etc.	5,017
Indoor: stands, extra skyboxes, etc.	16,060
Contingency (5%)	1,054

### Legacy

The stadium will benefit from additional hospitality areas thanks to development of existing vacant spaces. Full coverage of the stands will further improve the home facilities of both the city's professional clubs, amongst the most historic in Morocco, taking them to the highest modern standards. New multi-purpose halls will provide community facilities for indoor sports. Association offices will also be refurbished.



The Prince Moulay Abdellah Stadium is located in the capital city, Rabat. It was built in 1983, renovated in 2000 and forms part of an 80-acre park close to the city-centre, with excellent transport links.

The local football clubs, AS Forces Armées Royales and Fath Union Sport de Rabat, play their home games in the stadium and the Moroccan national team is also a regular guest. The stadium has additionally hosted the 1988 African Cup of Nations as well as 2014 FIFA Club World Cup™, the IAAF Diamond League 2016 and 2017, and the Mediterranean Games in 1983.

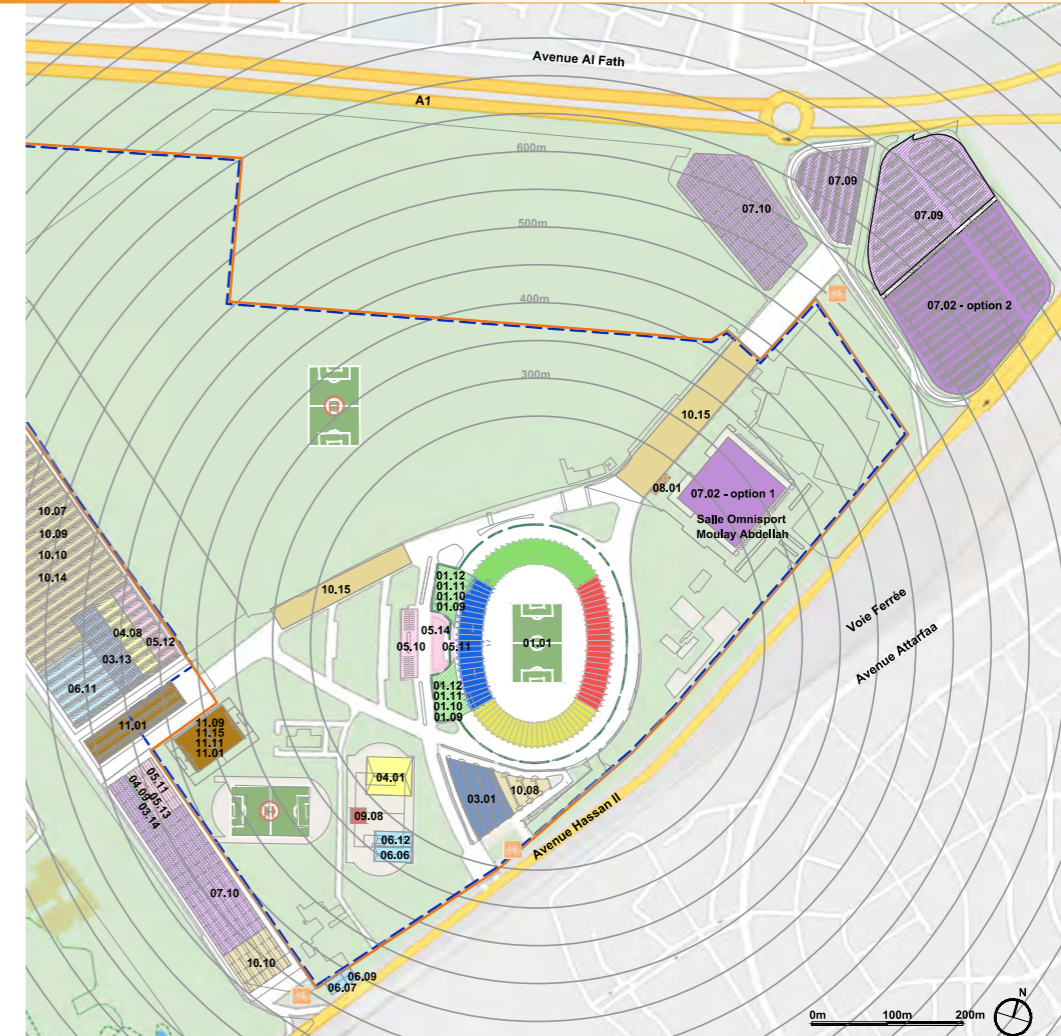
This venue will be entirely renovated for the 2026 FIFA World Cup™ to meet all FIFA requirements. Renovation is planned to start in 2020 and will be entirely financed by the Government of Morocco.

A surrounding sports complex offers sufficient and flexible additional areas for use in the

tournament organisation (VIP, media, etc.). The multi-sport hall located at the eastern end of the stadium is proposed to host outdoor hospitality areas.

Owner	Ministry of Youth and Sports
Stadium operator	Ministry of Youth and Sports
Main user	AS Forces Armées Royales / Fath Union Sport de Rabat
Current use	International and national football matches
Other events	See section 4
Average attendance	30,000
Status	To be renovated
End of works	December 2022
Gross capacity (2026)	46,500
Net capacity (2026)	40,538
Permanent construction cost estimation	USD 54.7 million excl.VAT
Overlay cost estimation	USD 6.6 million excl.VAT

Rabat Prince Moulay Abdellah Stadium Quarter-final



- 01.09** Teams Bus Parking
- 01.10** Team Guest Car Parking
- 01.11** Team Guest Bus Parking
- 01.12** Players Parking
- 03.01** TV Compound
- 03.13** Broadcast Car Park
- 03.14** Broadcast Bus Park
- 04.01** Venue Media Centre
- 04.08** Media Car Park
- 04.09** Media Bus Park
- 05.10** WVIP Car Park
- 05.11** WVIP Drop-off / Pick-up Point
- 05.12** VIP Car Park
- 05.13** VIP Bus Park
- 05.14** VIP Drop-off / Pick-up Point
- 06.06** Volunteers Centre
- 06.07** Accreditation Centre
- 06.09** Ticketing Booth
- 06.11** Staff Car Park
- 06.12** Catering Staff
- 07.02** Outdoor Hospitality Lounges
- 07.09** Hospitality Car Park
- 07.10** Hospitality Bus Park
- 08.01** Superstore
- 09.02** First Aid Room
- 09.08** Stewards Room
- 10.07** General Spectator Car Park < 2 km
- 10.08** Car Park for people with reduced mobility
- 10.09** General Spectator Shuttle Park < 2 km
- 10.10** Fan Bus Park < 2 km
- 10.14** Shuttle Area
- 10.15** Fanzone
- 11.01** Logistics Area
- 11.09** Frequency Control Room
- 11.11** Waste Storage
- 11.15** ICT

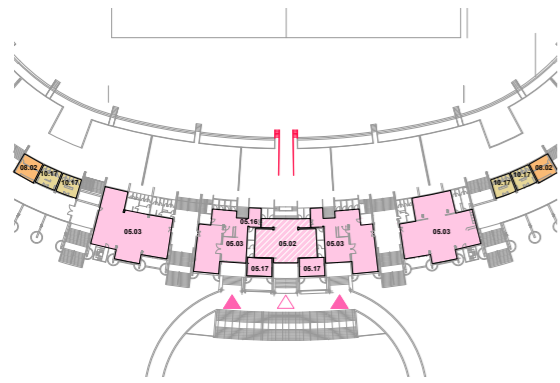
Adjacent stadium or building	Sport complexes
Expected impact of renovation	Very limited
Public transport	See section 12

# 08.

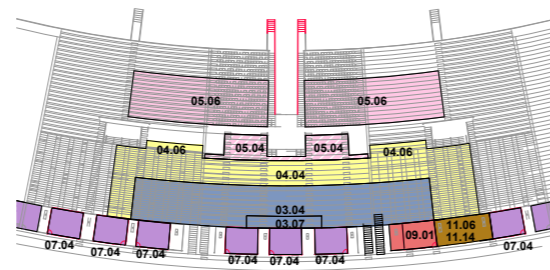
## Rabat Prince Moulay Abdellah Stadium Quarter-final



Level 0



Level 1



Level 2

## Rabat Prince Moulay Abdellah Stadium Quarter-final

Surface of the TV compound	5,013 m <sup>2</sup>
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>
Surface of the media centre	3,000 m <sup>2</sup> outdoor 236 m <sup>2</sup> indoor (photographers)
Surface of the mixed zone	723 m <sup>2</sup>
Press conference room capacity	280 m <sup>2</sup> / 150 seats
Surface of VVIP areas	175 m <sup>2</sup>
Surface of VIP areas	1,203 m <sup>2</sup>
Surface of indoor hospitality areas	2,900 m <sup>2</sup>
Surface of outdoor hospitality areas	32,000 m <sup>2</sup>
Surface of skyboxes	1,518 m <sup>2</sup>
Number of parking spaces	In accordance with specifications

### Permanent construction cost (USD000 2018 excl. VAT) 54,717

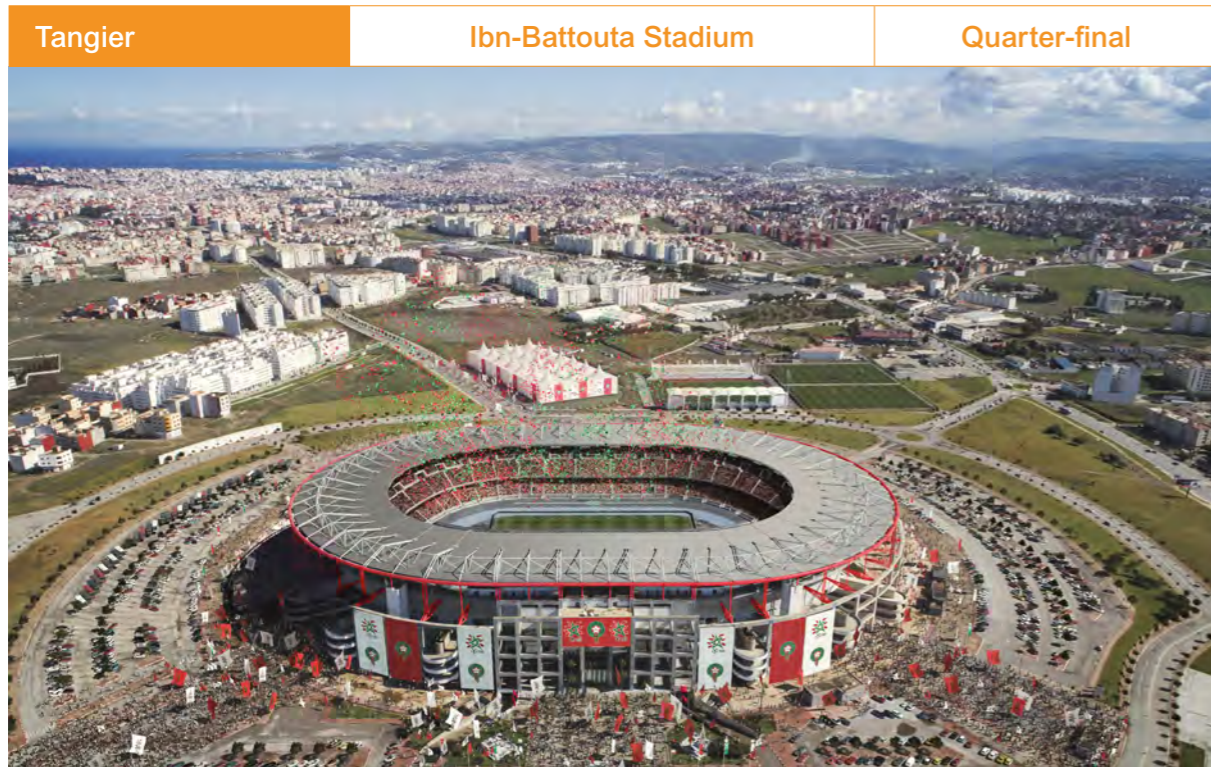
Grass and sporting equipment	487
Pitch lighting	1,881
Stand coverage	11,134
Permanent stands	981
Giant screens	1,220
Structures and outdoor facade works	8
Office facility development	5,601
Upgrading to standards	12,981
Sustainability add-ons	6,090
Specific technical equipment	5,487
Outdoor permanent works	3,847
Substitution of all seats	2,393
Contingency (5%)	2,606

### Overlay cost (USD000 2018 excl. VAT) 6,556

Outdoor: tents, bungalows, energy, etc.	4,011
Indoor: stands, extra skyboxes, etc.	2,232
Contingency (5%)	312

### Legacy

Morocco's capital city will be equipped with a stadium upgraded to meet the standards of any major event. Seating will be modernised, view-blocking posts removed and all spectator stands covered. The result will be a great asset for the local football clubs as well as the national team and organisers of other major events.



The Ibn-Battouta Stadium is situated in the southern suburbs of Tangier, very close to the city's international airport. The stadium has been the home of the local professional club, Ittihad Riadhi de Tanger, since 2011, when the first phase of its construction was completed.

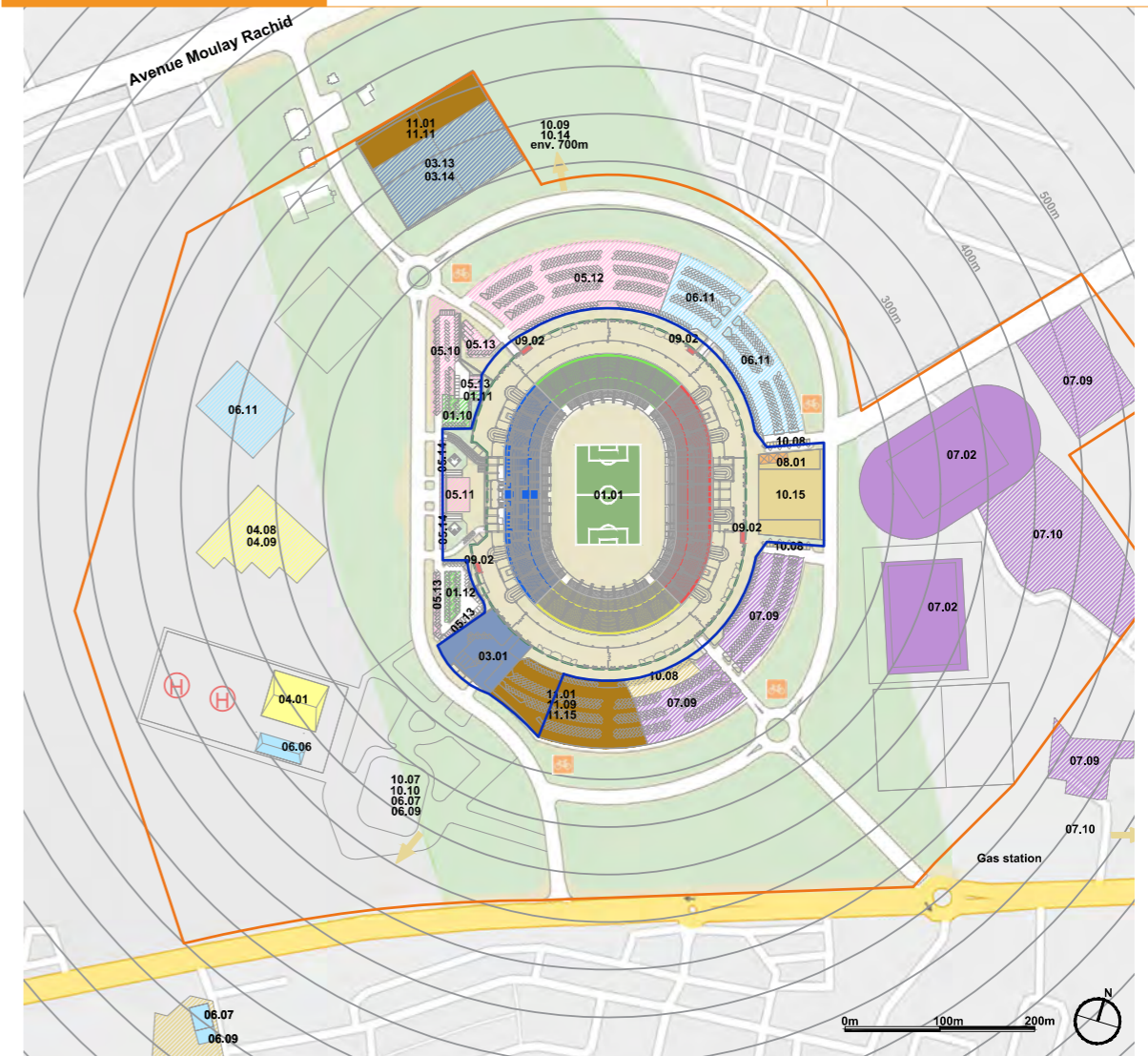
Tangier is Morocco's northern largest city. Its position as a gateway to Europe makes it an important hub for Morocco and Africa. An outward-looking vision is reflected in the city's experience of hosting regular major international and cultural events. Recent football examples include the 2018 African Nations Championship, the 2011 and 2017 French Trophée des Champions, and a friendly match between Raja Athletic Club and FC Barcelona.

Refurbishment work will focus on converting large vacant spaces available underneath the stands to provide the required area for hospitality lounges. 49 skyboxes will be added to the existing quantity to comply with event requirements.

Current capacity of 44,500 is already planned to be increased to 65,000 by 2019, complemented by full coverage of the entire seating area.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Ittihad Riadhi de Tanger
Current use	International and national football matches
Other events	See section 4
Average attendance	31,000
Status	To be renovated
End of works	June 2023
Gross capacity (2026)	65,000
Net capacity (2026)	58,157
Permanent construction cost estimation	USD 61.6 million excl.VAT
Overlay cost estimation	USD 7.2 million excl.VAT

Tangier Ibn-Battouta Stadium Quarter-final



- |  |   |  |
|--|---|--|
| <b>01.10</b> Team Guest Car Parking        | <b>05.13</b> VIP Bus Park                 | <b>10.07</b> General Spectator Car Park < 2 km         |
| <b>01.11</b> Team Guest Bus Parking        | <b>05.14</b> VIP Drop-off / Pick-up Point | <b>10.08</b> Car Park for people with reduced mobility |
| <b>01.12</b> Players Parking               | <b>06.06</b> Volunteers Centre            | <b>10.09</b> General Spectator Shuttle Park < 2 km     |
| <b>03.01</b> TV Compound                   | <b>06.07</b> Accreditation Centre         | <b>10.10</b> Fan Bus Park < 2 km                       |
| <b>03.13</b> Broadcast Car Park            | <b>06.09</b> Ticketing Booth              | <b>10.14</b> Shuttle Area                              |
| <b>03.14</b> Broadcast Bus Park            | <b>06.11</b> Staff Car Park               | <b>10.15</b> Fanzone                                   |
| <b>04.01</b> Venue Media Centre            | <b>07.02</b> Outdoor Hospitality Lounges  | <b>11.01</b> Logistics Area                            |
| <b>04.08</b> Media Car Park                | <b>07.09</b> Hospitality Car Park         | <b>11.09</b> Frequency Control Room                    |
| <b>04.09</b> Media Bus Park                | <b>07.10</b> Hospitality Bus Park         | <b>11.11</b> Waste Storage                             |
| <b>05.10</b> WVIP Car Park                 | <b>08.01</b> Superstore                   | <b>11.15</b> ICT                                       |
| <b>05.11</b> WVIP Drop-off / Pick-up Point | <b>09.02</b> First Aid Room               |  |
| <b>05.12</b> VIP Car Park                  |   |  |

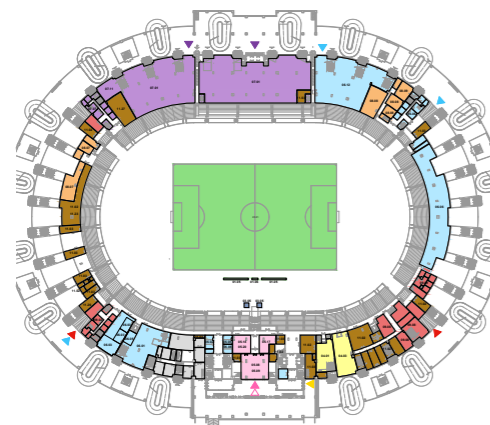
Adjacent stadium or building	Sport complexes
Expected impact of renovation	Limited
Public transport	See section 12

# 08.

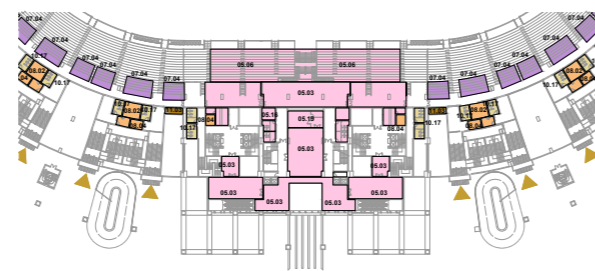
Tangier	Ibn-Battouta Stadium	Quarter-final
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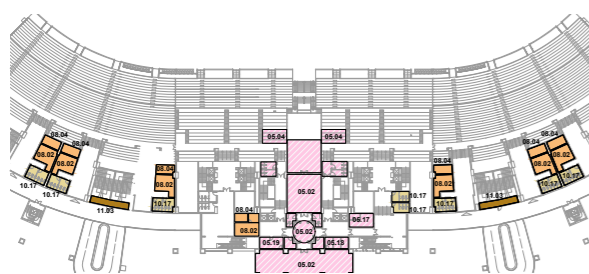
Level -1



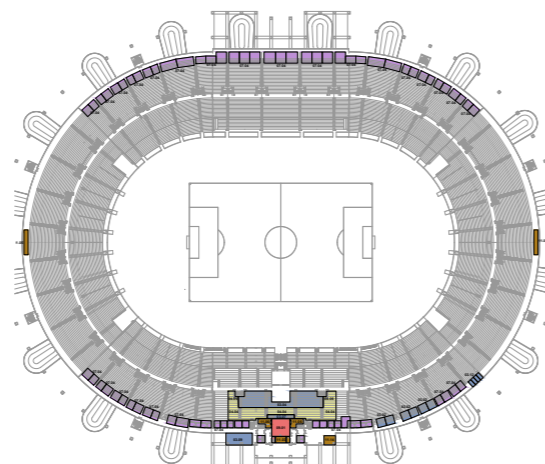
Level 0



Level 1



Level 2



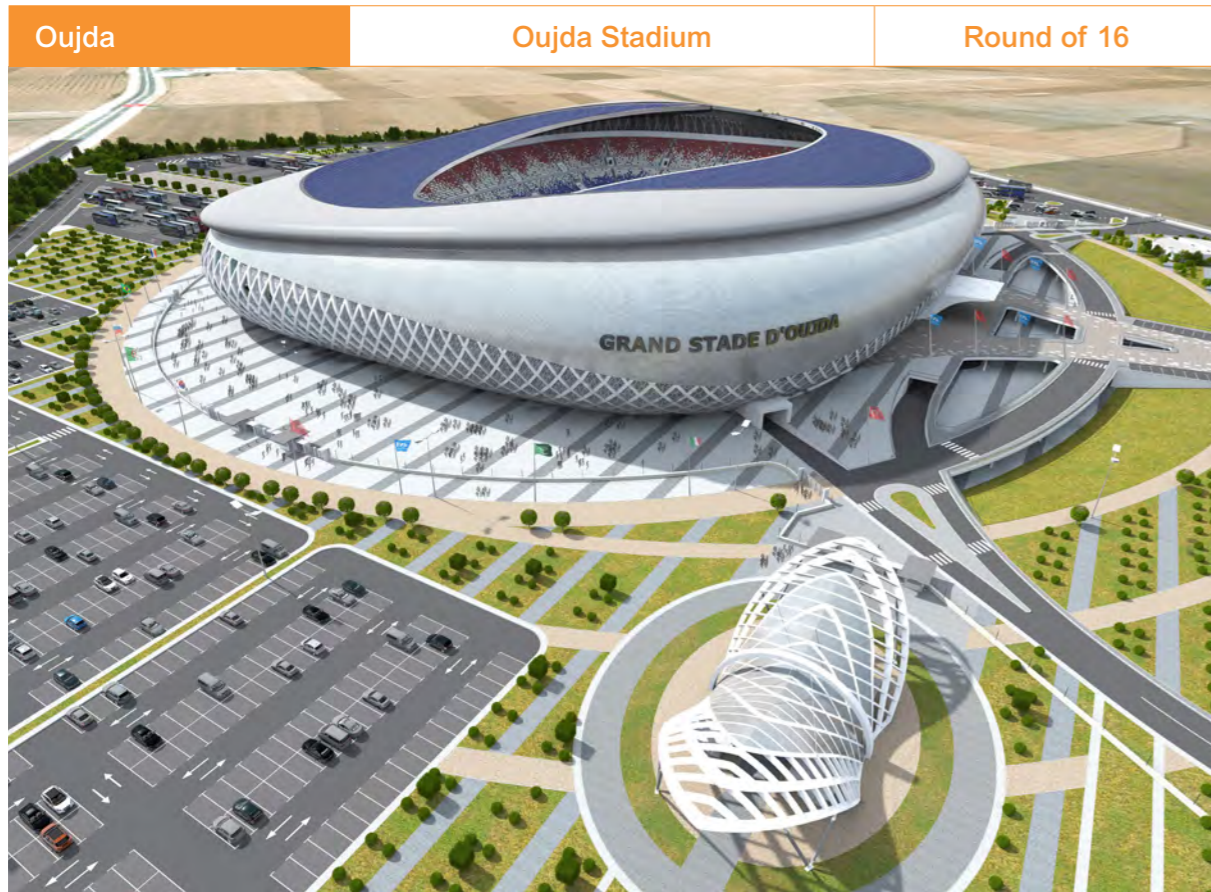
Level 3

Tangier	Ibn-Battouta Stadium	Quarter-final
Surface of the TV compound	4,585 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>	
Surface of the media centre	3,000 m <sup>2</sup> outdoor 222 m <sup>2</sup> indoor (photographers)	
Surface of the mixed zone	700 m <sup>2</sup>	
Press conference room capacity	323 m <sup>2</sup> / 350 seats	
Surface of VVIP areas	350 m <sup>2</sup>	
Surface of VIP areas	1,280 m <sup>2</sup>	
Surface of indoor hospitality areas	4,000 m <sup>2</sup>	
Surface of outdoor hospitality areas	29,900 m <sup>2</sup>	
Surface of skyboxes	1,976 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)</b>	<b>61,570</b>
Grass and sporting equipment	518
Pitch lighting	2,136
Stand coverage	15,780
Permanent stands	646
Giant screens	1,322
Structures and outdoor facade works	63
Office facility development	8,426
Upgrading to standards	11,807
Sustainability add-ons	6,252
Specific technical equipment	6,057
Outdoor permanent works	3,294
Substitution of all seats	2,337
Contingency (5%)	2,932
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>7,240</b>
Outdoor: tents, bungalows, energy, etc.	6,206
Indoor: stands, extra skyboxes, etc.	690
Contingency (5%)	345

### Legacy

Tangier will benefit from a top-level, high-capacity and entirely renovated stadium, supporting the performance and progress of Ittihad Riadi, the local club, and equipping the city of Tangier to host further international, continental and national competitions.

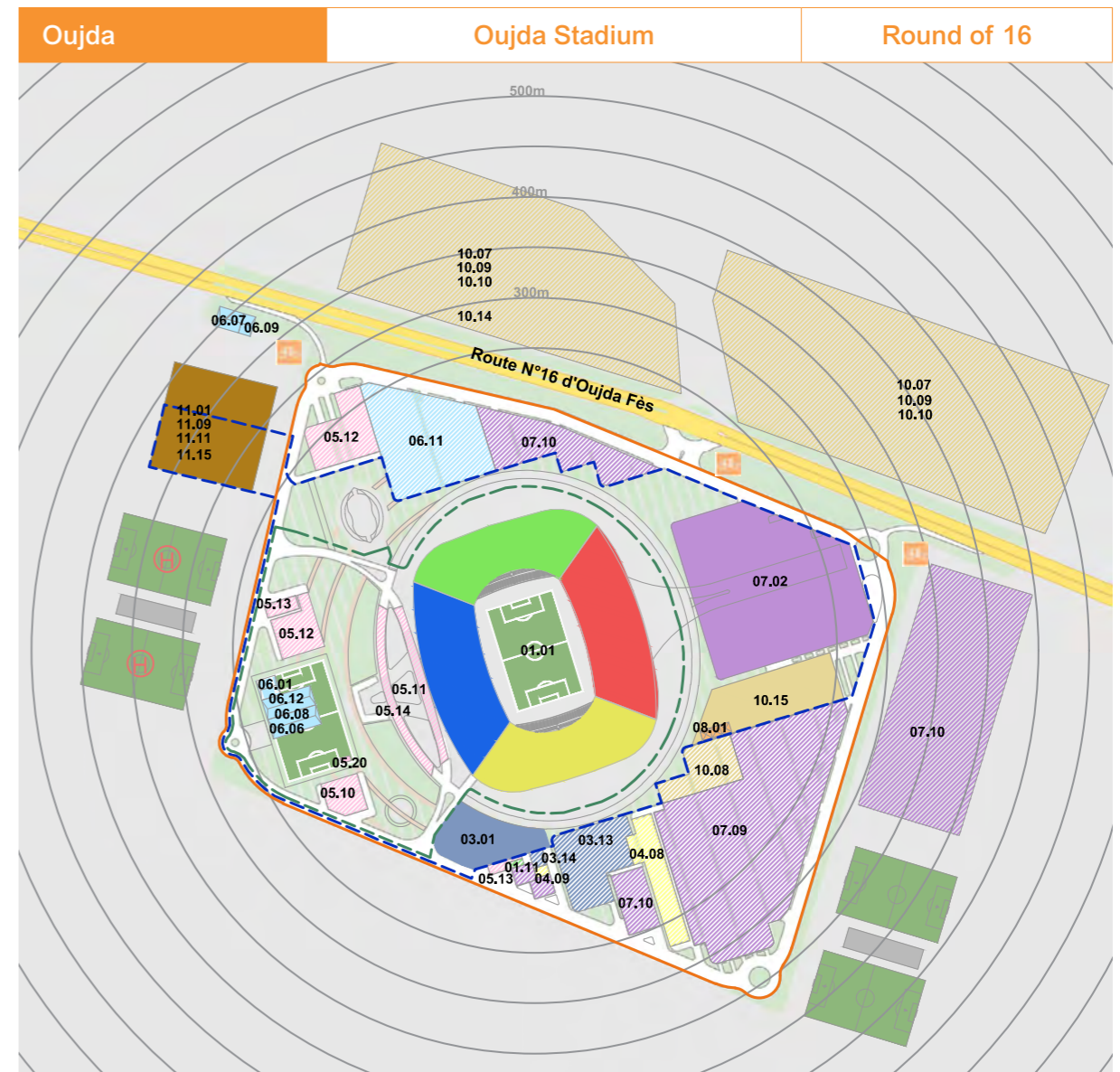


The Oujda Stadium was planned in advance of the Morocco 2026 bid. The stadium's design is inspired by the national traditional turban, the "Errezza", a spiritual and cultural icon of eastern Morocco.

The Oujda Stadium will be Morocco's first energy-positive stadium thanks to its photovoltaic roof, which will generate more electricity than the stadium requires to run. It will be the biggest stadium in a region where football is by far the most popular sport, as reflected in Oujdis' fervent support for the Mouloudia Club d'Oujda. This legendary club of eastern Morocco was established in 1946. While it currently plays in the second division, its fans will never forget Mouloudia's place in Moroccan football history, and its role in producing many national team stars who began their careers with the club.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Mouloudia Club d'Oujda
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Ongoing project
End of works	June 2022
Gross capacity (2026)	45,400
Net capacity (2026)	40,105
Permanent construction cost estimation <sup>(1)</sup>	USD 47.6 million excl. VAT
Overlay cost estimation	USD 4.2 million excl. VAT

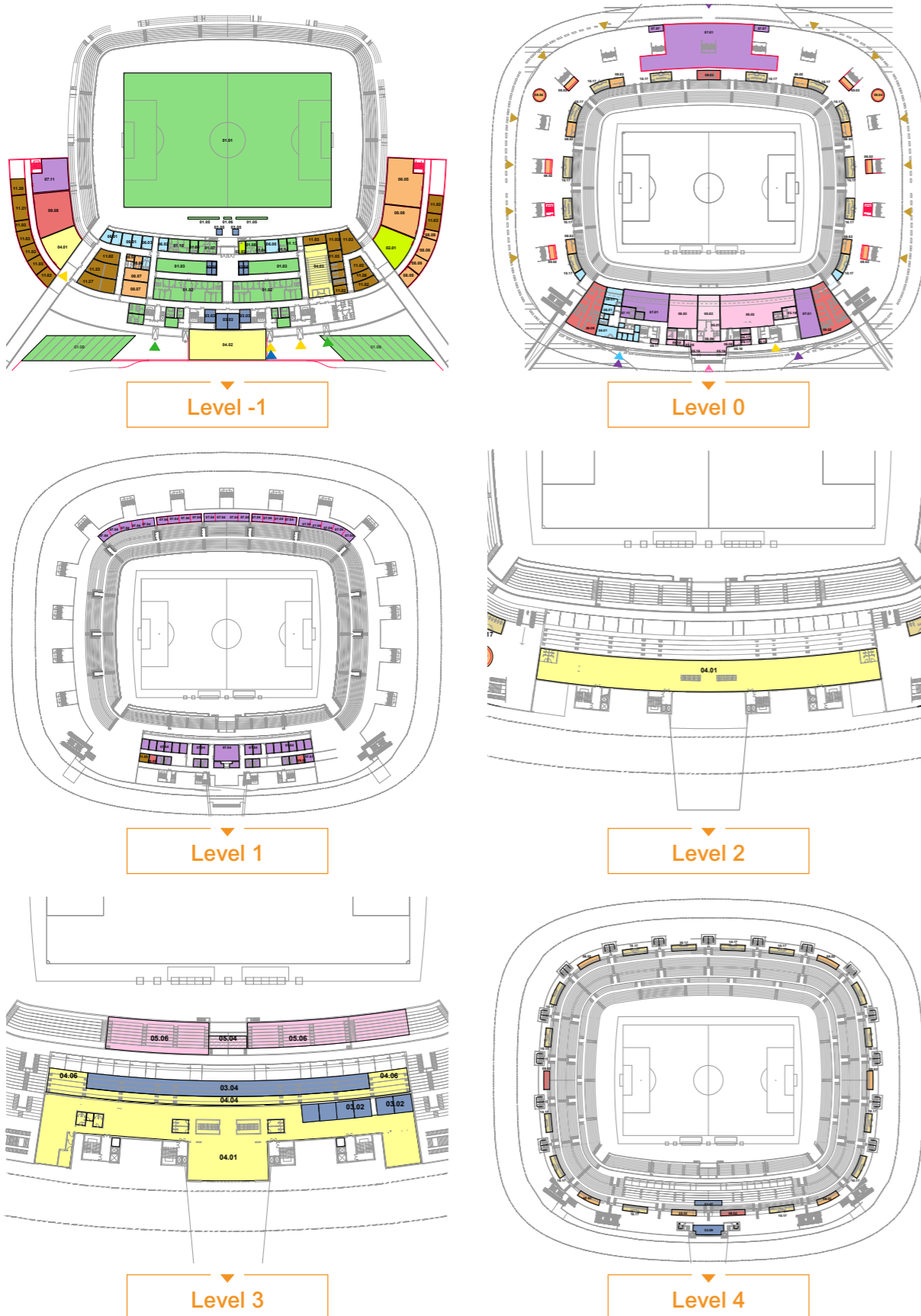
<sup>(1)</sup> Incremental cost to meet FIFA Hosting Requirements



<b>01.10</b> Team Guest Car Parking	<b>05.20</b> Drivers and security detail Waiting Room	<b>10.07</b> General Spectator Car Park < 2 km
<b>03.01</b> TV Compound	<b>06.01</b> General FIFA Office	<b>10.08</b> Car Park for people with reduced mobility
<b>03.13</b> Broadcast Car Park	<b>06.06</b> Volunteers Centre	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>03.14</b> Broadcast Bus Park	<b>06.07</b> Accreditation Centre	<b>10.10</b> Fan Bus Park < 2 km
<b>04.08</b> Media Car Park	<b>06.08</b> Transportation Office and Welcome Desk	<b>10.14</b> Shuttle Area
<b>04.09</b> Media Bus Park	<b>06.09</b> Ticketing Booth	<b>10.15</b> Fanzone
<b>05.10</b> WVIP Car Park	<b>06.11</b> Staff Car Park	<b>11.01</b> Logistics Area
<b>05.11</b> WVIP Drop-off / Pick-up Point	<b>06.12</b> Catering Staff	<b>11.09</b> Frequency Control Room
<b>05.12</b> VIP Car Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>11.11</b> Waste Storage
<b>05.13</b> VIP Bus Park	<b>08.01</b> Superstore	<b>11.15</b> ICT
<b>05.14</b> VIP Drop-off / Pick-up Point		

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12

Oujda	Oujda Stadium	Round of 16
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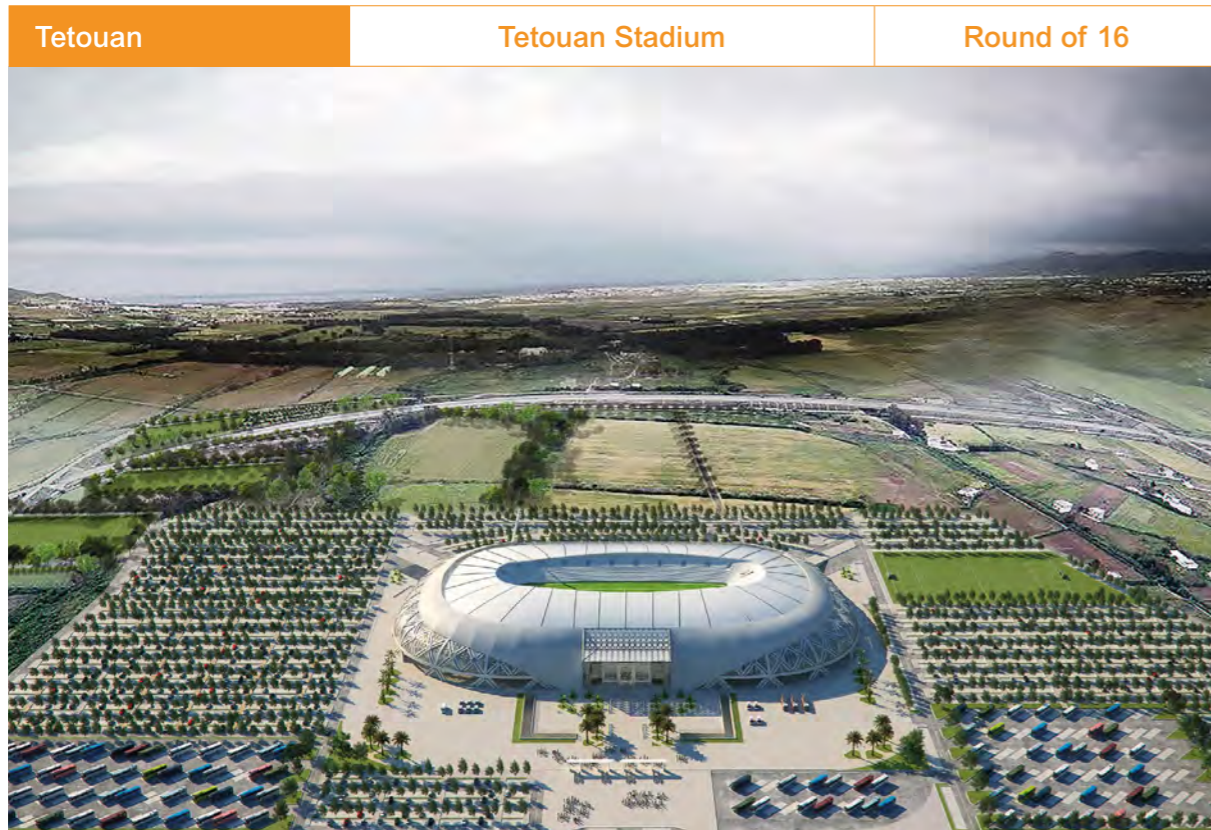
Oujda	Oujda Stadium	Round of 16
Surface of the TV compound	4,400 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	6 x 25 m <sup>2</sup>	
Surface of the media centre	2,200 m <sup>2</sup> 247 m <sup>2</sup> (photographers)	
Surface of the mixed zone	590 m <sup>2</sup>	
Press conference room capacity	320 m <sup>2</sup> / 180 seats	
Surface of VVIP areas	203 m <sup>2</sup>	
Surface of VIP areas	1,164 m <sup>2</sup>	
Surface of indoor hospitality areas	2,413 m <sup>2</sup>	
Surface of outdoor hospitality areas	23,500 m <sup>2</sup>	
Surface of skyboxes	1,334 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)<sup>(1)</sup></b>	<b>47,600</b>
Grass and sporting equipment	N/A
Pitch lighting	1,576
Stand coverage	15,136
Permanent stands	N/A
Giant screens	997
Structures and outdoor facade works	N/A
Office facility development	8,479
Upgrading to standards	8,624
Sustainability add-ons	5,935
Specific technical equipment	4,587
Outdoor permanent works	N/A
Substitution of all seats	N/A
Contingency (5%)	2,267
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>4,284</b>
Outdoor: tents, bungalows, energy, etc.	4,080
Indoor: stands, extra skyboxes, etc.	N/A
Contingency (5%)	204

### Legacy

The need for a local stadium to support the development of the Mouloudia Club d'Oujda has long been identified. The construction of this state-of-the-art stadium will create the conditions for the club to return to its former sporting glory, while also allowing the city to host other sports and cultural events.

<sup>(1)</sup> Incremental cost to meet FIFA Hosting Requirements

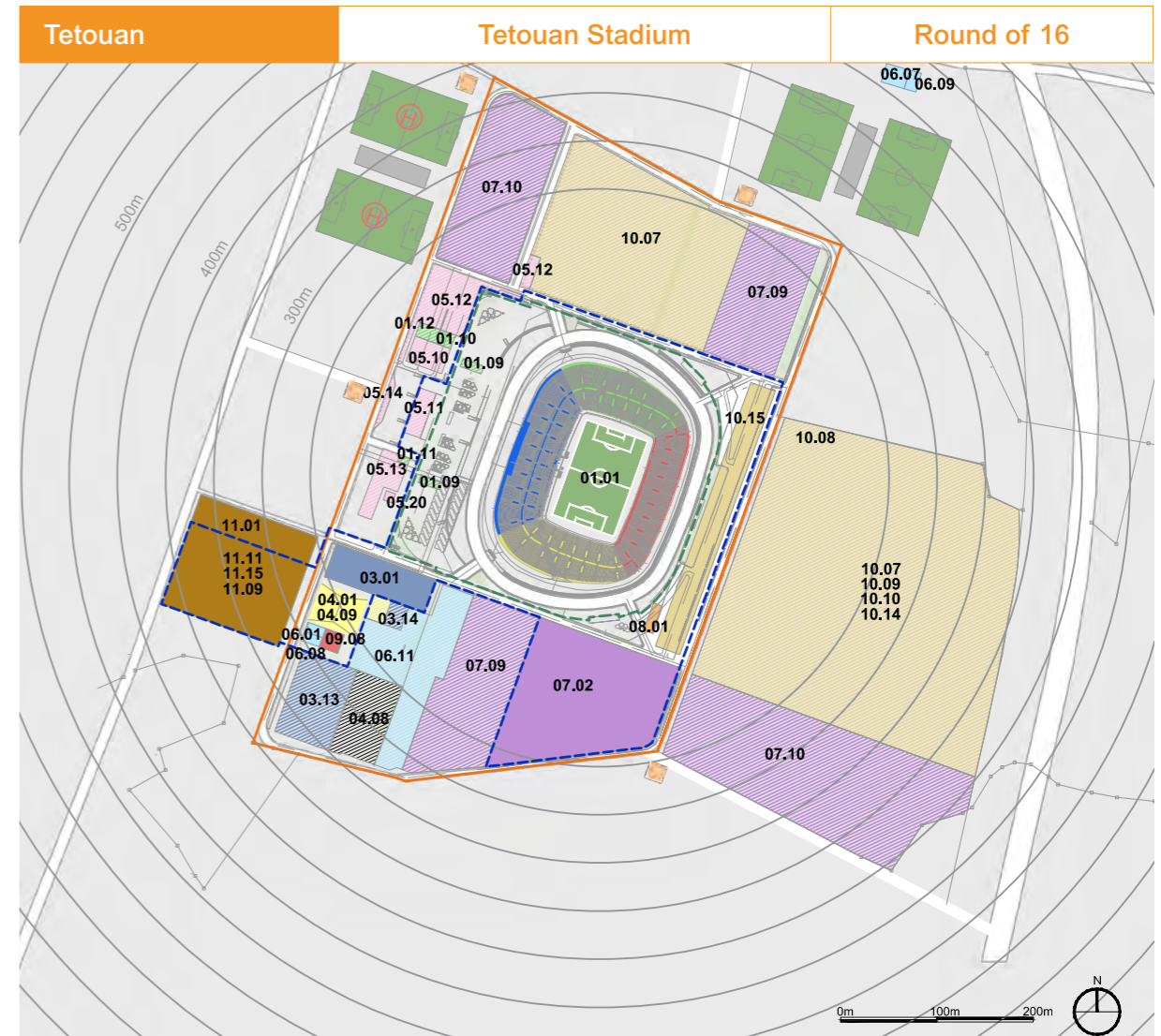


The Tetouan Stadium project was launched in 2015. It is currently under construction and will be completed in 2020. This modern stadium, with a capacity of 45,600 seats, is based on a design combining traditional Moroccan motifs with a futuristic feel. It has been conceived to provide the best possible experience for all constituent groups, while facilitating tournament operations.

Tetouan enjoys a mild and pleasant climate. It is located not far from Gibraltar, in a valley on the edge of the eastern Rift mountains. The stadium will become the prized home of the city's flagship club, the Moghreb Athletic de Tétouan, founded in 1922, and today competing in Morocco's first division. The club took part in the 2014 FIFA Club World Cup™ following its 2013 championship title. Tetouan's enormous passion for football will help create an extraordinarily atmospheric theatre for teams that are fortunate to play their games in the city.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Moghreb Athletic de Tétouan
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Ongoing project
End of works	June 2020
Gross capacity (2026)	45,600
Net capacity (2026)	40,295
Permanent construction cost estimation <sup>(1)</sup>	USD 38.8 million excl. VAT
Overlay cost estimation	USD 4,1 million excl. VAT

<sup>(1)</sup> Incremental cost to meet FIFA Hosting Requirements



<b>01.09</b>	Teams Bus Parking	<b>05.13</b>	VIP Bus Park	<b>08.01</b>	Superstore
<b>01.10</b>	Team Guest Car Parking	<b>05.14</b>	VIP Drop-off / Pick-up Point	<b>09.08</b>	Stewards Room
<b>01.11</b>	Team Guest Bus Parking	<b>05.20</b>	Drivers and security detail Waiting Room	<b>10.07</b>	General Spectator Car Park < 2 km
<b>01.12</b>	Players Parking	<b>06.01</b>	General FIFA Office	<b>10.08</b>	Car Park for people with reduced mobility
<b>03.01</b>	TV Compound	<b>06.07</b>	Accreditation Centre	<b>10.09</b>	General Spectator Shuttle Park < 2 km
<b>03.13</b>	Broadcast Car Park	<b>06.08</b>	Transportation Office and Welcome Desk	<b>10.10</b>	Fan Bus Park < 2 km
<b>03.14</b>	Broadcast Bus Park	<b>06.09</b>	Ticketing Booth	<b>10.14</b>	Shuttle Area
<b>04.01</b>	Venue Media Centre	<b>06.11</b>	Staff Car Park	<b>10.15</b>	Fanzone
<b>04.08</b>	Media Car Park	<b>07.02</b>	Outdoor Hospitality Lounges	<b>11.01</b>	Logistics Area
<b>04.09</b>	Media Bus Park	<b>07.09</b>	Hospitality Car Park	<b>11.09</b>	Frequency Control Room
<b>05.10</b>	WWIP Car Park	<b>07.10</b>	Hospitality Bus Park	<b>11.11</b>	Waste Storage
<b>05.11</b>	WWIP Drop-off Point			<b>11.15</b>	ICT
<b>05.12</b>	VIP Car Park				

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12

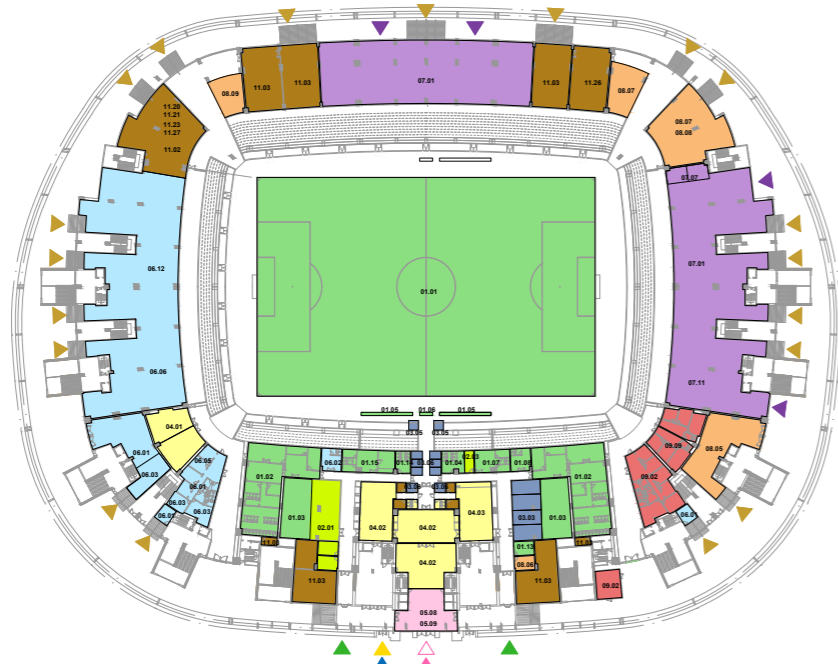


# 08.

Tetouan

Tetouan Stadium

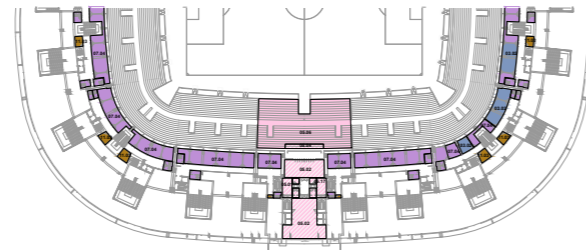
Round of 16



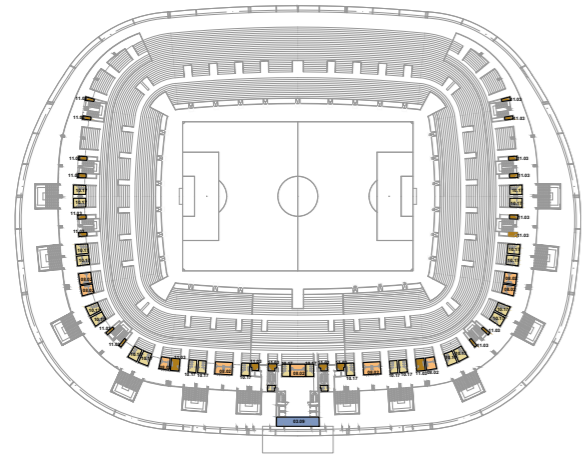
Level 0



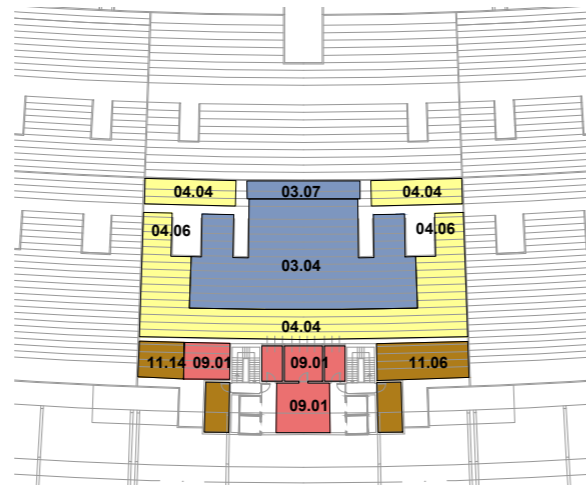
Level 1



Level 2



Level 3



Level 4

Tetouan	Tetouan Stadium	Round of 16
Surface of the TV compound	4,000 m <sup>2</sup>	
Number of TV studios with a direct view of the pitch	4 x 30 m <sup>2</sup> + 2 x 40 m <sup>2</sup>	
Surface of the media centre	2,000 m <sup>2</sup> outdoor 216 m <sup>2</sup> indoor (photographers)	
Surface of the mixed zone	614 m <sup>2</sup>	
Press conference room capacity	189 m <sup>2</sup> / 150 seats	
Surface of VVIP areas	390 m <sup>2</sup>	
Surface of VIP areas	1,107 m <sup>2</sup>	
Surface of indoor hospitality areas	2,600 m <sup>2</sup>	
Surface of outdoor hospitality areas	20,000 m <sup>2</sup>	
Surface of skyboxes	1,373 m <sup>2</sup>	
Number of parking spaces	In accordance with specifications	

<b>Permanent construction cost (USD000 2018 excl. VAT)<sup>(1)</sup></b>	<b>38,767</b>
Grass and sporting equipment	N/A
Pitch lighting	1,576
Stand coverage	11,616
Permanent stands	N/A
Giant screens	997
Structures and outdoor facade works	N/A
Office facility development	3,508
Upgrading to standards	8,624
Sustainability add-ons	6,013
Specific technical equipment	4,587
Outdoor permanent works	N/A
Substitution of all seats	N/A
Contingency (5%)	1,846
<b>Overlay cost (USD000 2018 excl. VAT)</b>	<b>4,186</b>
Outdoor: tents, bungalows, energy, etc.	3,987
Indoor: stands, extra skyboxes, etc.	N/A
Contingency (5%)	199

### Legacy

The newly built stadium will be a great asset for the local club, the Moghreb Athletic de Tétouan, supporting its vision to become a major future contender in the Botola Pro Maroc Telecom D1. The stadium will also host various other sporting and cultural events.

<sup>(1)</sup> Incremental cost to meet FIFA Hosting Requirements



### 8.3.1 Why the Legacy Modular Stadium?

The Legacy Modular Stadium (LMS) concept sits at the heart of Morocco's bid. It serves as a symbol and a proof point of the vision and legacy project. The LMS will be state-of-the-art, 100% environmentally responsible and conceived with a sustainable philosophy to reduce construction costs and complexity. The stadiums will perfectly fit their local context, leaving a strong legacy for local communities and Moroccan football development.

The LMS has been designed to meet all 2026 FIFA World Cup™ requirements and enable the smoothest possible event preparations and operations, creating an incredible tournament experience for all participants. FIFA and other client groups will benefit from all the facilities they need at the stadium at tournament time.

After the FIFA World Cup™, the stadiums will be adapted to meet the cities' real needs, and with an aim of enabling greater community

participation in football and broader sports and culture. Local clubs will serve as anchor tenants, in charge of identifying their capacity requirements and other needs.

The LMS is a revolutionary concept, which goes beyond modular approaches of the past by offering reconfiguration potential in addition to flexible capacity. This enables a legacy emphasis on accessibility and community participation. The stadiums are designed to become active venues, fully embedded in local communities and integrated with local environments.

Every single area of the LMS is intended and designed to be transformed after the event. It will moreover enable a wide range of different requirements to be met – from post-event capacity or hospitality provision to new community halls and sports areas.

### 8.3.2 A common architectural design

The LMS has been specifically developed for the FIFA World Cup™ and will greatly facilitate tournament operations. Large blocks fit together perfectly, facilitating flow management of the different constituent groups: competition, VVIP, VIP, media, organisers and general public.

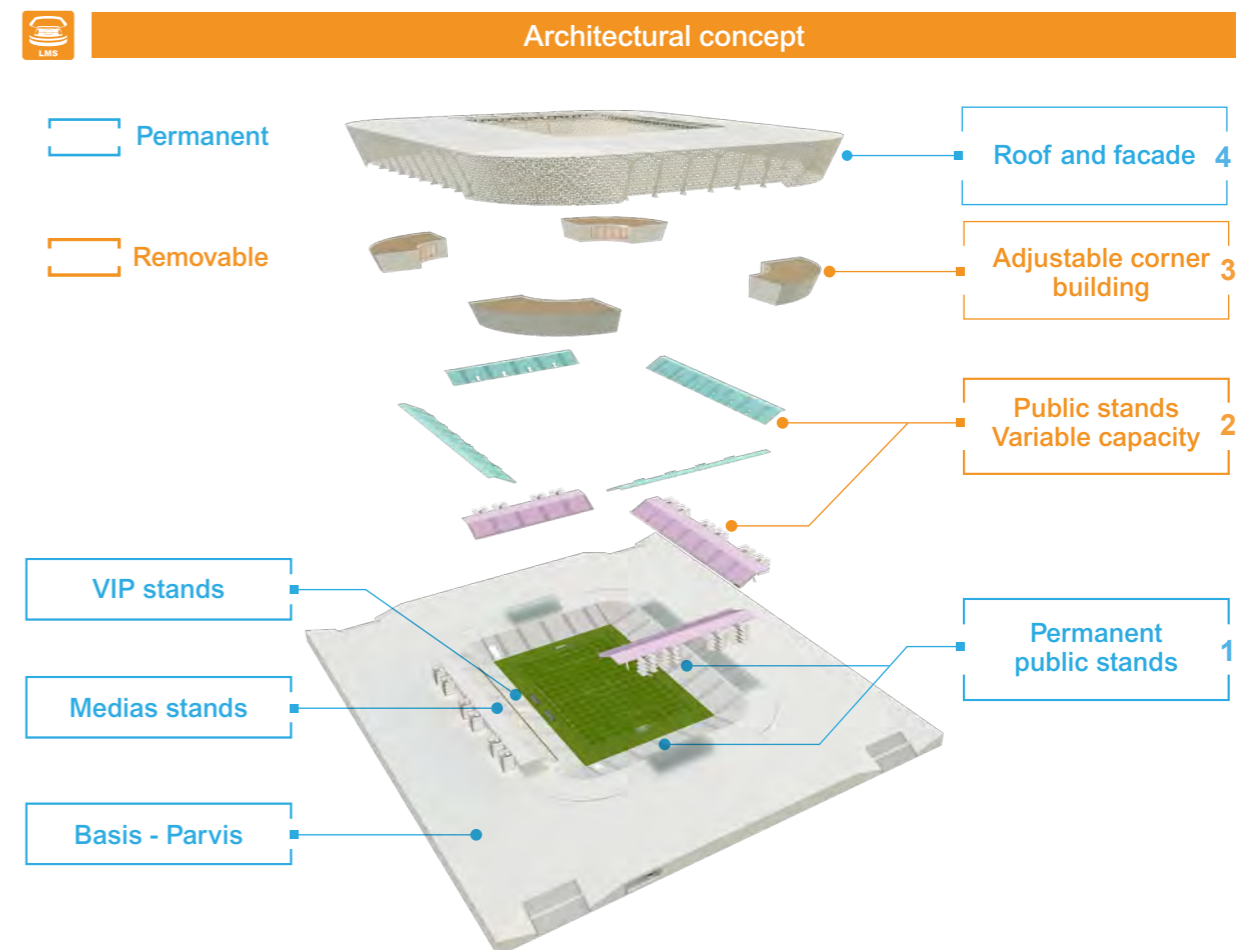
The model has also been conceived from the start to allow for easy adjustment of stadium capacities after the 2026 FIFA World Cup™. Floor plans are identical across all sites, while ground plans, roofs and facades are adapted to the specific location, ensuring optimal integration with the local environment.

The LMS is based on a common architectural design:

1. A fixed concrete base composed of a large forecourt extending to the lower

(and only non-removable) stand, which together house the changing rooms and technical areas;

2. Various temporary stands, which may or may not be dismantled post-tournament to downsize the stadium capacity in line with each city's needs;
3. Four corner buildings accommodating the various spaces required for the event, in particular VVIP, VIP, and hospitality lounges with views of the pitch and viewing terraces, storage spaces, the media centre, volunteer centre, staff restaurant, VOC and FIFA office spaces;
4. A facade and roof that can be fully customised from one city to the next.



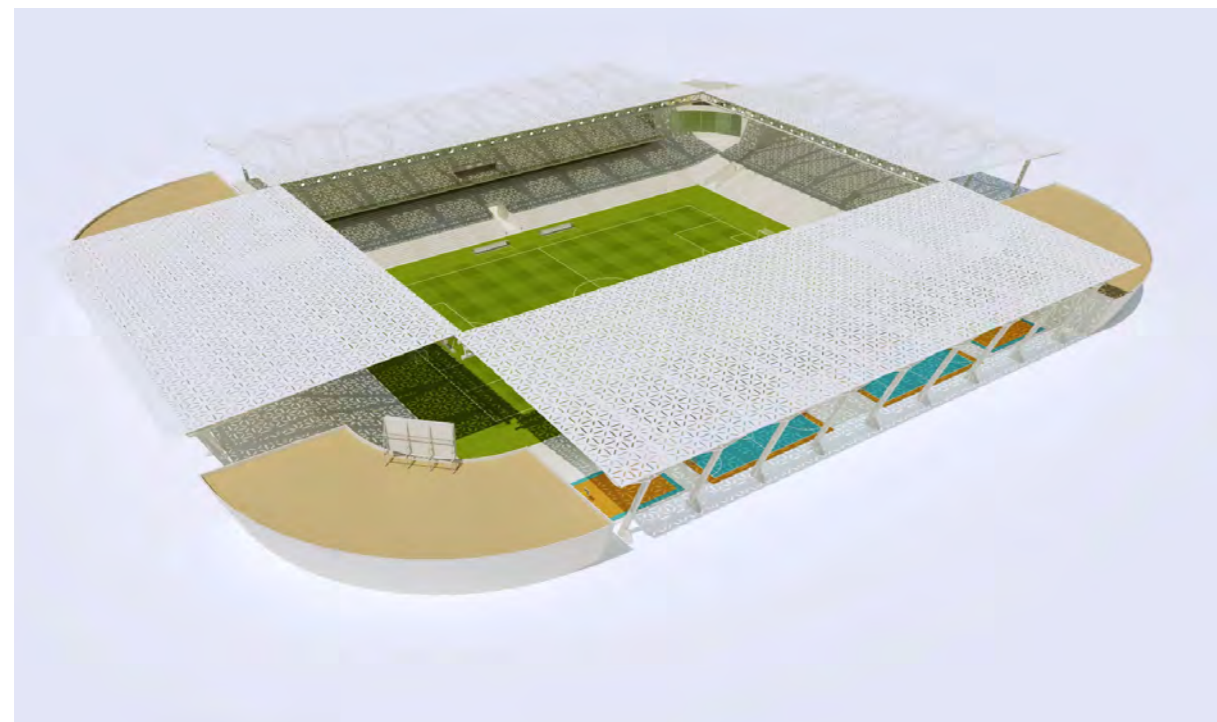
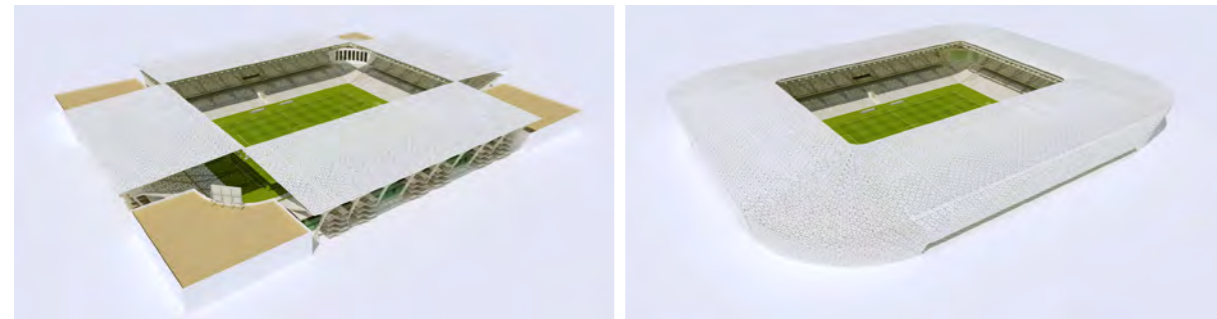
# 08.

## 8.3.3 Customisation to reflect the identity of each Host City

While all the LMS will share the same core design, allowing concept and construction costs to be shared and thereby optimised, each of the six proposed stadiums will be unique and fully customisable, both in terms of exterior design and post-tournament use:

- The LMS concept allows for roofs and facades to have a unique design in order to fit the urban environment and cultural identity of each location;
- The four stadium corner buildings can also have completely different shapes and configurations;

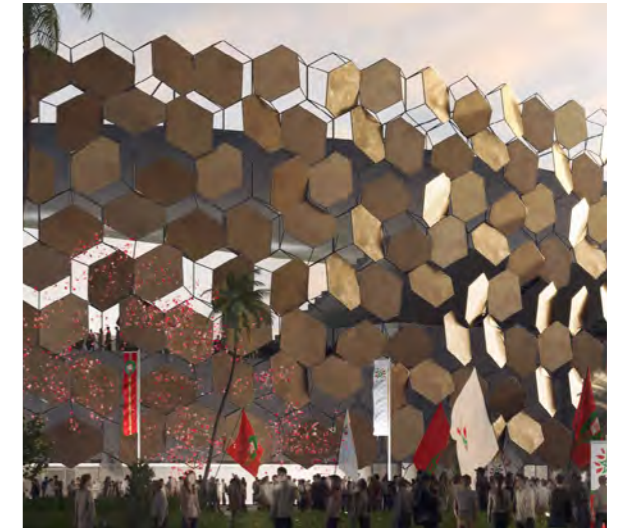
- In terms of capacity, the stadiums will be able to retain their gross 46,000 seats - as will be the case in Casablanca - or be downsized to the minimum 20,000 seats as in Nador or to numerous other possible capacities in between. Of course, should demand increase in the years following the tournament, capacities can be re-raised, making the LMS ideal facilities, with real longevity, to support the long-term development of professional football in Morocco.



## One stadium, six identities

Architectural research has been conducted to give every stadium its own strong identity. These unique stadium facades will enable the integration of all six LMS within their

respective environments, while enriching each area's architectural heritage with a shared legacy of the 2026 FIFA World Cup™.



# 08.

## 8.3.4 A truly sustainable stadium

In line with the FRMF's sustainable development strategy for the 2026 FIFA World Cup™ the LMS have been conceived to act as beacons of social and environmental responsibility. They will all be designed to meet BREEAM and HQE certification standards, including in particular the following elements:

- Shade houses covered in photovoltaic cells generating electricity to power the local area;
- Rain water recovery;
- Solar water heaters;
- Waterless urinals;
- Heat recovery loop sewer systems;
- Grey water recycling;
- Earth pipe ventilation;
- Efficient electrical equipment and CTM;
- Use of eco-friendly, recycled or recyclable materials wherever possible in line with the Clean Workplace Charter;
- Aluminium seats in place of plastic, (which has a short lifespan due to the sun);
- On-site waste management;
- Bike parking areas.

## 8.3.5 Designed for legacy

The LMS have been conceived from the start to be accessible to local communities and to play an active role in local urban and social development. While they will, of course, continue to host professional football, acting as powerful levers of development for local clubs, they will also be open, community facilities, used daily by local residents for numerous sports and cultural activities. Spaces left empty after the dismantling of tournament-related installations will be converted to enable active community use.

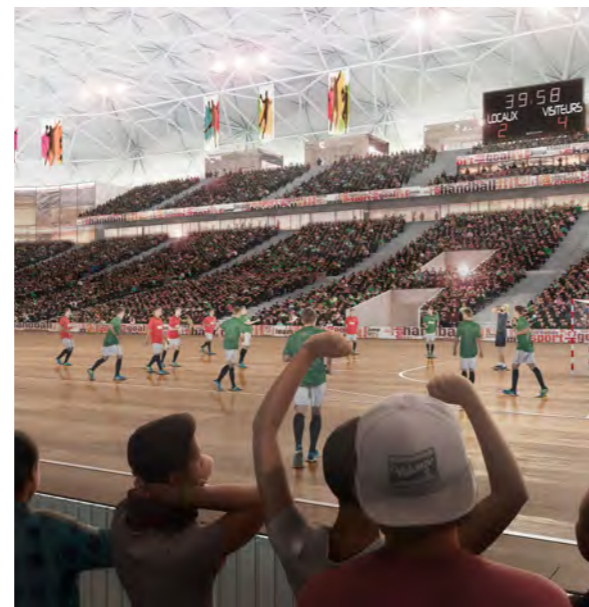
The stadiums will, in this way, serve as important levers of social engagement, open to associations, athletes and, especially, young people. They will be symbols of openness, representing a new model for major sports infrastructure development throughout the world.

Possible reconfigurations will include:

- Corner buildings with VIP spaces converted to, for example, dance or fitness studios; gyms or judo, taekwondo or gymnastics; or office spaces for various sports and social associations;
- Large covered walkways left vacant after the removal of temporary stands converted to sports grounds (for basketball, handball, hockey, etc.), sprint tracks or skate parks.

In addition, dismantled infrastructure and equipment, including stands, will be re-used in other stadium development projects across Morocco and Africa.

In Marrakesh, the LMS will be totally reconfigured to become a large indoor Arena - a facility that does not currently exist in Morocco - capable of hosting major indoor sports and entertainment events.



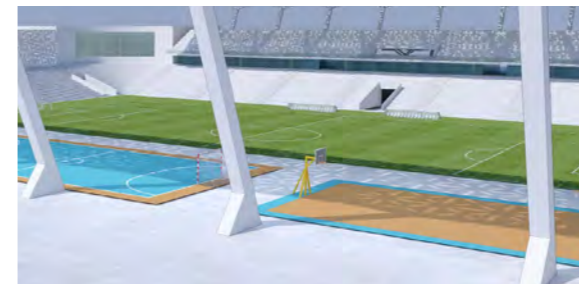
◀ 46,000 seats ▶

The LMS can retain its full capacity in legacy. This will be the case in Casablanca, whose two professional clubs regularly play their league matches at full capacity.



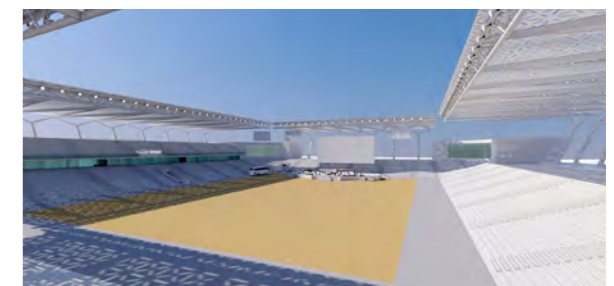
◀ 20,000 seats ▶

The LMS capacity can be reduced in legacy to a minimum 20,000 seats, freeing up large spaces for the installation of sports areas on the walkways.



◀ Entertainment configuration ▶

The LMS is designed to be able to accommodate all kinds of entertainment show, with public access and organisational needs built-in.



## 8.3.6 Seating capacity



<b>Gross seating capacity</b>	<b>46,000</b>
VVIP Seats	50
VIP Seats	700
Commentary positions	990
Written press with desk	900
Written press no desk	300
Photographers	100
Observer seats	250
Seat kills as built	2,000
<b>Net seating capacity</b>	<b>40,676</b>

## 8.3.7 Common data chart

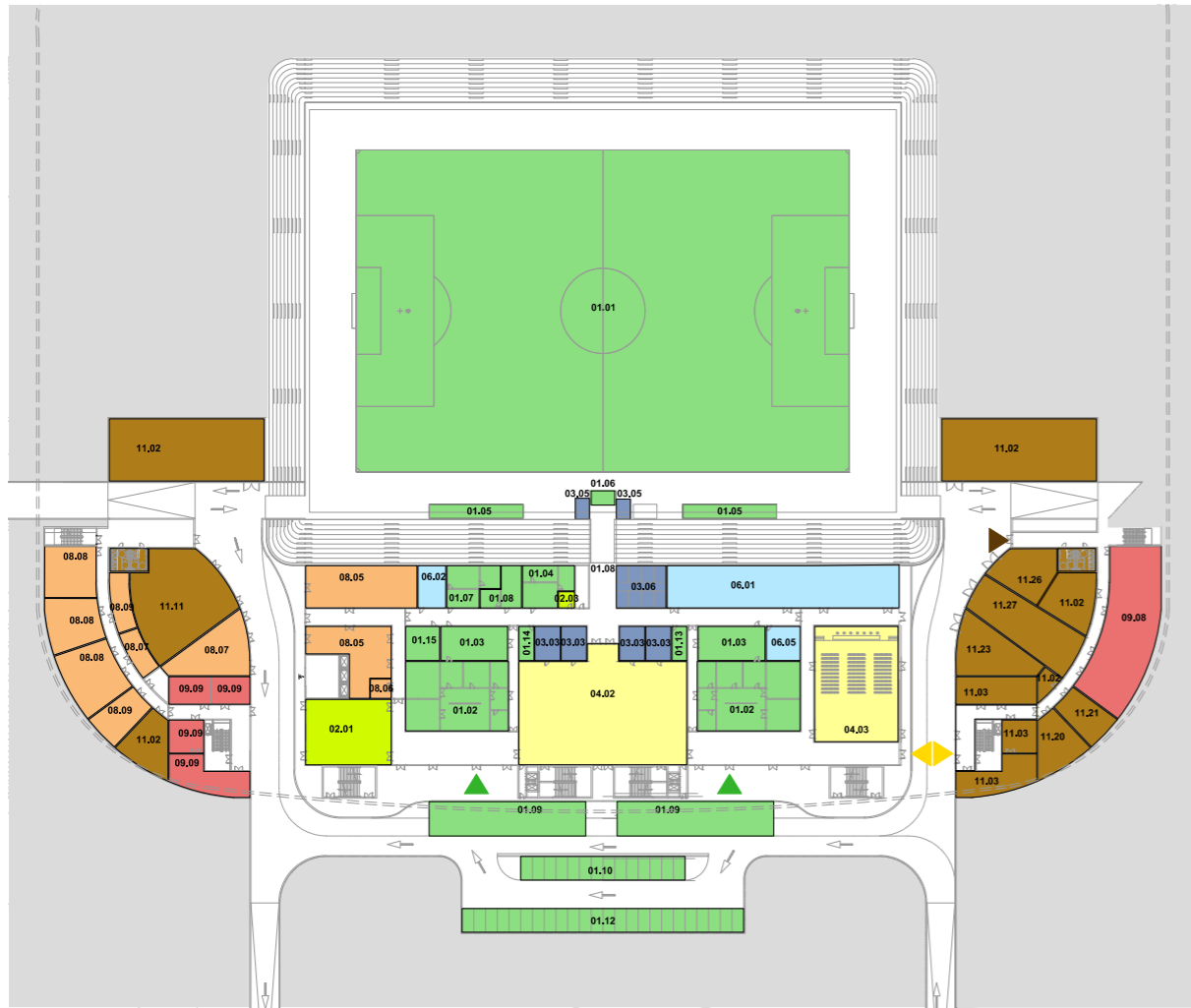
Surface of the TV compound	4,018 m <sup>2</sup>
Number of TV studios with a direct view of the pitch	6 x 45 m <sup>2</sup>
Surface of the media centre	400 m <sup>2</sup> + 1,255 m <sup>2</sup> + 1,415 m <sup>2</sup>
Surface of the mixed zone	804 m <sup>2</sup>
Press conference room capacity	433 m <sup>2</sup> / 231 seats
Surface of VVIP areas	500 m <sup>2</sup> + 262 m <sup>2</sup>
Surface of VIP areas	1,300 m <sup>2</sup>
Surface of indoor hospitality areas	2,350 m <sup>2</sup> + terraces + 1,754 m <sup>2</sup> behind skyboxes
Surface of outdoor hospitality areas	20,000 m <sup>2</sup>
Surface of skyboxes	1,566 m <sup>2</sup>
Number of parking spaces	In accordance with specifications

<b>Average permanent construction cost (USD000 2018 excl. VAT)</b>	<b>154,113</b>
Structural works	30,409
Secondary works	10,426
Technical works	24,327
Facade works	8,688
Roof	36,780
Grass and sporting equipment	1,058
Pitch lighting	1,892
Giant screens	1,196
Sustainability add-ons	7,871
Specific technical equipments	4,942
Outdoor permanent works	15,762
Seats	3,424
Contingency (5%)	7,339
<b>Average overlay cost (USD000 2018 excl. VAT)</b>	<b>23,914</b>
Outdoor: tents, bungalows, energy, etc.	1,942
Indoor: stands, extra skyboxes, etc.	20,833
Contingency (5%), etc.	1,139



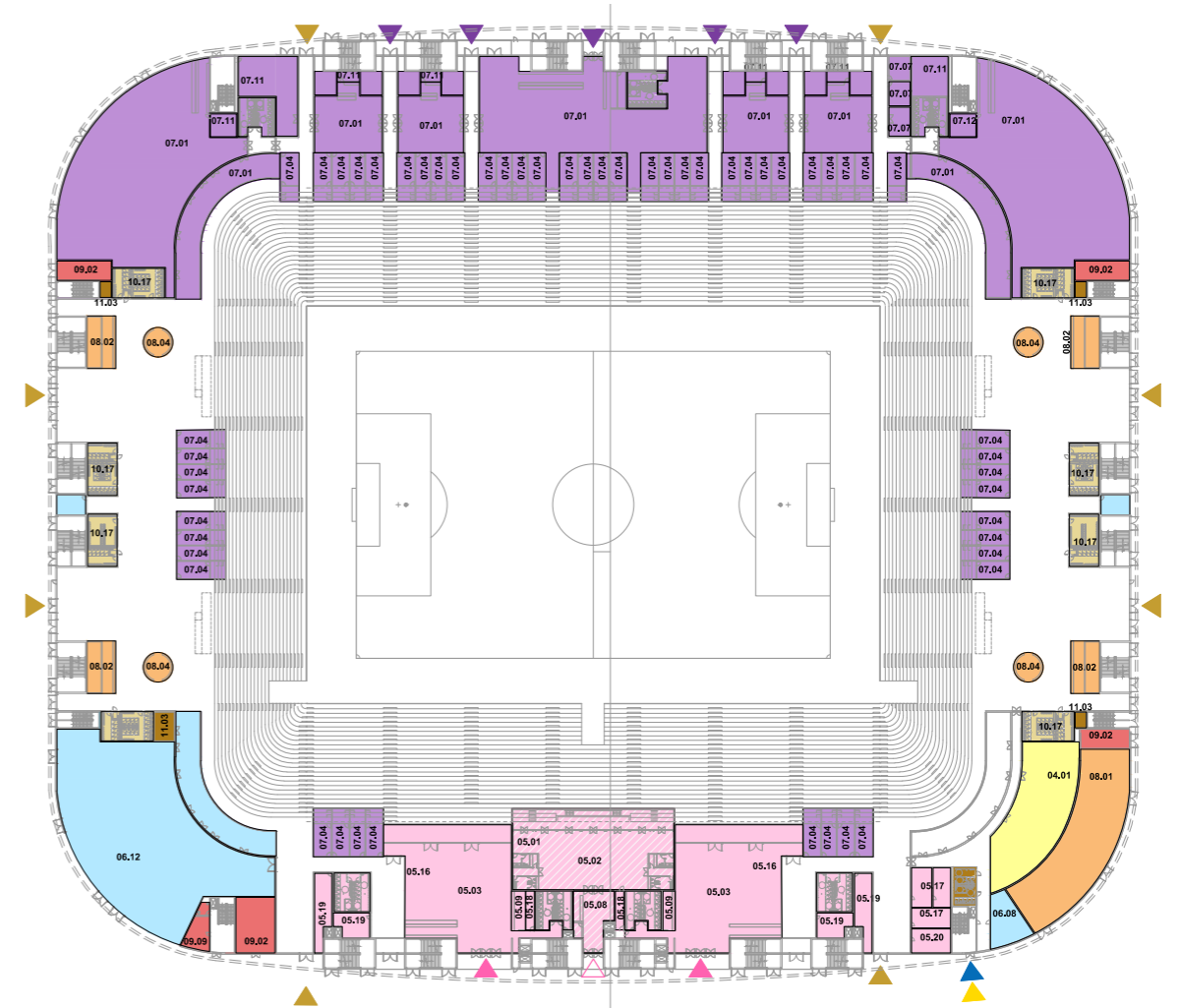
# 08.

## 8.3.8 Common plans



Level -2

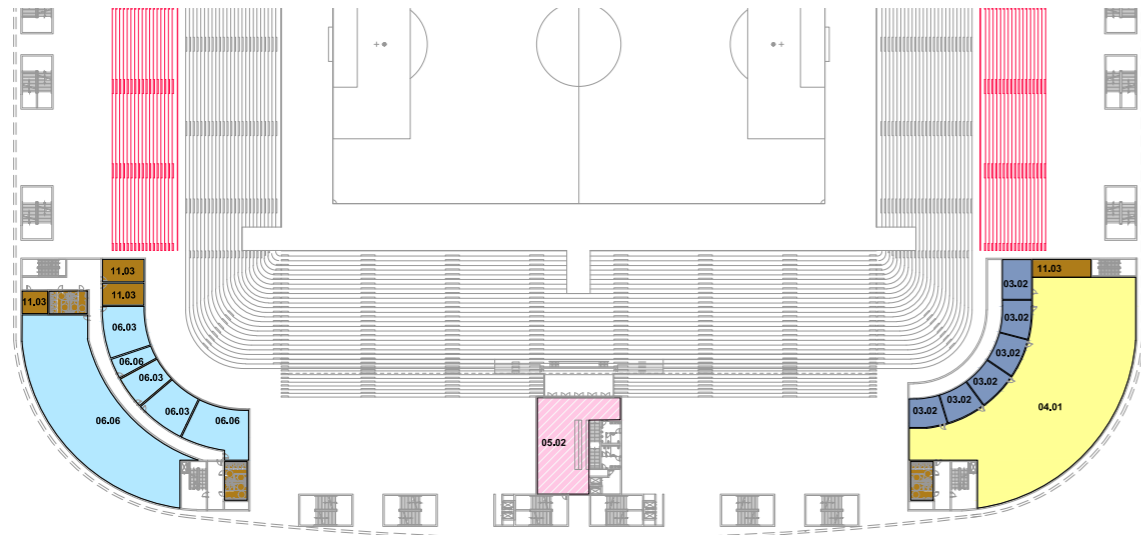
01.01	Field of Play	02.01	Ceremony Room	08.08	Food & Beverage Area: Changing Room, Offices
01.02	Team Changing Rooms	02.03	Ceremony Storage Room	08.09	FIFA Cash Area : Safe Room + Cash Office + Payment Service Storage
01.03	Warm up Area	03.03	Inside TV Studio	09.08	Stewards Room
01.04	Referee Changing Room	03.05	Flash interview mix zone	09.09	Police Area
01.05	Team Benches	03.06	One-on-one flash interview zone	11.02	Storage
01.06	Officials Bench	04.02	Mixed Zone	11.03	Technical Room
01.07	Doping Control Room	04.03	Press Conference Room	11.11	Waste Storage
01.08	Match Officials Office	06.01	General FIFA Office	11.20	Mobile providers shared office
01.09	Teams Bus Parking	06.02	FIFA General Manager Office	11.21	Mobile providers shared storage
01.10	Team Guest Car Parking	06.05	FIFA Storage	11.23	Sign Board Storage Room
01.12	Players Parking	08.05	Youth Programme Room	11.26	Pitch Room
01.13	FIFA Competition General Storage	08.06	Mascots Dressing Room	11.27	Look & Feel Storage Room
01.14	Ball Kids' Area	08.07	Merchandising Area: Office + Storage		
01.15	Teams First-aid Room				



Level 0

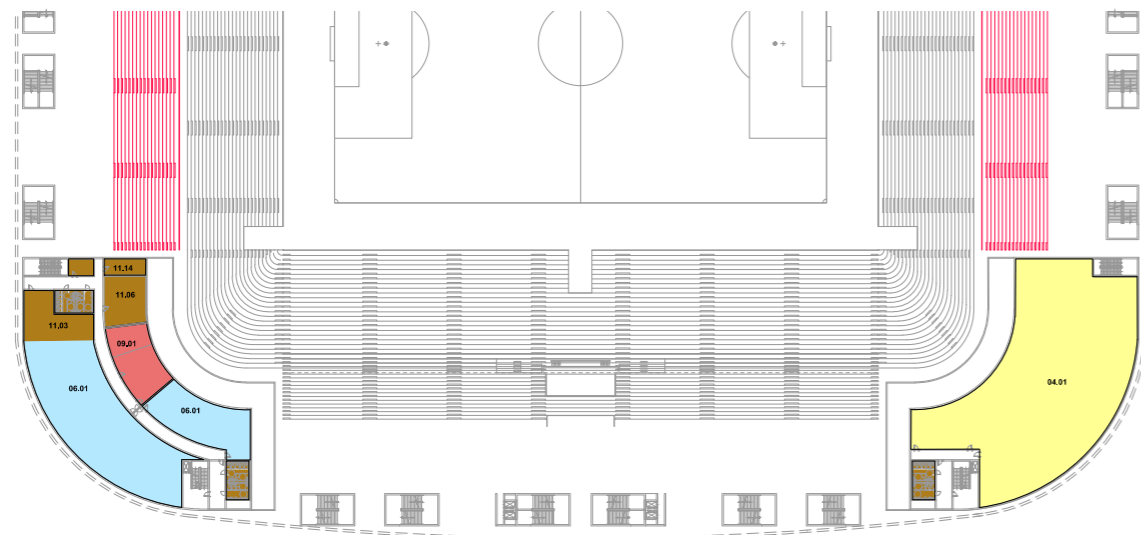
04.01	Venue Media Centre	05.18	Hostess Dressing Room	07.11	Main Indoor Hospitality Catering Office
05.01	President's Lounge	05.19	VVIP/VIP Catering Office	08.01	Superstore
05.02	VVIP Lounge	05.20	Drivers and security detail Waiting Room	08.02	Public Bar
05.03	VIP Lounge	06.08	Transportation Office and Welcome Desk	08.04	Souvenir Store
05.04	VVIP Seats	06.12	Catering Staff	09.02	First Aid Room
05.06	VIP Seats	07.01	Indoor Hospitality Lounges	09.09	Police Area
05.08	VVIP Welcome Desk	07.04	Skyboxes	10.17	Sanitary Facilities
05.09	VIP Welcome Desk	07.07	Hostpitality Office and Storage	11.03	Technical Room
05.16	VIP Flash Interview Zone				
05.17	Protocol Area: Office + Storage + Meeting Room				

# 08.



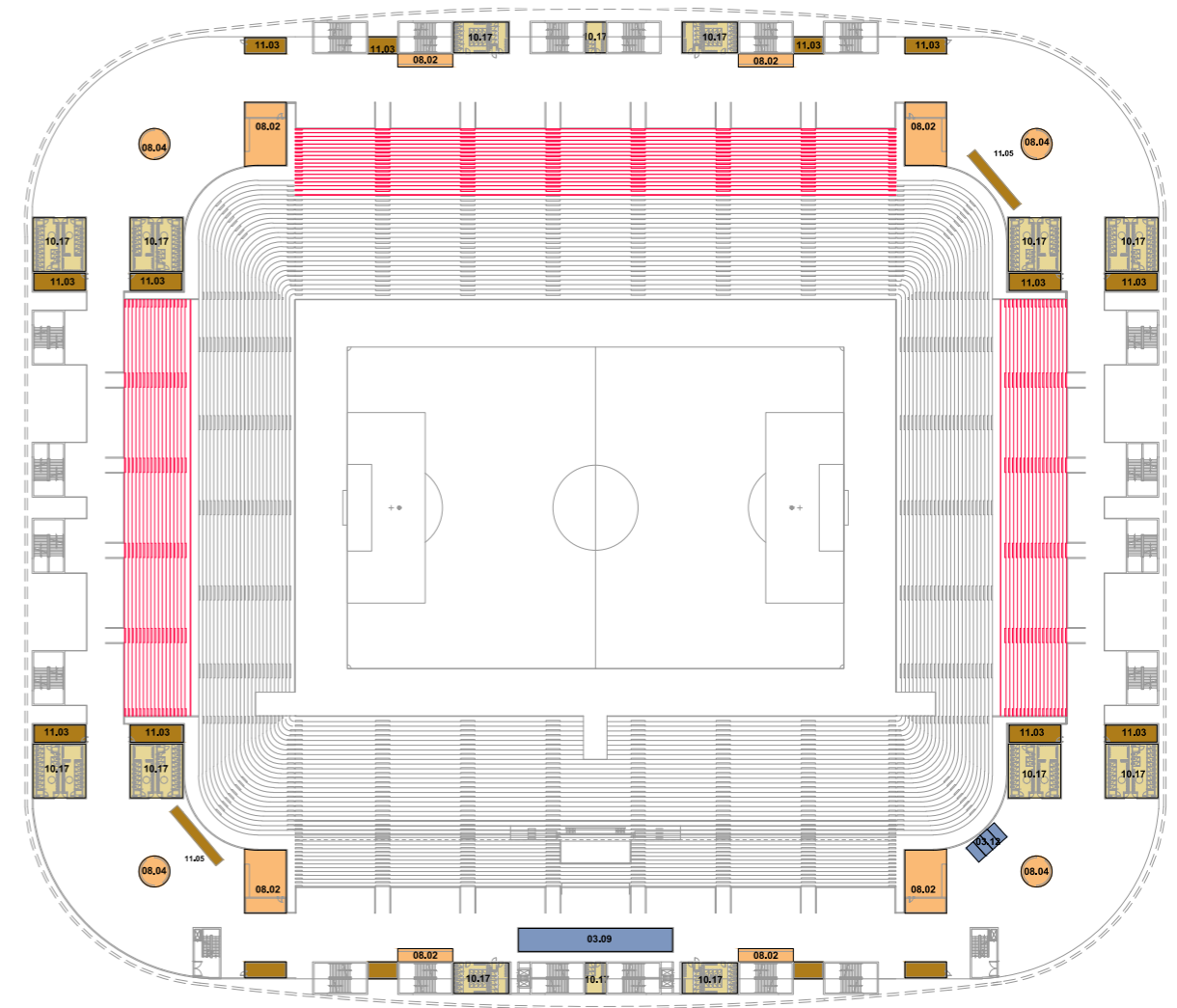
Level 1

- |                                   |                                |                             |
|-----------------------------------|--------------------------------|-----------------------------|
| <b>03.02</b> Pitch view TV Studio | <b>06.03</b> FIFA Meeting Room | <b>11.03</b> Technical Room |
| <b>04.01</b> Venue Media Centre   | <b>06.06</b> Volunteers Centre |                             |
| <b>05.02</b> VVIP Lounge          |                                |                             |



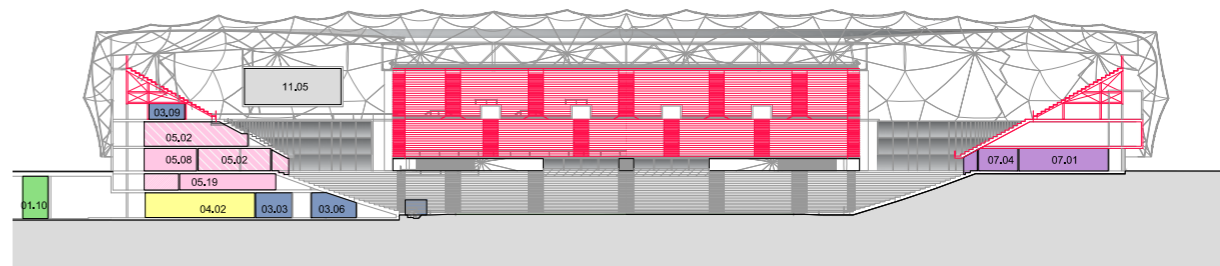
Level 2

- |                                  |                  |   |
|----------------------------------|------------------|---|
| <b>04.01</b> Venue Media Centre  | <b>09.01</b> VOC | <b>11.03</b> Technical Room                     |
| <b>06.01</b> General FIFA Office |                  | <b>11.06</b> Control Room                       |
|                                  |                  | <b>11.14</b> Goal Line Technology Operator Room |



Level 3

- |  |                             |                                  |
|--|-----------------------------|----------------------------------|
| <b>03.09</b> Commentary Control Room and Storage | <b>08.02</b> Public Bar     | <b>10.17</b> Sanitary Facilities |
|  | <b>08.04</b> Souvenir Store | <b>11.03</b> Technical Room      |



## 8.3.9 Overview of each Legacy Modular Stadium



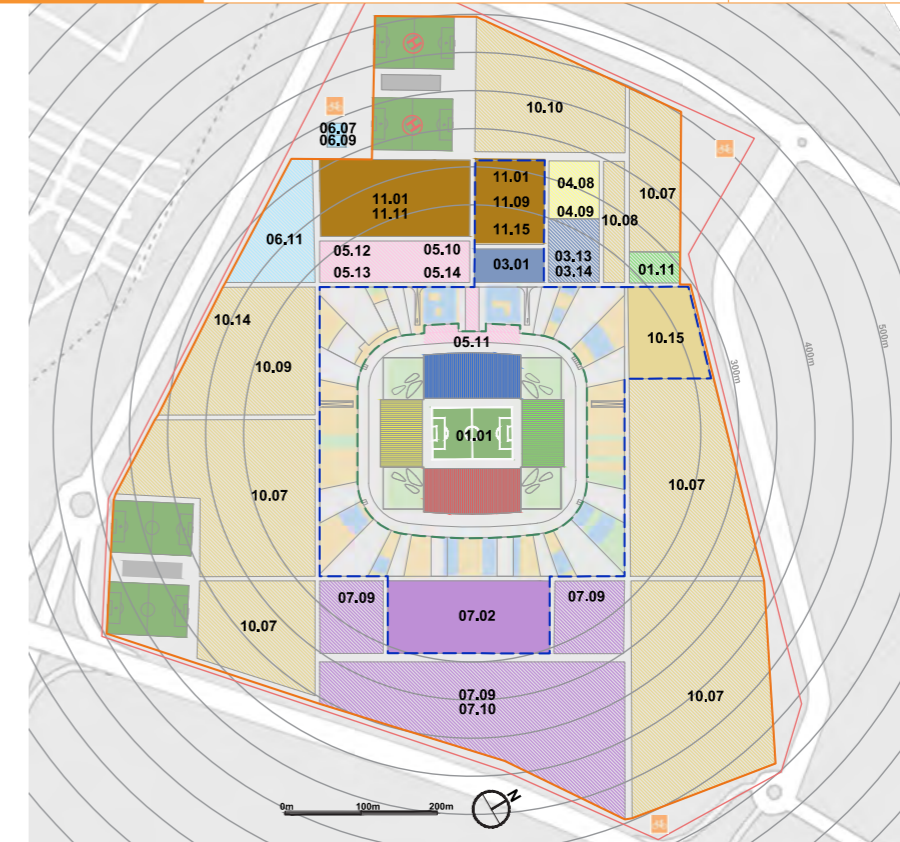
The Legacy Modular Stadium of Casablanca will be situated in the heart of the Zenata eco-development at the northern edge of Casablanca and well connected via express routes and motorways as well as a direct train link to the city's central station, Casablanca Voyageurs.

The stadium will serve as an important catalyst for the development of this ambitious urban project, entirely sustainable in its conception, which seeks to redress economic and social imbalances in this area of Greater Casablanca, and to support Morocco's main economic hub in becoming a major global metropolis. In line with national commitments related to sustainable development, the Zenata eco-development has adopted an innovative eco-approach, placing humans at the heart of the project. With its modern and sustainable design, the stadium will fit perfectly with Zenata's philosophy, and indeed

serve as one of its landmarks. The buildings' roof gardens will offer a much-needed natural breathing space in a large urban area.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Raja Club Athletic / Wydad Athletic Club
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 173.4 million excl. VAT
Overlay cost estimation	USD 2.0 million excl. VAT

Casablanca (LMS) Casablanca Stadium Round of 16



<b>01.11</b> Team Guest Bus Parking	<b>06.07</b> Accreditation Centre	<b>10.10</b> Fan Bus Park < 2 km
<b>03.01</b> TV Compound	<b>06.09</b> Ticketing Booth	<b>10.14</b> Shuttle Area
<b>03.13</b> Broadcast Car Park	<b>06.11</b> Staff Car Park	<b>10.15</b> Fanzone
<b>03.14</b> Broadcast Bus Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>04.08</b> Media Car Park	<b>07.09</b> Hospitality Car Park	<b>10.10</b> Fan Bus Park < 2 km
<b>04.09</b> Media Bus Park	<b>07.10</b> Hospitality Bus Park	<b>10.14</b> Shuttle Area
<b>05.10</b> VIP Car Park	<b>10.07</b> General Spectator Car Park < 2 km	<b>10.15</b> Fanzone
<b>05.11</b> VIP Drop-off / Pick-up Point	<b>10.08</b> Car Park for people with reduced mobility	<b>11.01</b> Logistics Area
<b>05.12</b> VIP Car Park	<b>10.09</b> General Spectator Shuttle Park < 2 km	<b>11.09</b> Frequency Control Room
<b>05.13</b> VIP Bus Park		<b>11.15</b> ICT

### Legacy

At the heart of the Zenata eco-development, the stadium's construction will offer a great boost to the important economic and social development of this part of Casablanca. Given the popularity of the city's two main clubs, Raja Club Athletic and Wydad Athletic Club, both giants of Moroccan football, Casablanca's LMS will be the only one to retain its tournament capacity of 46,000 seats in legacy. The stadium will be a major asset for the development and global reputation of these two prestigious clubs.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



El Jadida (LMS)	El Jadida Stadium	Round of 16
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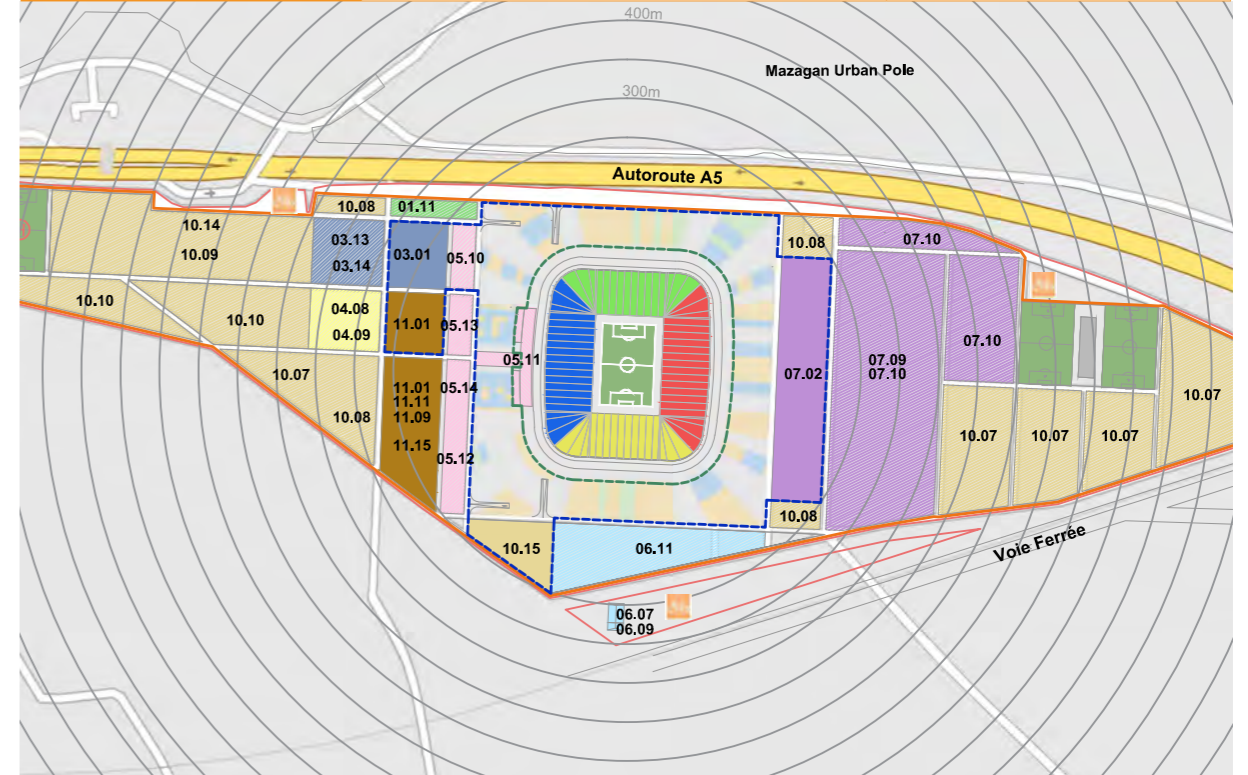
El Jadida's Legacy Modular Stadium will be in the heart of the Mazagan Urban Project (PUMA). This project, situated very close to El Jadida, Morocco's second biggest-industrial centre, and around 90 kilometres from Casablanca, seeks to support the growing economic and social momentum of the region, while joining up an urban area comprising the cities of Casablanca and Azemmour in the north and El Jadida in the south. This ambitious development, which is fully sustainable and innovative in conception, will eventually accommodate 130,000 inhabitants as well as a university campus, hotel complexes and a full range of business and commercial premises within a total area of 1,300 hectares.

The stadium will be the future home of the historic local club, Difaâ Hassani El Jadida which competes in the top division. It will serve as a real catalyst for the PUMA project, fitting perfectly in this brand new environment.

With its golden envelope, the stadium will stand as a precious symbol for the whole region, sparkling all day long thanks to its metallic panels, reflecting the sunrays.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Difaâ Hassani El Jadida
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 150.6 million excl. VAT
Overlay cost estimation	USD 25.9 million excl. VAT

El Jadida (LMS)	El Jadida Stadium	Round of 16
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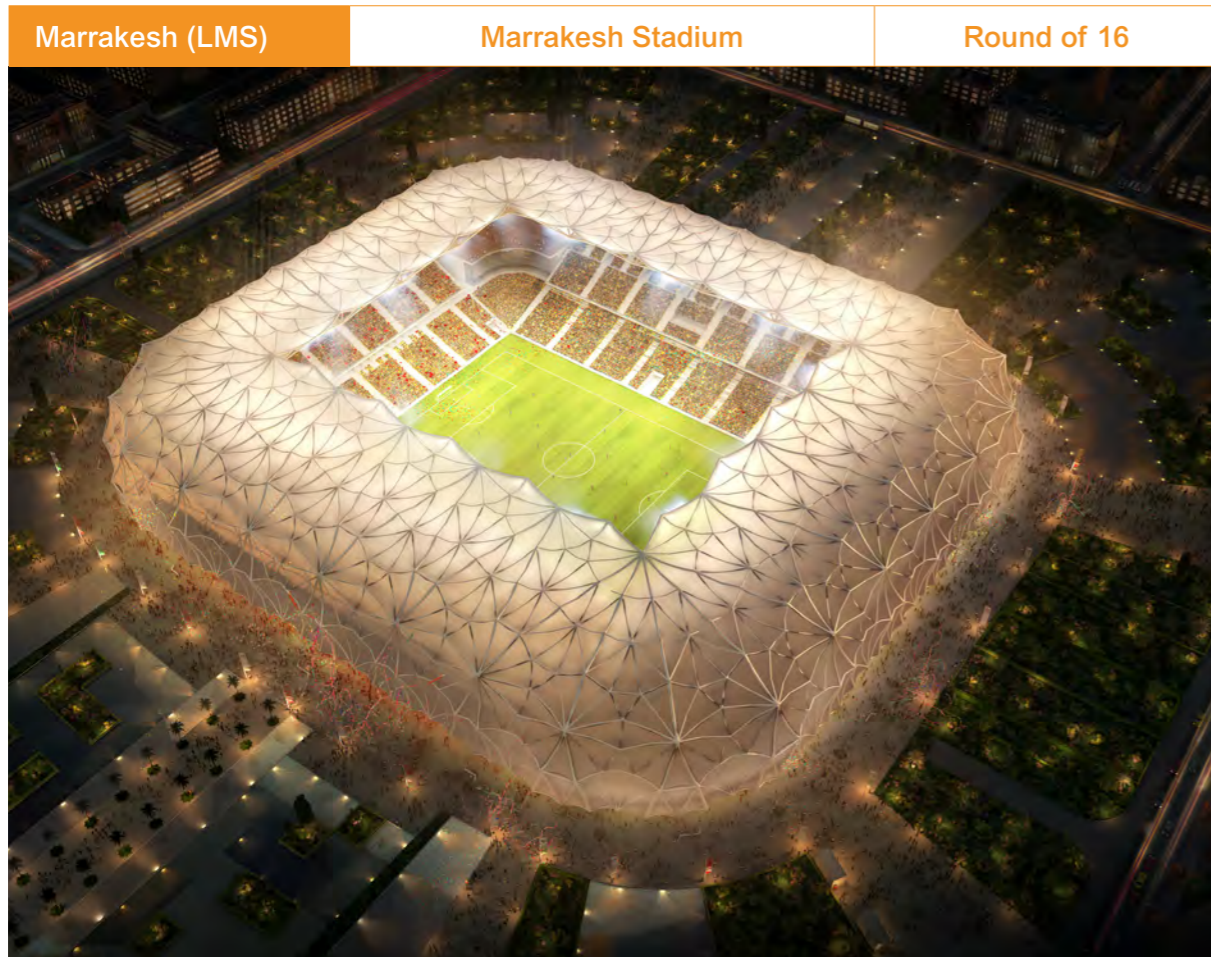
01.11	Team Guest Bus Parking	06.07	Accreditation Centre	10.10	Fan Bus Park < 2 km
03.01	TV Compound	06.09	Ticketing Booth	10.14	Shuttle Area
03.13	Broadcast Car Park	06.11	Staff Car Park	10.15	Fanzone
03.14	Broadcast Bus Park	07.02	Outdoor Hospitality Lounges	10.09	General Spectator Shuttle Park < 2 km
04.08	Media Car Park	07.09	Hospitality Car Park	10.10	Fan Bus Park < 2 km
04.09	Media Bus Park	07.10	Hospitality Bus Park	10.14	Shuttle Area
05.10	VVIP Car Park	10.07	General Spectator Car Park < 2 km	10.15	Fanzone
05.11	VVIP Drop-off / Pick-up Point	10.08	Car Park for people with reduced mobility	11.01	Logistics Area
05.12	VIP Car Park	10.09	General Spectator Shuttle Park < 2 km	11.09	Frequency Control Room
05.13	VIP Bus Park			11.15	ICT

### Legacy

Construction of the El Jadida Stadium will serve as a great catalyst to the ambitious PUMA new town development, of which it is among the core projects. The 2026 FIFA World Cup™ will provide an unrivalled opportunity to raise the development's national and international profile.

The local club, runner-up in the 2017 Coupe du Trône, is no stranger to success at the highest level of Moroccan football and will enjoy the benefits of a new showcase stadium, downsized to 25,000 seats, to further build on its achievements in Morocco's top division.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



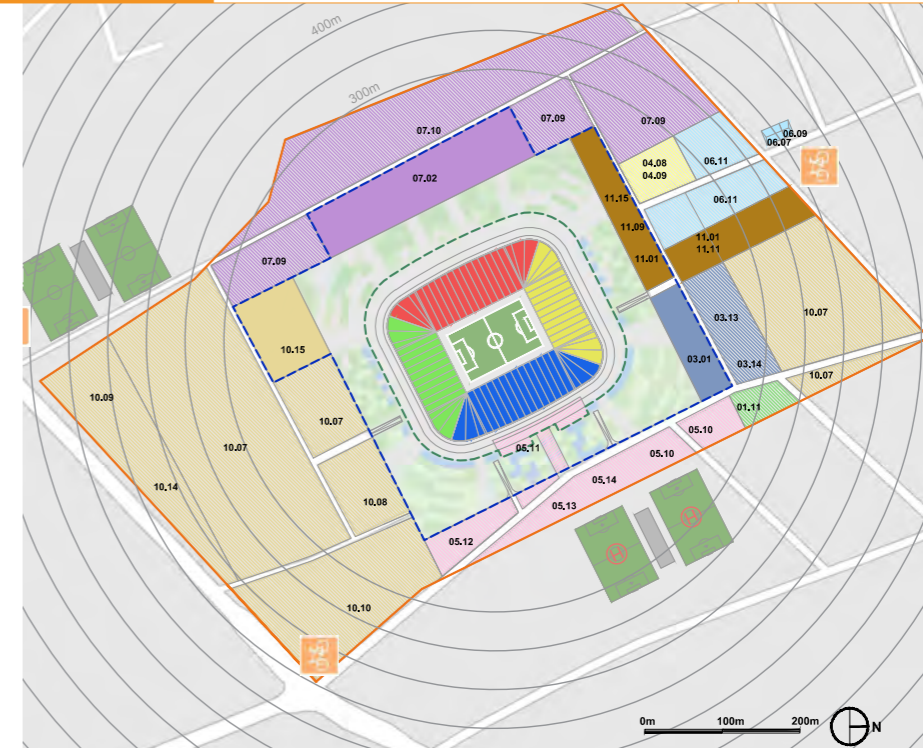
The Legacy Modular Stadium of Marrakesh will be located in the town of Tameslouht, 10 kilometres south of Marrakesh and close to its main tourist attractions.

The stadium will be easily accessible via two major road axes connecting the airport to the city. Several hotel complexes are located nearby, offering high level accommodation for the various constituent groups.

The light-weight stadium envelope will be easily closed over after the event to transform the venue into a modern indoor arena. Such a facility is much needed in a city that hosts many conventions and international events.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Indoor sporting events organisers and sports federations
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 153.6 million excl. VAT
Overlay cost estimation	USD 25.9 million excl. VAT

Marrakesh (LMS) Marrakesh Stadium Round of 16

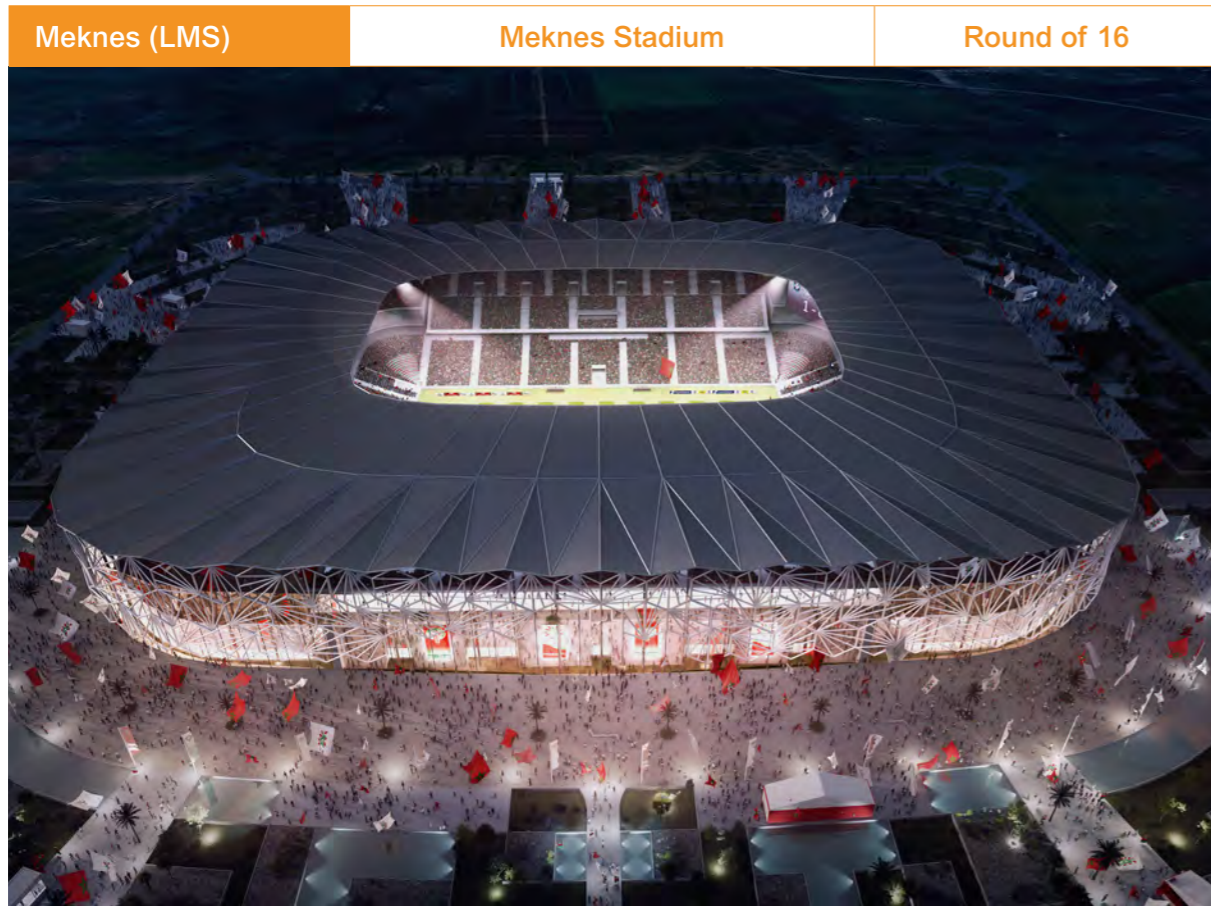


<b>01.11</b> Team Guest Bus Parking	<b>06.07</b> Accreditation Centre	<b>10.10</b> Fan Bus Park < 2 km
<b>03.01</b> TV Compound	<b>06.09</b> Ticketing Booth	<b>10.14</b> Shuttle Area
<b>03.13</b> Broadcast Car Park	<b>06.11</b> Staff Car Park	<b>10.15</b> Fanzone
<b>03.14</b> Broadcast Bus Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>04.08</b> Media Car Park	<b>07.09</b> Hospitality Car Park	<b>10.10</b> Fan Bus Park < 2 km
<b>04.09</b> Media Bus Park	<b>07.10</b> Hospitality Bus Park	<b>10.14</b> Shuttle Area
<b>05.10</b> VVIP Car Park	<b>10.07</b> General Spectator Car Park < 2 km	<b>10.15</b> Fanzone
<b>05.11</b> VVIP Drop-off / Pick-up Point	<b>10.08</b> Car Park for people with reduced mobility	<b>11.01</b> Logistics Area
<b>05.12</b> VIP Car Park	<b>10.09</b> General Spectator Shuttle Park < 2 km	<b>11.09</b> Frequency Control Room
<b>05.13</b> VIP Bus Park		<b>11.15</b> ICT

**Legacy**

The LMS in Marrakesh, Morocco's number one tourism destination, will be transformed in legacy into a multi-purpose indoor arena for sport, entertainment and conventions. No such venue currently exists in the Kingdom, despite Moroccans' enormous enthusiasm for attending such events. The football pitch will be excavated in legacy to enable the stadium's transformation. The resulting arena will have a final capacity of around 25,000 seats and will be capable of hosting world championships in indoor sports such as judo, basketball, tennis, handball and swimming, which enjoy great popularity in Morocco.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



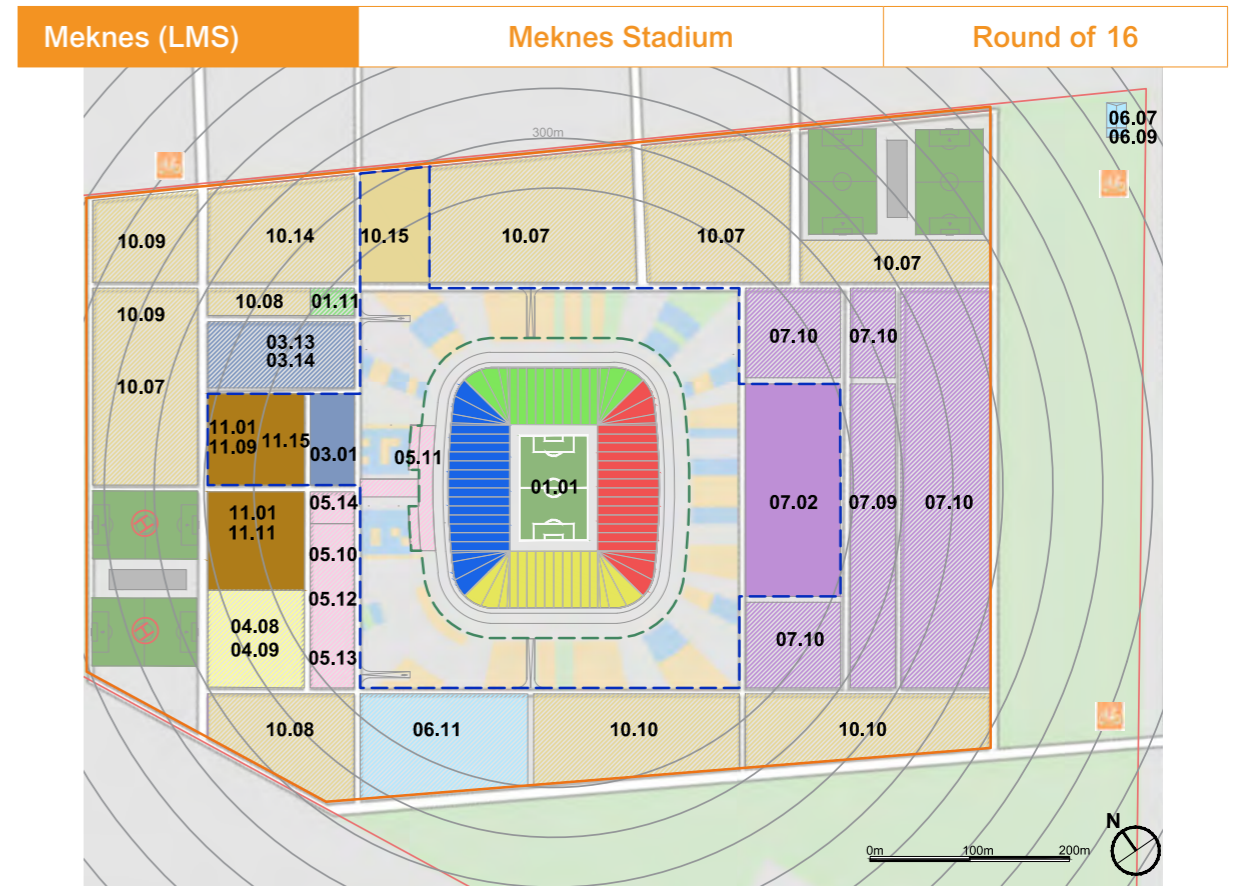
The imperial city of Meknes' Legacy Modular Stadium will enjoy a breathtaking location on the Saïs plain, set amid the peaks of the Middle Atlas. It will be located just 15 minutes from the city centre, benefitting all constituent groups as well as tournament operations.

The stadium will become the home of the Club Omnisport de Meknès, which today plays in the third division but once enjoyed a golden period at the top of Moroccan football with a championship title in 1995. It aspires to return to this level with the support of a new stadium. Local passion for the game will ensure an extraordinary atmosphere for all 2026 FIFA World Cup™ matches in Meknes.

The new stadium will honour the ancestral heritage of a city founded in 711, providing it with a new architectural gem. The metallic frame wrapping around the stadium will

be notable for its fine quality and perfect integration with the local landscape.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Club Omnisport de Meknès
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 151.9 million excl. VAT
Overlay cost estimation	USD 25.9 million excl. VAT



<b>01.11</b>	Team Guest Bus Parking	<b>06.07</b>	Accreditation Centre	<b>10.10</b>	Fan Bus Park < 2 km
<b>03.01</b>	TV Compound	<b>06.09</b>	Ticketing Booth	<b>10.14</b>	Shuttle Area
<b>03.13</b>	Broadcast Car Park	<b>06.11</b>	Staff Car Park	<b>10.15</b>	Fanzone
<b>03.14</b>	Broadcast Bus Park	<b>07.02</b>	Outdoor Hospitality Lounges	<b>10.09</b>	General Spectator Shuttle Park < 2 km
<b>04.08</b>	Media Car Park	<b>07.09</b>	Hospitality Car Park	<b>10.10</b>	Fan Bus Park < 2 km
<b>04.09</b>	Media Bus Park	<b>07.10</b>	Hospitality Bus Park	<b>10.14</b>	Shuttle Area
<b>05.10</b>	VVIP Car Park	<b>10.07</b>	General Spectator Car Park < 2 km	<b>10.15</b>	Fanzone
<b>05.11</b>	VVIP Drop-off / Pick-up Point	<b>10.08</b>	Car Park for people with reduced mobility	<b>11.01</b>	Logistics Area
<b>05.12</b>	VIP Car Park	<b>10.09</b>	General Spectator Shuttle Park < 2 km	<b>11.09</b>	Frequency Control Room
<b>05.13</b>	VIP Bus Park			<b>11.15</b>	ICT

### Legacy

The Meknes Stadium will be downsized to 25,000 seats after the tournament and will serve as a new home for the city's main football club, Club Omnisport de Meknès, which aspires to return to the highest level with the boost of the new stadium's construction.

The stadium will also serve as a catalyst for the urban development of this up-and-coming part of the city, making full use of the modular design and reconfiguration potential to give local communities daily access to a multitude of sports and cultural activities.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



Located close to the airport in the most up-and-coming part of the region, the Nador stadium will offer an ideal welcome for fans and all constituent groups of the 2026 FIFA World Cup™.

Nador is the centre of the largest economic and industrial zone in Eastern Morocco. It is already a fast-emerging area, with the future Nador West Med Port expected to provide a major catalyst to further growth between now and 2019.

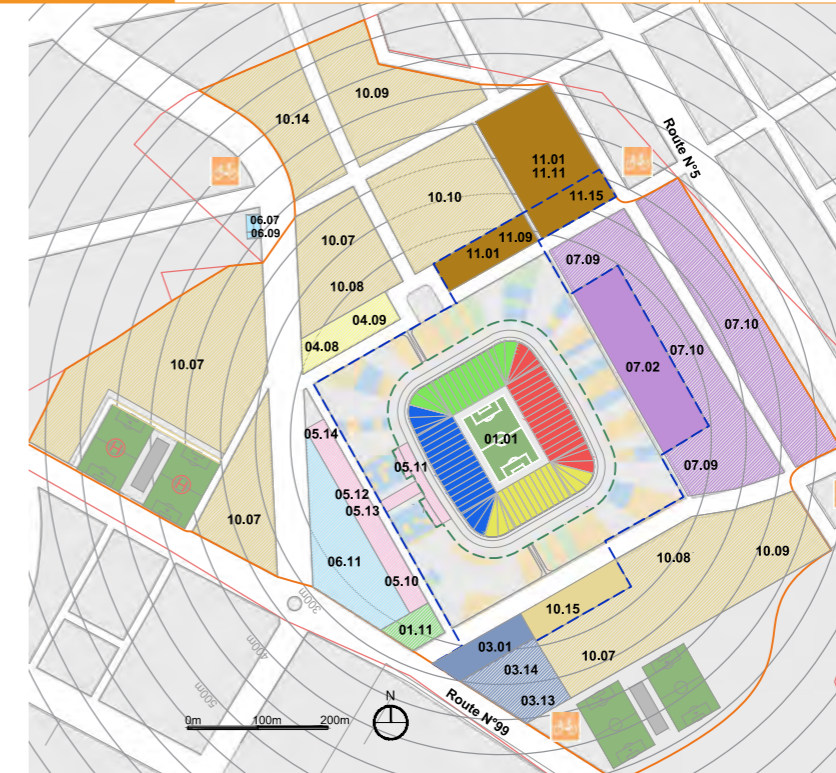
The construction of a new stadium, and the opportunity to host 2026 FIFA World Cup™ matches, will deliver an additional boost to the area's development ambitions.

Nador is a place of real football passion, guaranteeing a warm and festive atmosphere for 2026 FIFA World Cup™ matches. The Fath de Nador will move into the stadium in legacy as it seeks to break into the highest levels of the national and continental game.

A design based on undulating metal lines will give the stadium an air-like quality which will be perfectly integrated with its unique environment.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Fath de Nador / Hilal Al Nador / CR Al Hoceima
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 148.2 million excl. VAT
Overlay cost estimation	USD 31.8 million excl. VAT

Nador (LMS) Nador Stadium Round of 16



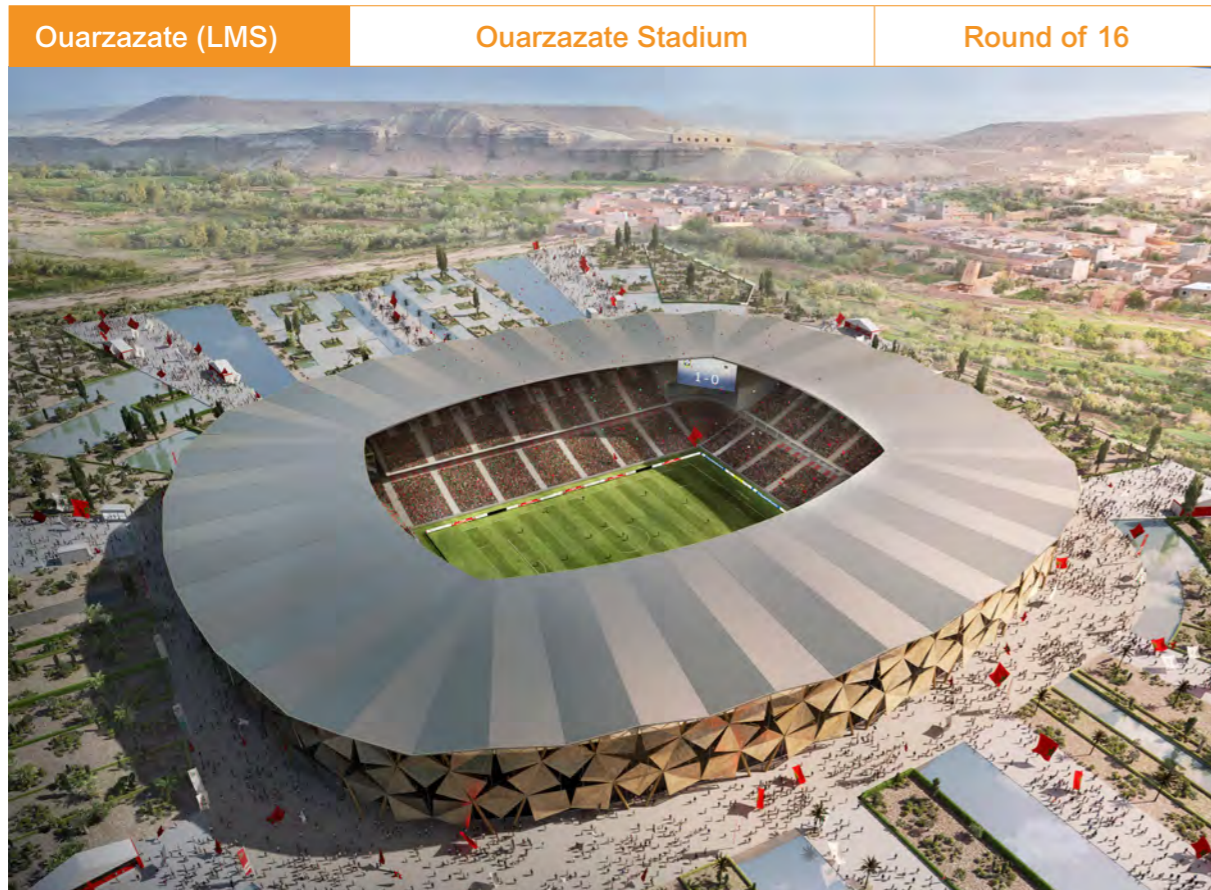
01.11	Team Guest Bus Parking	06.07	Accreditation Centre	10.10	Fan Bus Park < 2 km
03.01	TV Compound	06.09	Ticketing Booth	10.14	Shuttle Area
03.13	Broadcast Car Park	06.11	Staff Car Park	10.15	Fanzone
03.14	Broadcast Bus Park	07.02	Outdoor Hospitality Lounges	10.09	General Spectator Shuttle Park < 2 km
04.08	Media Car Park	07.09	Hospitality Car Park	10.10	Fan Bus Park < 2 km
04.09	Media Bus Park	07.10	Hospitality Bus Park	10.14	Shuttle Area
05.10	VVIP Car Park	10.07	General Spectator Car Park < 2 km	10.15	Fanzone
05.11	VVIP Drop-off / Pick-up Point	10.08	Car Park for people with reduced mobility	11.01	Logistics Area
05.12	VIP Car Park	10.09	General Spectator Shuttle Park < 2 km	11.09	Frequency Control Room
05.13	VIP Bus Park			11.15	ICT

Legacy

The stadium will support the development of the local clubs - Fath de Nador, Hilal de Nador and CR Al Hoceima. Its capacity will initially be reduced to 20,000 seats but can subsequently be re-increased should the club reach the top continental level.

In addition, the stadium will act as a catalyst to the regional development in this up-and-coming district. Thanks to the modular reconfiguration potential that the Legacy Modular Stadium concept provides, it will also offer local people numerous day-to-day opportunities to take part in a wide range of sports and cultural activities.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



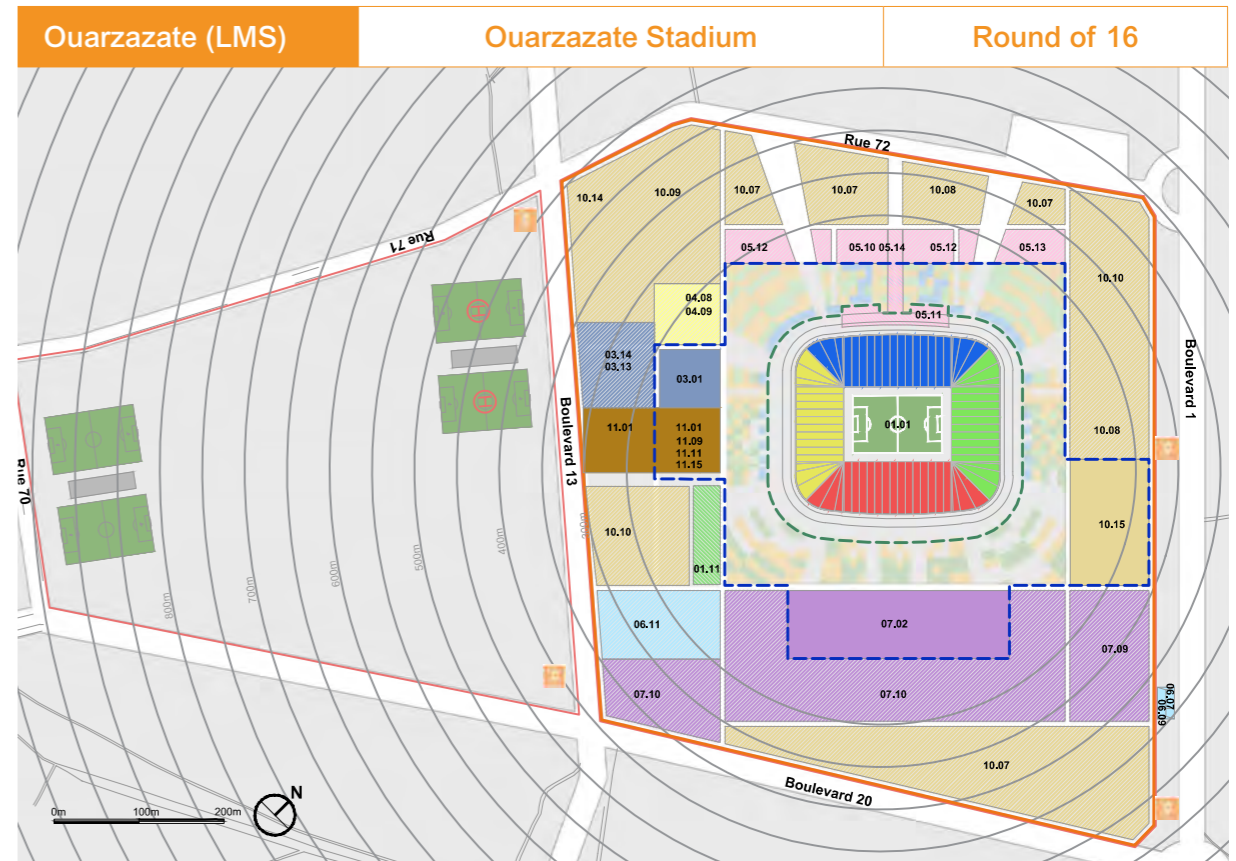
Ouarzazate, with its unique desert landscape, attracts tourists and film-makers from around the world. The city will have a huge appeal for media, broadcasters and all visitors during the 2026 FIFA World Cup™.

The Ouarzazate Legacy Modular Stadium will be located at the gateway to the desert, right next to the city centre and the main hotel area. This will facilitate tournament operations and benefit all constituent groups.

Ouarzazate's residents are experienced in hosting cultural events and will put their know-how at the tournament's service to ensure a festive and welcoming atmosphere befitting the 2026 FIFA World Cup™.

The magnificent golden facade will be made from folded squares of sheet metal forming the shape of the star of Morocco.

Owner	Ministry of Youth and Sports
Stadium operator	SONARGES
Main user	Club Sportif de la Municipalité de Ouarzazate (CSMO)
Current use	N/A
Other events	See section 4
Average attendance	N/A
Status	Project - LMS
End of works	June 2024
Gross capacity (2026)	46,000
Net capacity (2026)	40,676
Permanent construction cost estimation	USD 146.6 million excl. VAT
Overlay cost estimation	USD 31.8 million excl. VAT

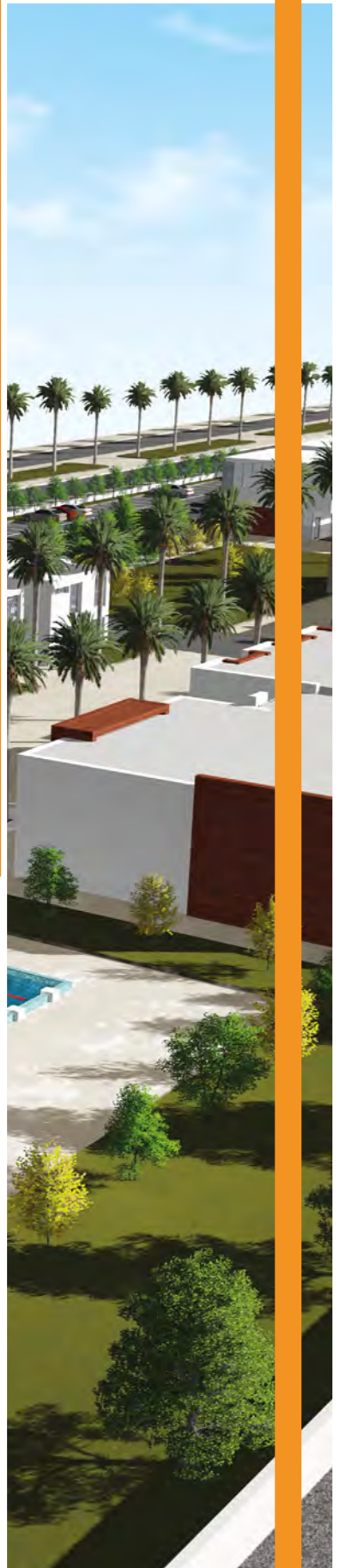


<b>01.11</b> Team Guest Bus Parking	<b>06.07</b> Accreditation Centre	<b>10.10</b> Fan Bus Park < 2 km
<b>03.01</b> TV Compound	<b>06.09</b> Ticketing Booth	<b>10.14</b> Shuttle Area
<b>03.13</b> Broadcast Car Park	<b>06.11</b> Staff Car Park	<b>10.15</b> Fanzone
<b>03.14</b> Broadcast Bus Park	<b>07.02</b> Outdoor Hospitality Lounges	<b>10.09</b> General Spectator Shuttle Park < 2 km
<b>04.08</b> Media Car Park	<b>07.09</b> Hospitality Car Park	<b>10.10</b> Fan Bus Park < 2 km
<b>04.09</b> Media Bus Park	<b>07.10</b> Hospitality Bus Park	<b>10.14</b> Shuttle Area
<b>05.10</b> VVIP Car Park	<b>10.07</b> General Spectator Car Park < 2 km	<b>10.15</b> Fanzone
<b>05.11</b> VVIP Drop-off / Pick-up Point	<b>10.08</b> Car Park for people with reduced mobility	<b>11.01</b> Logistics Area
<b>05.12</b> VIP Car Park	<b>10.09</b> General Spectator Shuttle Park < 2 km	<b>11.09</b> Frequency Control Room
<b>05.13</b> VIP Bus Park		<b>11.15</b> ICT

### Legacy

The Ouarzazate Stadium will have its capacity reduced to 20,000 seats. The state of the art infrastructure will help the local club develop and grow quickly to become a major force in Moroccan football. A Regional Centre managed by the league will be headquartered at the stadium after the tournament, in order to support more structured regional football development. The stadium will also serve as a catalyst to the urban development of this up-and-coming part of the city, using the LMS' modularity and reconfiguration potential to give local communities daily access to a multitude of sports and cultural activities.

Adjacent stadium or building	None
Expected impact of renovation	Very limited
Public transport	See section 12



# 09.

## TEAM AND REFEREE FACILITIES

## EXECUTIVE SUMMARY

All proposed team and referee facilities will meet FIFA Hosting Requirements, giving players and officials an authentic Moroccan experience in an environment that will ensure the highest international quality standards that these groups have a right to expect. The training sites will constitute a powerful tournament legacy for Moroccan, and wider African, football development – at all levels of the game.

### 9.1 Team and Referee Base Camp Hotels

The FRMF has drawn on the full range of Morocco's large and high-quality accommodation inventory to propose 74 Base Camp Hotels across 25 cities, including world-class city-centre hotels located within Host Cities, premium resorts or country spa-style hotels, FRMF Federal Centres that will provide a comfortable environment, truly designed for football.

All hotels have been selected based on their ability to guarantee the required levels of comfort, maximum privacy and security, as well as their proximity to an appropriate airport and an existing or planned training site.

### 9.2 Venue Specific Team Hotels

Venue Specific Team Hotels were the first priority within a rigorous process that sought to allocate the Host City accommodation inventory appropriately across constituent groups. Particular attention was paid to the quality of the hotels, adjacent facilities (restaurants and meeting rooms) and their location relative to the stadium and to the assigned training site. Equal conditions for all teams (standards, distances, etc.) have also been taken into account.

### 9.3 Training sites

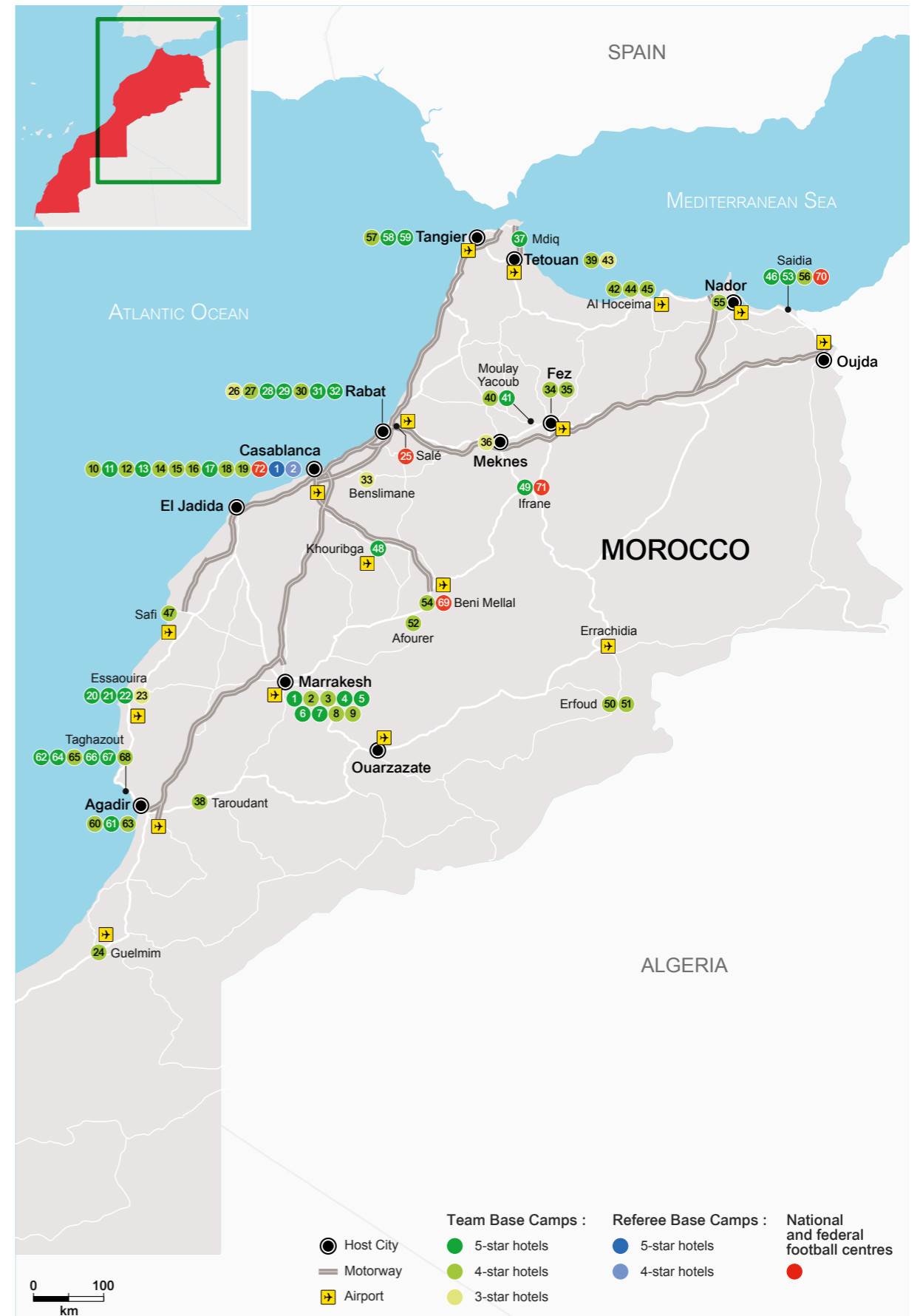
Training sites will represent one of the most significant and tangible legacies of the tournament, supporting Moroccan and African football development at all levels.

Of the 130 training sites proposed, 61 are existing sites. All will be renovated to ensure full compliance with FIFA requirements. Special emphasis will be placed on the quality of all pitches. Likewise, facilities such as changing rooms, meeting spaces and stands will be subject to a systematic renovation programme. The results will be of long-term benefit to local Moroccan clubs and amateur teams.




The 69 new training sites will also serve a powerful legacy for grassroots and high-level football development. The new facilities will complement a major ongoing programme of community sports infrastructure development, including 100 new football fields. The programme, launched by the FRMF and the Ministry of Youth and Sports, is already largely completed. Among the new training sites, five national and federal football centres in Maamora (ongoing), Saidia (ongoing), Ifrane, Casablanca and Beni Mellal will be created. After the tournament, 20 training sites will be turned into academy facilities for professional clubs. The remainder will help support grassroots football in association with the local clubs.

In total, a budget of USD 620 million (2018) has already been planned by the National Government for the renovation and construction of these sites. All training sites will moreover be made available to FIFA and national teams free of charge.

Team and Referee Base Camps map



## 9.4 Team Base Camp Hotels and Training Sites

Classification **5\*** **4\*** **3\***  Fitness  
 Exclusivity **E**  Spa  
 Combined Hotel/ Training sites **C**  Pool



### 01 Marrakesh



#### Hôtel & Ryads Barrière Le Naoura

Status: **Existing**

Number of rooms: **111**

Number of meeting rooms: **4**

Distance to training site: **7 km**

Distance to airport: **8 km**

#### Stade Iziki 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 03 Marrakesh



#### Imperial Holiday Hôtel & Spa Marrakech

Status: **Existing**

Number of rooms: **114**

Number of meeting rooms: **1**

Distance to training site: **8 km**

Distance to airport: **8 km**

#### Stade Circuit Moulay El Hassan 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 02 Marrakesh



#### 2 Ciels Boutique Hôtel

Status: **Existing**

Number of rooms: **84**

Number of meeting rooms: **2**

Distance to training site: **8 km**

Distance to airport: **7 km**

#### Stade Circuit Moulay El Hassan 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 04 Marrakesh



#### Les Jardins de la Koutoubia

Status: **Existing**

Number of rooms: **108**

Number of meeting rooms: **4**

Distance to training site: **7 km**

Distance to airport: **7 km**

#### Stade Nahda

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



### 05 Marrakesh



#### Savoy Le Grand Hôtel Marrakech

Status: **Existing**

Number of rooms: **368**

Number of meeting rooms: **4**

Distance to training site: **4 km**

Distance to airport: **5 km**

#### Stade Remparts Agdal 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 07 Marrakesh



#### Royal Mirage Deluxe

Status: **Existing**

Number of rooms: **76**

Number of meeting rooms: **3**

Distance to training site: **2 km**

Distance to airport: **7 km**

#### Stade Jardins de la Ménara

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



### 06 Marrakesh



#### Hivernage Hôtel & Spa

Status: **Existing**

Number of rooms: **85**

Number of meeting rooms: **1**

Distance to training site: **4 km**

Distance to airport: **6 km**

#### Stade Remparts Agdal 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 08 Marrakesh



#### Hôtel Riyad Mogador Opéra

Status: **Existing**

Number of rooms: **111**

Number of meeting rooms: **2**

Distance to training site: **8 km**

Distance to airport: **7 km**

#### Stade Marrakech 1

Status: **Planned**

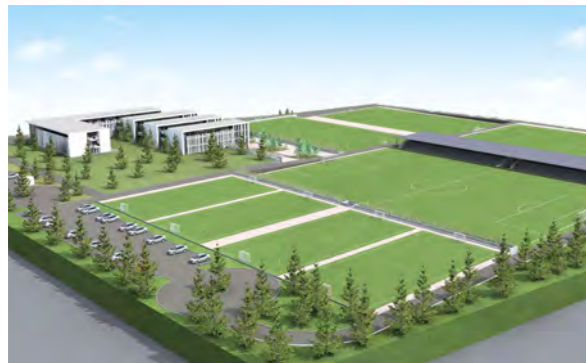
Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**





## 09 Marrakesh



## Imperial Plaza Hôtel Marrakech

Status: **Existing**Number of rooms: **114**Number of meeting rooms: **1**Distance to training site: **8 km**Distance to airport: **10 km**
**Stade Iziki 1**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 11 Casablanca



## Le Palace D'Anfa

Status: **Existing**Number of rooms: **156**Number of meeting rooms: **9**Distance to training site: **10 km**Distance to airport: **29 km**
**Stade Laarbi Zaouli**
Status: **Existing**Number of pitches: **2**Stand capacity: **20,000**Number of dressing rooms: **2**Press conference room: **1**

## 10 Casablanca



## Hilton Garden Inn

Status: **Ongoing**Number of rooms: **88**Number of meeting rooms: **5**Distance to training site: **14 km**Distance to airport: **19 km**
**Académie Raja**
Status: **Ongoing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 12 Casablanca



## Barceló Casablanca

Status: **Existing**Number of rooms: **85**Number of meeting rooms: **5**Distance to training site: **10 km**Distance to airport: **29 km**
**Stade Tissima**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **3**Press conference room: **1**

## 13 Casablanca



## Four Seasons Hôtel

Status: **Existing**Number of rooms: **186**Number of meeting rooms: **7**Distance to training site: **7 km**Distance to airport: **31 km**
**Club OCP**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 15 Casablanca



## Hôtel Casablanca Le Lido Thalasso &amp; Spa

Status: **Existing**Number of rooms: **188**Number of meeting rooms: **5**Distance to training site: **16 km**Distance to airport: **31 km**
**Stade Hay Mohammadi**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 14 Casablanca



## Hôtel Club Val d'Anfa

Status: **Existing**Number of rooms: **137**Number of meeting rooms: **4**Distance to training site: **15 km**Distance to airport: **30 km**
**Stade Dar Bouazza**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 16 Casablanca



## Kenzi Sidi Maarouf

Status: **Existing**Number of rooms: **126**Number of meeting rooms: **6**Distance to training site: **9 km**Distance to airport: **23 km**
**Stade Casablanca 1**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## 17 Casablanca

**Mövenpick Hotel Casablanca**Status: **Existing**Number of rooms: **184**Number of meeting rooms: **7**Distance to training site: **4 km**Distance to airport: **29 km** **Stade Najem Chabab**Status: **Existing**Number of pitches: **2**Stand capacity: **800**Number of dressing rooms: **2**Press conference room: **1**

## 19 Casablanca

**Le Zenith Hotel & Spa**Status: **Existing**Number of rooms: **155**Number of meeting rooms: **2**Distance to training site: **9 km**Distance to airport: **25 km** **Stade Casablanca 2**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 18 Casablanca

**Atlas Les Almohades**Status: **Existing**Number of rooms: **137**Number of meeting rooms: **2**Distance to training site: **7 km**Distance to airport: **30 km** **Stade Ba Hommane**Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 20 Essaouira

**Le Médina Essaouira Hôtel Thalassa Sea & Spa - MGallery By Sofitel**Status: **Existing**Number of rooms: **117**Number of meeting rooms: **1**Distance to training site: **7 km**Distance to airport: **16 km** **Stade Essaouira 4**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 21 Essaouira

**Sofitel Essaouira Mogador Golf & Spa**Status: **Existing**Number of rooms: **203**Number of meeting rooms: **3**Distance to training site: **6 km**Distance to airport: **16 km** **Stade Essaouira 2**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 23 Essaouira

**Perle de Mogador**Status: **Existing**Number of rooms: **151**Number of meeting rooms: **2**Distance to training site: **8 km**Distance to airport: **16 km** **Stade Essaouira 1**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 22 Essaouira

**Atlas Essaouira & Spa**Status: **Existing**Number of rooms: **156**Number of meeting rooms: **2**Distance to training site: **6 km**Distance to airport: **16 km** **Stade Essaouira 3**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 24 Guelmim

**Oasis Palm Hôtel**Status: **Existing**Number of rooms: **117**Number of meeting rooms: **3**Distance to training site: **3 km**Distance to airport: **9 km** **Stade Municipal**Status: **Existing**Number of pitches: **2**Stand capacity: **800**Number of dressing rooms: **2**Press conference room: **1**



### 25 Salé - National Football Centre



#### Centre National de Football Maamora

Status: **Ongoing**

Number of rooms: **214**

Number of meeting rooms: **6**

Number of pitches: **8**

Stand capacity: **550**

Number of dressing rooms: **2**

Press conference room: **1**

Distance to training site: **0 km**

Distance to airport: **9 km**

### 27 Rabat



#### Cantor Terminus

Status: **Existing**

Number of rooms: **118**

Number of meeting rooms: **3**

Distance to training site: **12 km**

Distance to airport: **11 km**

#### Stade Vallée Bouregreg 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



### 26 Rabat



#### Mercure Shéhérazade Rabat

Status: **Existing**

Number of rooms: **77**

Number of meeting rooms: **2**

Distance to training site: **6 km**

Distance to airport: **10 km**

#### Stade Vallée Bouregreg 3

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 28 Rabat



#### L'hôtel La Tour Hassan

Status: **Existing**

Number of rooms: **139**

Number of meeting rooms: **4**

Distance to training site: **18 km**

Distance to airport: **11 km**

#### Académie Mohammed VI

Status: **Existing**

Number of pitches: **6**

Stand capacity: **500**

Number of dressing rooms: **3**

Press conference room: **1**



### 29 Rabat



#### Kasr Al Bahr

Status: **Ongoing**

Number of rooms: **228**

Number of meeting rooms: **8**

Distance to training site: **10 km**

Distance to airport: **13 km**

#### Stade Vallée Bouregreg 5

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 31 Rabat



#### Rabat Hôtel

Status: **Existing**

Number of rooms: **116**

Number of meeting rooms: **5**

Distance to training site: **8 km**

Distance to airport: **10 km**

#### Centre du FUS

Status: **Existing**

Number of pitches: **6**

Stand capacity: **500**

Number of dressing rooms: **5**

Press conference room: **1**



### 30 Rabat



#### Rihab Hôtel

Status: **Existing**

Number of rooms: **100**

Number of meeting rooms: **1**

Distance to training site: **6 km**

Distance to airport: **10 km**

#### Stade Vallée Bouregreg 4

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 32 Rabat



#### Farah Rabat

Status: **Existing**

Number of rooms: **196**

Number of meeting rooms: **4**

Distance to training site: **11 km**

Distance to airport: **10 km**

#### Stade Vallée Bouregreg 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



## 33 Benslimane

**Complexe Dalia**Status: **Ongoing**Number of rooms: **72**Number of meeting rooms: **1**Distance to training site: **7 km**Distance to airport: **62 km**
 **Complexe Sportif Benslimane**
Status: **Existing**Number of pitches: **2**Stand capacity: **1,000**Number of dressing rooms: **2**Press conference room: **1**

## 35 Fez

**Menzeh Zalagh**Status: **Existing**Number of rooms: **150**Number of meeting rooms: **1**Distance to training site: **16 km**Distance to airport: **14 km**
 **Stade Sidi Harazem**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 34 Fez

**Hôtel Volubilis**Status: **Existing**Number of rooms: **130**Number of meeting rooms: **1**Distance to training site: **5 km**Distance to airport: **14 km**
 **Stade Fès 1**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 36 Meknes

**Bab Mansour**Status: **Existing**Number of rooms: **82**Number of meeting rooms: **1**Distance to training site: **4 km**Distance to airport: **5 km**
 **Stade My Idriss Zerhoune**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 37 Mdiq

**Samaa Marina Resort**Status: **Ongoing**Number of rooms: **181**Number of meeting rooms: **2**Distance to training site: **16 km**Distance to airport: **21 km**
 **Stade Fnideq**
Status: **Existing**Number of pitches: **2**Stand capacity: **1,000**Number of dressing rooms: **2**Press conference room: **1**

## 39 Tetouan

**Hôtel Wilaya Center**Status: **Ongoing**Number of rooms: **100**Number of meeting rooms: **1**Distance to training site: **5 km**Distance to airport: **2 km**
 **Stade Tétouan 2**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 38 Taroudante

**Palais Salam Hotel**Status: **Existing**Number of rooms: **142**Number of meeting rooms: **1**Distance to training site: **3 km**Distance to airport: **64 km**
 **Stade Municipal Lastah**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 40 Moulay Yacoub

**My Yacoub**Status: **Existing**Number of rooms: **138**Number of meeting rooms: **1**Distance to training site: **11 km**Distance to airport: **34 km**
 **Stade Sebaa Rouadi Douar Tlaha 2**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## 41 Moulay Yacoub



## Vichy Thermalia Spa Hôtel Moulay Yacoub

Status: **Ongoing**Number of rooms: **100**Number of meeting rooms: **3**Distance to training site: **13 km**Distance to airport: **36 km**
**Stade Sebaa Rouadi Douar Tlaha 1**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 43 Tetouan

**Dream's Hôtel**Status: **Existing**Number of rooms: **98**Number of meeting rooms: **2**Distance to training site: **12 km**Distance to airport: **2 km**
**Stade Tétouan 1**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 42 Al Hoceima



## Al Hoceima Bay

Status: **Existing**Number of rooms: **91**Number of meeting rooms: **1**Distance to training site: **11 km**Distance to airport: **8 km**
**Stade Imzouren**
Status: **Existing**Number of pitches: **2**Stand capacity: **3,000**Number of dressing rooms: **2**Press conference room: **1**

## 44 Al Hoceima

**Kenzi Hôtel**Status: **Ongoing**Number of rooms: **425**Number of meeting rooms: **1**Distance to training site: **12 km**Distance to airport: **9 km**
**Stade Ait Kamra 2**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 45 Al Hoceima



## Hôtel Mercure Quemado Resort

Status: **Existing**Number of rooms: **169**Number of meeting rooms: **5**Distance to training site: **19 km**Distance to airport: **18 km**
**Stade Ait Kamra 1**
Status: **Existing**Number of pitches: **2**Stand capacity: **1,000**Number of dressing rooms: **2**Press conference room: **1**

## 47 Safi

**Hôtel Farah Safi**Status: **Existing**Number of rooms: **90**Number of meeting rooms: **4**Distance to training site: **5 km**Distance to airport: **2 km**
**Centre OCS**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 46 Saidia



## Hôtel Oriental Bay Beach Golf &amp; Spa

Status: **Existing**Number of rooms: **614**Number of meeting rooms: **1**Distance to training site: **5 km**Distance to airport: **56 km**
**Stade Saidia 2**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 48 Khouribga

**Golden Tulip Farah**Status: **Existing**Number of rooms: **72**Number of meeting rooms: **5**Distance to training site: **2 km**Distance to airport: **19 km**
**Complexe du Phosphate**
Status: **Existing**Number of pitches: **2**Stand capacity: **4,500**Number of dressing rooms: **2**Press conference room: **1**



## 49 Ifrane



## Michlifen Resort &amp; Golf

Status: **Existing**  
 Number of rooms: **70**  
 Number of meeting rooms: **3**  
 Distance to training site: **5 km**  
 Distance to airport: **57 km**

**Complexe Sportif la Paix**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **1,000**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

## 51 Erfoud



## Kasbah Hôtel Chergui

Status: **Existing**  
 Number of rooms: **100**  
 Number of meeting rooms: **1**  
 Distance to training site: **9 km**  
 Distance to airport: **65 km**

**Complexe Sportif**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **3,000**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



## 50 Erfoud



## Bélère Hôtel

Status: **Existing**  
 Number of rooms: **150**  
 Number of meeting rooms: **11**  
 Distance to training site: **2 km**  
 Distance to airport: **70 km**

**Stade Municipal**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

## 52 Afourer



## Chems Le Tazarkount

Status: **Existing**  
 Number of rooms: **144**  
 Number of meeting rooms: **1**  
 Distance to training site: **19 km**  
 Distance to airport: **34 km**

**Stade Municipal**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



## 53 Saidia



## Melia Saidia Beach

Status: **Existing**  
 Number of rooms: **379**  
 Number of meeting rooms: **2**  
 Distance to training site: **20 km**  
 Distance to airport: **59 km**

**Stade Madagh**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

## 55 Nador



## Hôtel Beautiful

Status: **Ongoing**  
 Number of rooms: **88**  
 Number of meeting rooms: **1**  
 Distance to training site: **15 km**  
 Distance to airport: **25 km**

**Stade Selouane 1**

Status: **Planned**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



## 54 Beni Mellal



## Hôtel Chems

Status: **Existing**  
 Number of rooms: **75**  
 Number of meeting rooms: **1**  
 Distance to training site: **7 km**  
 Distance to airport: **8 km**

**Club Omnisport Beni Mellal**

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

## 56 Saidia



## Blue Sea Mediterranea

Status: **Existing**  
 Number of rooms: **228**  
 Number of meeting rooms: **2**  
 Distance to training site: **11 km**  
 Distance to airport: **60 km**

**Stade Saidia 1**

Status: **Planned**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



57 Tangier

**Andalucia Golf Tanger**Status: **Existing**Number of rooms: **142**Number of meeting rooms: **2**Distance to training site: **3 km**Distance to airport: **11 km** **Stade Marshane**Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

59 Tangier

**Hilton Forêt Diplomatique**Status: **Ongoing**Number of rooms: **297**Number of meeting rooms: **8**Distance to training site: **8 km**Distance to airport: **14 km** **Stade Fôret Diplomatique**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

58 Tangier

**Hôtel Cesar & Spa**Status: **Existing**Number of rooms: **137**Number of meeting rooms: **3**Distance to training site: **15 km**Distance to airport: **15 km** **Stade Badriouine**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

60 Agadir

**Atlantic Palm Beach**Status: **Existing**Number of rooms: **105**Number of meeting rooms: **1**Distance to training site: **12 km**Distance to airport: **23 km** **Stade Msquina Drarga**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

61 Agadir

**Atlantic Palace Agadir Golf Thalasso Resort**Status: **Existing**Number of rooms: **332**Number of meeting rooms: **9**Distance to training site: **11 km**Distance to airport: **24 km** **Stade Tilila**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

63 Agadir

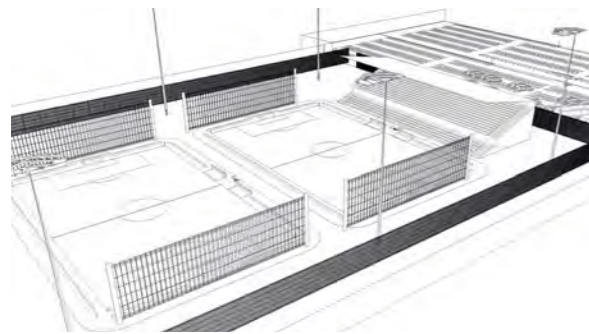
**Anezi Tower Hôtel**Status: **Existing**Number of rooms: **256**Number of meeting rooms: **5**Distance to training site: **9 km**Distance to airport: **24 km** **Stade Anza**Status: **Existing**Number of pitches: **2**Stand capacity: **2,000**Number of dressing rooms: **2**Press conference room: **1**

62 Taghazout

**Hilton Taghazout Bay**Status: **Ongoing**Number of rooms: **170**Number of meeting rooms: **7**Distance to training site: **2 km**Distance to airport: **45 km** **Football Academy Taghazout Bay Resort**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

64 Taghazout

**Hôtel Hyatt Place Taghazout Bay**Status: **Existing**Number of rooms: **152**Number of meeting rooms: **3**Distance to training site: **7 km**Distance to airport: **44 km** **Stade Agouni Taghazout**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## 65 Taghazout



## Sol House Taghazout Bay Surf

Status: **Existing**Number of rooms: **91**Number of meeting rooms: **1**Distance to training site: **7 km**Distance to airport: **45 km**
 **Stade Abouda Taghazout**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 67 Taghazout



## Hôtel Marriott Taghazout Bay

Status: **Ongoing**Number of rooms: **250**Number of meeting rooms: **5**Distance to training site: **3 km**Distance to airport: **43 km**
 **Stade Tamraght Imourane Aourir**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 66 Taghazout



## Hyatt Regency Taghazout Bay

Status: **Ongoing**Number of rooms: **160**Number of meeting rooms: **4**Distance to training site: **11 km**Distance to airport: **44 km**
 **Stade Azazoul Taghazout**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 68 Taghazout



## Paradis Plage Surf Yoga &amp; Spa Resort

Status: **Existing**Number of rooms: **89**Number of meeting rooms: **5**Distance to training site: **4 km**Distance to airport: **55 km**
 **Stade Addar Taghazout**
Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## Federal Football Centres

## 69 Beni Mellal



## Centre Fédéral de Football Beni Mellal

Status: **Planned**Number of rooms: **80**Number of meeting rooms: **2**Number of pitches: **2**Stand capacity: **630**Number of dressing rooms: **4**Press conference room: **1**Distance to training site: **0 km**Distance to airport: **14 km**

## 71 Ifrane



## Centre Fédéral de Football Ifrane

Status: **Planned**Number of rooms: **80**Number of meeting rooms: **2**Number of pitches: **2**Stand capacity: **630**Number of dressing rooms: **4**Press conference room: **1**Distance to training site: **0 km**Distance to airport: **59 km**

## 70 Saida



## Centre Fédéral de Football Saida

Status: **Ongoing**Number of rooms: **80**Number of meeting rooms: **3**Number of pitches: **2**Stand capacity: **1,400**Number of dressing rooms: **2**Press conference room: **1**Distance to training site: **0 km**Distance to airport: **57 km**

## 72 Casablanca



## Centre Fédéral de Football Casablanca

Status: **Planned**Number of rooms: **80**Number of meeting rooms: **2**Number of pitches: **2**Stand capacity: **630**Number of dressing rooms: **4**Press conference room: **1**Distance to training site: **0 km**Distance to airport: **38 km**



# 09.

## 9.5 Venue Specific Team Hotels and Training Sites

Classification **5\*** **4\*** **3\***  Fitness

Exclusivity **E**  Spa

 Pool



### Grand Stade de Casablanca

#### 01 VSTH / VSTS



##### Vichy Célestins Spa Hôtel Casablanca

Status: **Ongoing**  
 Number of rooms: **132**  
 Number of meeting rooms: **1**  
 Distance to training site: **4 km**  
 Distance to stadium: **26 km**

##### Stade Bouznika

Status: **Planned**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

#### 03 VSTH / VSTS



##### Fedala Palace Golf & Spa

Status: **Ongoing**  
 Number of rooms: **125**  
 Number of meeting rooms: **7**  
 Distance to training site: **2 km**  
 Distance to stadium: **16 km**

##### Stade El Bachir

Status: **Existing**  
 Number of pitches: **4**  
 Stand capacity: **10,000**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

#### 02 VSTH / VSTS



##### Amphitrite Palace

Status: **Existing**  
 Number of rooms: **178**  
 Number of meeting rooms: **13**  
 Distance to training site: **17 km**  
 Distance to stadium: **40 km**

##### Stade Municipal

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **1,500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

#### 04 VSTH / VSTS



##### Avanti Beach

Status: **Existing**  
 Number of rooms: **156**  
 Number of meeting rooms: **3**  
 Distance to training site: **9 km**  
 Distance to stadium: **15 km**

##### Stade Municipal Mansouria

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **2,000**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



### Grand Stade de Marrakech

#### 01 VSTH / VSTS



##### Four Seasons Resort Marrakech

Status: **Existing**  
 Number of rooms: **139**  
 Number of meeting rooms: **4**  
 Distance to training site: **8 km**  
 Distance to stadium: **13 km**

##### Stade Sidi Youssef Ben Ali

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **3,000**  
 Number of dressing rooms: **4**  
 Press conference room: **1**

#### 03 VSTH / VSTS



##### Hôtel du Golf

Status: **Existing**  
 Number of rooms: **314**  
 Number of meeting rooms: **3**  
 Distance to training site: **3 km**  
 Distance to stadium: **4 km**

##### Annexe Grand Stade de Marrakech

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



#### 02 VSTH / VSTS



##### The Oberoi Marrakech

Status: **Ongoing**  
 Number of rooms: **90**  
 Number of meeting rooms: **3**  
 Distance to training site: **14 km**  
 Distance to stadium: **18 km**

##### Stade El Ouidane

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

#### 04 VSTH / VSTS



##### Radisson Blu Hotel, Marrakech Carré Eden

Status: **Existing**  
 Number of rooms: **193**  
 Number of meeting rooms: **10**  
 Distance to training site: **2 km**  
 Distance to stadium: **10 km**

##### Stade Al Harti

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **9,300**  
 Number of dressing rooms: **4**  
 Press conference room: **1**



## Adrar Stadium - Agadir

## 01 VSTH / VSTS



## Royal Atlas

Status: **Existing**Number of rooms: **335**Number of meeting rooms: **5**Distance to training site: **2 km**Distance to stadium: **9 km**
 **Stade Inbiat**
Status: **Existing**Number of pitches: **2**Stand capacity: **2,500**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS



## Odysée Park Hotel

Status: **Existing**Number of rooms: **140**Number of meeting rooms: **1**Distance to training site: **3 km**Distance to stadium: **9 km**
 **Stade Tanaout**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS



## Hôtel Riu Tikida Beach

Status: **Existing**Number of rooms: **233**Number of meeting rooms: **1**Distance to training site: **14 km**Distance to stadium: **9 km**
 **Stade Ait Melloul**
Status: **Existing**Number of pitches: **2**Stand capacity: **2,500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS



## Tildi Hôtel &amp; Spa

Status: **Existing**Number of rooms: **108**Number of meeting rooms: **2**Distance to training site: **10 km**Distance to stadium: **9 km**
 **Annexe Adrar Stadium**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## Fez Stadium

## 01 VSTH / VSTS



## Hôtel Palais Medina &amp; Spa Fès

Status: **Existing**Number of rooms: **145**Number of meeting rooms: **3**Distance to training site: **7 km**Distance to stadium: **7 km**
 **Annexe Fez Stadium**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS



## Hôtel Les Mérinides

Status: **Existing**Number of rooms: **103**Number of meeting rooms: **2**Distance to training site: **3 km**Distance to stadium: **12 km**
 **Complexe Saadiynes**
Status: **Existing**Number of pitches: **5**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS



## Ramada Fès

Status: **Existing**Number of rooms: **133**Number of meeting rooms: **2**Distance to training site: **8 km**Distance to stadium: **6 km**
 **Stade Ouled Taieb**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS



## Barceló Fès Medina

Status: **Existing**Number of rooms: **133**Number of meeting rooms: **6**Distance to training site: **9 km**Distance to stadium: **6 km**
 **Stade Municipal Al Massira**
Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## Prince Moulay Abdellah Stadium - Rabat

### 01 VSTH / VSTS



#### The View

Status: **Existing**  
 Number of rooms: **146**  
 Number of meeting rooms: **6**  
 Distance to training site: **7 km**  
 Distance to stadium: **7 km**

### Annexe Prince Moulay Abdallah Stadium

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

### 03 VSTH / VSTS



#### Hôtel Des Arts Du Bouregreg

Status: **Ongoing**  
 Number of rooms: **200**  
 Number of meeting rooms: **6**  
 Distance to training site: **4 km**  
 Distance to stadium: **14 km**

### Stade Bou Bakr Ammar

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **4,500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



### 02 VSTH / VSTS



#### Hôtel Le Diwan - MGallery by Sofitel

Status: **Existing**  
 Number of rooms: **94**  
 Number of meeting rooms: **3**  
 Distance to training site: **3 km**  
 Distance to stadium: **10 km**

### Stade Marocain

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

### 04 VSTH / VSTS



#### Dawliz Resort & Spa

Status: **Existing**  
 Number of rooms: **90**  
 Number of meeting rooms: **4**  
 Distance to training site: **10 km**  
 Distance to stadium: **14 km**

### Centre National des Sports Moulay Rachid

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



## Ibn-Battouta Stadium - Tangier

### 01 VSTH / VSTS



#### Grand Mogador Sea View

Status: **Existing**  
 Number of rooms: **81**  
 Number of meeting rooms: **0**  
 Distance to training site: **11 km**  
 Distance to stadium: **11 km**

### Annexe Ibn Battouta Stadium

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

### 03 VSTH / VSTS



#### Atlas Rif & Spa

Status: **Existing**  
 Number of rooms: **127**  
 Number of meeting rooms: **1**  
 Distance to training site: **10 km**  
 Distance to stadium: **8 km**

### Stade Rahrah 1

Status: **Planned**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



### 02 VSTH / VSTS



#### Hotel Almohades City Center Tanger

Status: **Existing**  
 Number of rooms: **138**  
 Number of meeting rooms: **5**  
 Distance to training site: **9 km**  
 Distance to stadium: **7 km**

### Stade Rahrah 2

Status: **Planned**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**

### 04 VSTH / VSTS



#### Oumnia Puerto Hotel

Status: **Existing**  
 Number of rooms: **99**  
 Number of meeting rooms: **4**  
 Distance to training site: **6 km**  
 Distance to stadium: **8 km**

### Stade Dradeb

Status: **Existing**  
 Number of pitches: **2**  
 Stand capacity: **500**  
 Number of dressing rooms: **2**  
 Press conference room: **1**



## Casablanca Stadium

### 01 VSTH / VSTS



#### Sheraton Casablanca Hotel & Towers

Status: **Existing**

Number of rooms: **309**

Number of meeting rooms: **11**

Distance to training site: **7 km**

Distance to stadium: **18 km**

#### Stade Père Jégo

Status: **Existing**

Number of pitches: **2**

Stand capacity: **8,100**

Number of dressing rooms: **2**

Press conference room: **1**

### 03 VSTH / VSTS



#### Kenzi Basma

Status: **Existing**

Number of rooms: **114**

Number of meeting rooms: **2**

Distance to training site: **19 km**

Distance to stadium: **19 km**

#### Annexe Casablanca Stadium 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 02 VSTH / VSTS



#### Hyatt Regency Casablanca

Status: **Existing**

Number of rooms: **255**

Number of meeting rooms: **5**

Distance to training site: **4 km**

Distance to stadium: **19 km**

#### Stade Mohammed V

Status: **Existing**

Number of pitches: **2**

Stand capacity: **40,000**

Number of dressing rooms: **2**

Press conference room: **1**

### 04 VSTH / VSTS



#### Hôtel Diwan Casablanca

Status: **Existing**

Number of rooms: **104**

Number of meeting rooms: **3**

Distance to training site: **18 km**

Distance to stadium: **18 km**

#### Annexe Casablanca Stadium 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



## El Jadida Stadium

### 01 VSTH / VSTS



#### Pullman Mazagan Royal Golf & Spa

Status: **Existing**

Number of rooms: **121**

Number of meeting rooms: **8**

Distance to training site: **8 km**

Distance to stadium: **8 km**

#### Stade Abdi

Status: **Existing**

Number of pitches: **2**

Stand capacity: **7,500**

Number of dressing rooms: **2**

Press conference room: **1**

### 03 VSTH / VSTS



#### Hôtel Addoukali

Status: **Planned**

Number of rooms: **95**

Number of meeting rooms: **1**

Distance to training site: **9 km**

Distance to stadium: **9 km**

#### Annexe El Jadida Stadium 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 02 VSTH / VSTS



#### Hôtel Pôle Mazagan

Status: **Planned**

Number of rooms: **150**

Number of meeting rooms: **1**

Distance to training site: **11 km**

Distance to stadium: **11 km**

#### Annexe El Jadida Stadium 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 04 VSTH / VSTS



#### Hôtel Moualimin

Status: **Ongoing**

Number of rooms: **115**

Number of meeting rooms: **1**

Distance to training site: **6 km**

Distance to stadium: **6 km**

#### Centre DHJ

Status: **Existing**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



## Marrakech Stadium

## 01 VSTH / VSTS



## Fairmont Royal Palm Marrakesh

Status: **Existing**Number of rooms: **124**Number of meeting rooms: **2**Distance to training site: **2 km**Distance to stadium: **2 km**

## Annexe Marrakech Stadium 1

Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS



## Ayoub Hôtel &amp; Spa

Status: **Existing**Number of rooms: **110**Number of meeting rooms: **1**Distance to training site: **4 km**Distance to stadium: **15 km**

## Complexe Sportif Moulay el Hassan

Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS



## Es Saadi Palace

Status: **Existing**Number of rooms: **92**Number of meeting rooms: **6**Distance to training site: **3 km**Distance to stadium: **12 km**

## Stade KACM

Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS



## Opera Plaza Hôtel

Status: **Existing**Number of rooms: **115**Number of meeting rooms: **2**Distance to training site: **13 km**Distance to stadium: **13 km**

## Annexe Marrakech Stadium 2

Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## Meknes Stadium

## 01 VSTH / VSTS



## Zaki Hôtel

Status: **Existing**Number of rooms: **205**Number of meeting rooms: **3**Distance to training site: **7 km**Distance to stadium: **10 km**

## Centre CODM (les hirondelles)

Status: **Existing**Number of pitches: **2**Stand capacity: **1,000**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS



## Hôtel Transatlantique Meknès

Status: **Existing**Number of rooms: **120**Number of meeting rooms: **1**Distance to training site: **11 km**Distance to stadium: **10 km**

## Annexe Meknès Stadium 2

Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS



## Hôtel Rif

Status: **Existing**Number of rooms: **100**Number of meeting rooms: **1**Distance to training site: **7 km**Distance to stadium: **10 km**

## Stade Toulal

Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS



## Hôtel Tafilalet &amp; Spa

Status: **Existing**Number of rooms: **144**Number of meeting rooms: **3**Distance to training site: **13 km**Distance to stadium: **11 km**

## Annexe Meknès Stadium 1

Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## Nador Stadium

## 01 VSTH / VSTS

**Mercure Rif Nador**Status: **Existing**Number of rooms: **145**Number of meeting rooms: **3**Distance to training site: **16 km**Distance to stadium: **26 km** **Stade Selouane 2**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS

**Hôtel Du Port**Status: **Ongoing**Number of rooms: **93**Number of meeting rooms: **5**Distance to training site: **6 km**Distance to stadium: **30 km** **Stade Jeunesse et Sports**Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS

**Le Boutique-Hôtel**Status: **Planned**Number of rooms: **90**Number of meeting rooms: **3**Distance to training site: **13 km**Distance to stadium: **31 km** **Stade Nador**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS

**Hôtel De La Marina**Status: **Planned**Number of rooms: **130**Number of meeting rooms: **4**Distance to training site: **11 km**Distance to stadium: **30 km** **Stade Marchica**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## Ouarzazate Stadium

## 01 VSTH / VSTS

**Kenzi Azghor Hôtel**Status: **Existing**Number of rooms: **110**Number of meeting rooms: **2**Distance to training site: **11 km**Distance to stadium: **5 km** **Stade Asserda**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 03 VSTH / VSTS

**Hôtel Club Hanane**Status: **Existing**Number of rooms: **118**Number of meeting rooms: **1**Distance to training site: **3 km**Distance to stadium: **5 km** **Stade Piste Athlétisme Anatim**Status: **Existing**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 02 VSTH / VSTS

**Hôtel Farah Al Janoub**Status: **Existing**Number of rooms: **74**Number of meeting rooms: **2**Distance to training site: **5 km**Distance to stadium: **5 km** **Annexe Ouarzazate Stadium 2**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**

## 04 VSTH / VSTS

**Hôtel Karam Palace**Status: **Existing**Number of rooms: **147**Number of meeting rooms: **1**Distance to training site: **5 km**Distance to stadium: **5 km** **Annexe Ouarzazate Stadium 1**Status: **Planned**Number of pitches: **2**Stand capacity: **500**Number of dressing rooms: **2**Press conference room: **1**



## Oujda Stadium

### 01 VSTH / VSTS



#### Atlas Terminus & Spa

Status: **Existing**

Number of rooms: **81**

Number of meeting rooms: **3**

Distance to training site: **3 km**

Distance to stadium: **9 km**

#### Stade Honneur

Status: **Existing**

Number of pitches: **2**

Stand capacity: **20,000**

Number of dressing rooms: **2**

Press conference room: **1**

### 03 VSTH / VSTS



#### Hôtel CDG 1

Status: **Planned**

Number of rooms: **80**

Number of meeting rooms: **1**

Distance to training site: **<15 km**

Distance to stadium: **<15 km**

#### Annexe Oujda Stadium 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 02 VSTH / VSTS



#### Atlas Orient Oujda

Status: **Existing**

Number of rooms: **105**

Number of meeting rooms: **1**

Distance to training site: **2 km**

Distance to stadium: **9 km**

#### Stade Municipal

Status: **Existing**

Number of pitches: **2**

Stand capacity: **4,000**

Number of dressing rooms: **2**

Press conference room: **1**

### 04 VSTH / VSTS



#### Hôtel CDG 2

Status: **Planned**

Number of rooms: **80**

Number of meeting rooms: **1**

Distance to training site: **<15 km**

Distance to stadium: **<15 km**

#### Annexe Oujda Stadium 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**



## Tetouan Stadium

### 01 VSTH / VSTS



#### Marina Smir Hôtel & Spa

Status: **Existing**

Number of rooms: **119**

Number of meeting rooms: **3**

Distance to training site: **15 km**

Distance to stadium: **15 km**

#### Centre MAT

Status: **Existing**

Number of pitches: **3**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 03 VSTH / VSTS



#### Chams Hotel

Status: **Existing**

Number of rooms: **81**

Number of meeting rooms: **3**

Distance to training site: **12 km**

Distance to stadium: **12 km**

#### Annexe Tetouan Stadium 2

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 02 VSTH / VSTS



#### Hôtel Tamuda Beach

Status: **Existing**

Number of rooms: **83**

Number of meeting rooms: **2**

Distance to training site: **13 km**

Distance to Stadium: **13 km**

#### Annexe Tetouan Stadium 1

Status: **Planned**

Number of pitches: **2**

Stand capacity: **500**

Number of dressing rooms: **2**

Press conference room: **1**

### 04 VSTH / VSTS



#### Hôtel La Paloma

Status: **Existing**

Number of rooms: **106**

Number of meeting rooms: **1**

Distance to training site: **3 km**

Distance to Stadium: **21 km**

#### Tamoda

Status: **Existing**

Number of pitches: **2**

Stand capacity: **1,500**

Number of dressing rooms: **2**

Press conference room: **1**

# 09.

## 9.6 Referee Base Camps



### Referee Base Camps - Casablanca

#### 01 RBC - Proposal 1



##### Kenzi Tower Hotel

Status: **Existing**

Number of rooms: **237**

Number of meeting rooms: **11**

Distance to training site: **4 km**

Distance to airport: **31 km**

##### Centre Wydad

Status: **Existing**

Number of pitches: **3**

Stand capacity: **2,500**

Number of dressing rooms: **4**

Press conference room: **1**

#### 02 RBC - Proposal 2



##### Idou Anfa Hôtel & Spa

Status: **Existing**

Number of rooms: **220**

Number of meeting rooms: **9**

Distance to training site: **5 km**

Distance to airport: **32 km**

##### Centre Raja

Status: **Existing**

Number of pitches: **2**

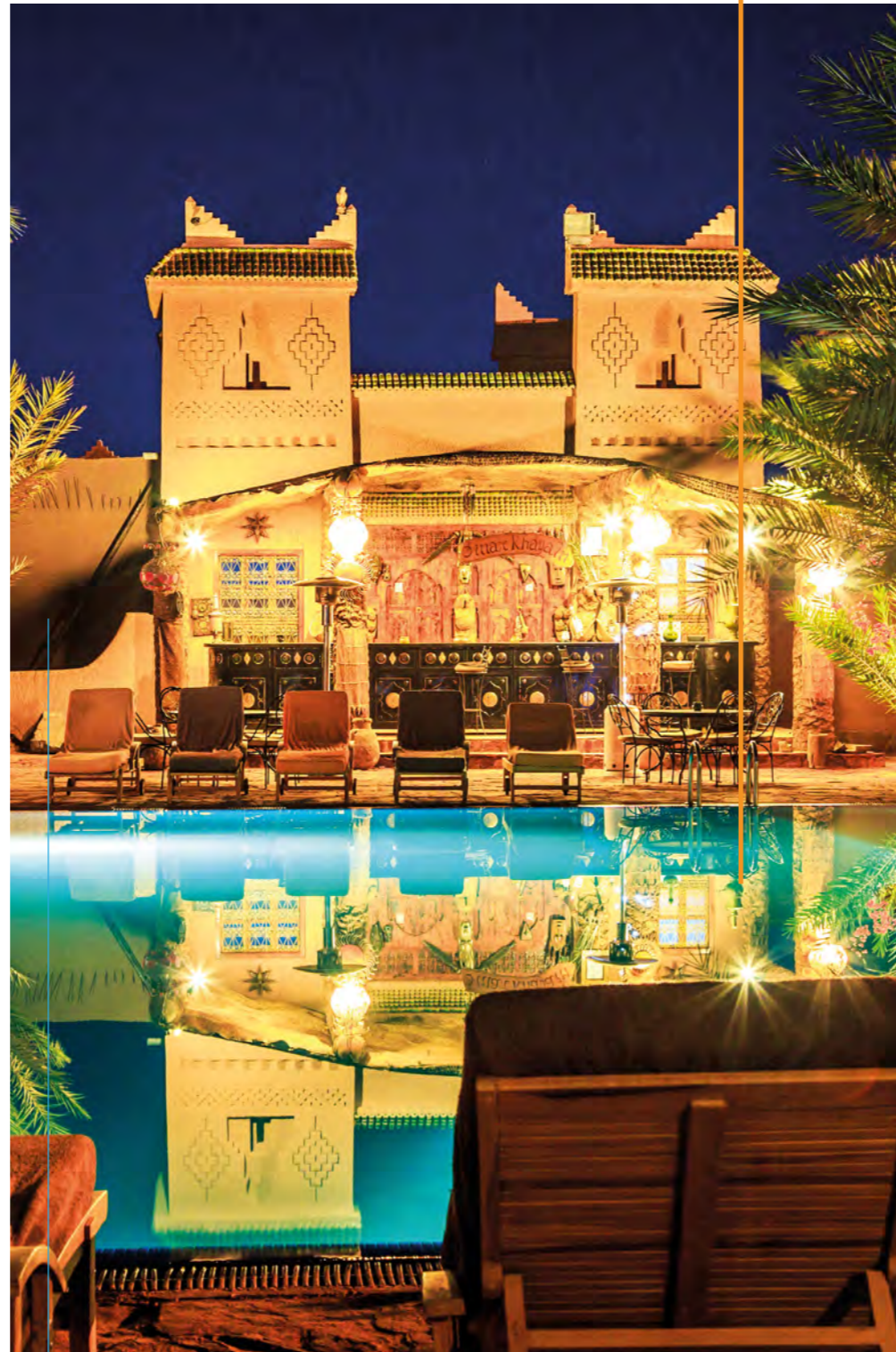
Stand capacity: **500**

Number of dressing rooms: **1**

Press conference room: **1**







# 10.

## ACCOMMODATION AND FIFA HQ

# 10.

## EXECUTIVE SUMMARY

Morocco is Africa's leading tourism destination, benefiting from an ideal geographical location, outstanding air travel connections and a climate, diversity and cultural heritage that appeal throughout the world. Its large and diverse accommodation offer will deliver the range and capacity needed to meet the expectations of all 2026 FIFA World Cup™ constituent groups and fans from around the world.

### 10.1 Range and capacity to meet all FIFA World Cup™ needs

In 2017, Morocco welcomed a record 11.3 million tourists, representing an increase of more than 10% on 2016. The figure is higher than those for the two most recent FIFA World Cup™ Host Countries, South Africa (10 million in 2016) and Brazil (6.5 million in 2016).

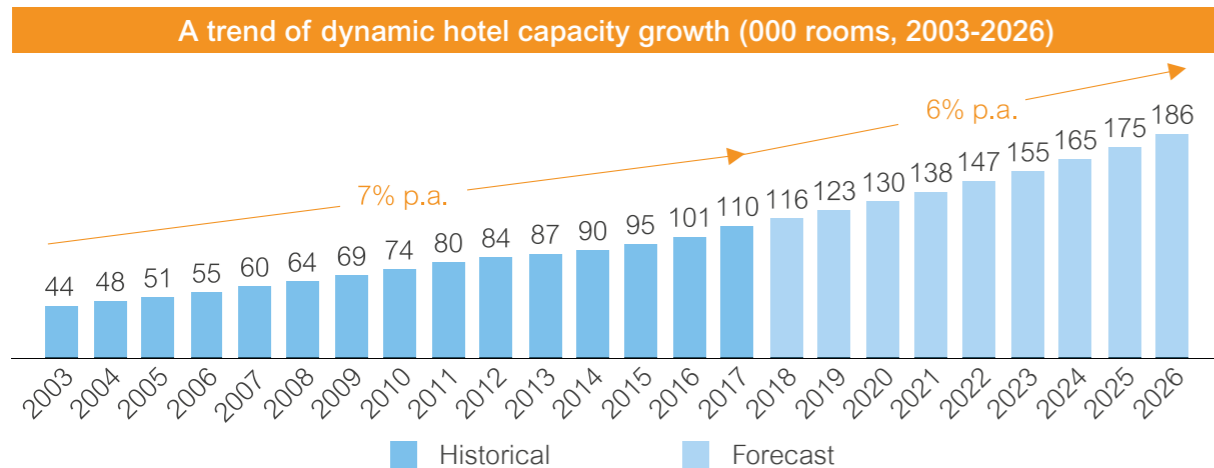
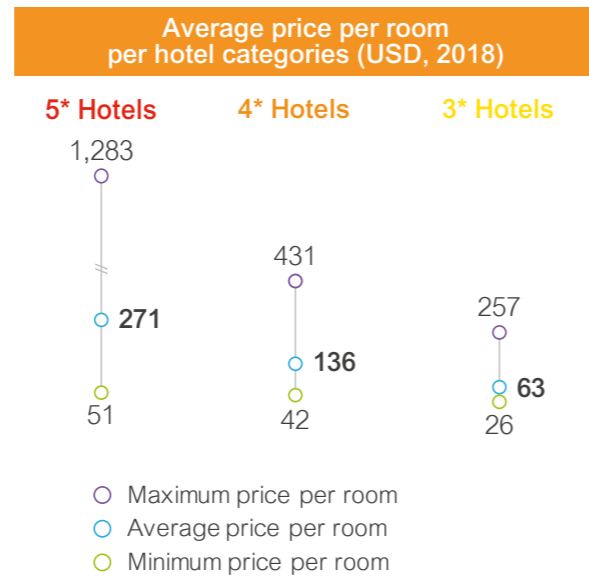
Morocco's hotel capacity has grown by a factor of 2.5 since the country's last bid in 2003. Today, it represents more than 110,000 rooms, including more than 95,000 across the 12 Host Cities.

The ongoing public-private programme to foster hotel infrastructure development will see room capacity increases by at least 70% by 2026, leading to a total conservative

anticipated capacity of around 190,000 rooms, easily enough to accommodate all visitors in 2026, in a comfortable environment. Already, almost 40,000 new rooms are scheduled for construction across the country.

The accommodation offer spans a broad spectrum – from prestigious international chain hotels to boutique establishments and holiday villages – with classification meeting international standards and starting at affordable prices (see chart below).

Effective measures will be taken by the National Government to ensure reasonable rates and prevent unfair price practices during the 2026 FIFA World Cup™.



Source: Ministry of Tourism

### 10.2 Careful allocation of rooms to best suit the needs of each constituent group

The Royal Moroccan Football Federation (FRMF), in close collaboration with the Ministry of Tourism, the Host Cities and hotel groups, has produced a comprehensive analysis of the country's entire hotel inventory. These rooms have been allocated in strict compliance with the standards for each constituent group outlined in the FIFA Hosting Requirements. The resulting tournament accommodation plan is based on the following principles:

- Rigorous selection of hotels that already meet the FIFA Hosting Requirements;
- Allocation in line with the specific needs of each FIFA constituent group, teams, referees and general public. In line with FRMF's objective to put the needs of players first, special emphasis has been placed on team hotel selections. FIFA members and their guests will stay in the Kingdom's most prestigious hotels;
- Strict compliance with FIFA's location requirements, to guarantee optimum operational efficiency;
- Alternative solutions to further complement even more the accommodation offer.

### 10.3 Accommodation options to meet every fan's budget

Accommodation is a core pillar of Morocco's highly fan-friendly package. A diverse range of options, across a broad price range, will make the tournament accessible to fans from around the world. In addition to various hotels options, a wide range of appealing alternative solutions will complement the offer and enhance the visitor experience. These will include the "Dayfi" programme (homestay programme, based on the Arabic word for "guest"), university residences or Fan camps, developed with the commercial affiliates.

Private and peer-to-peer rental platforms such as Airbnb will also play a valuable role. An official digital accommodation booking platform for the tournament will help all visitors to find a suitable and secure place to stay.



### Existing and planned hotel capacity in the Host Cities (Number of rooms, 2017)

	5* E	5* P	4* E	4* P	3* E	3* P	Other E	Other P	Alt. solutions	Total
Casablanca	2,575	716	3,481	866	1,706	1,043	1,990	760	4,000	13,137
Marrakesh	7,325	4,109	6,579	1,580	2,023	230	14,546	1,056		37,448
Agadir	2,017	1,703	3,670	894	2,327	230	9,078	4,618		24,537
Fez	1,572	350	1,454	150	867	0	4,233	43		8,669
Rabat	826	939	1,044	1,874	1,055	811	958	2,822		10,329
Tangier	842	313	1,783	150	1,849	170	3,448	258		8,813
El Jadida	632	0	96	465	380	376	1,072	2,483	300	5,504
Meknes	0	50	927	315	494	356	736	50		2,928
Ouarzazate	256	0	1,284	0	1,099	24	2,280	170		5,113
Oujda	1,433	200	105	308	454	20	1,540	46		4,106
Nador	0	711	182	1,206	329	0	1,375	341		4,144
Tetouan	196	378	1,683	1,323	594	128	1,869	283		6,454

Classification 5\* 4\* 3\* Existing P  
Source: Ministry of Tourism

# 10.

## 10.4 High-quality accommodation in Host Cities

### 10.4.1 Casablanca

Casablanca is located on the Atlantic coast with a population of more than 3.3 million inhabitants. The city is the Kingdom's economic capital and the leading business gateway to Africa. It is home to a wide range of industries and services.

Casablanca has an extensive track record in hosting major events. They include the Casablanca Festival which attracts 1.5 million visitors every year. The city is also a popular destination for sporting events, such as the recent 2018 African Nations Championship. The city's hotel capacity has increased by a factor of 2.8 since the country's last bid in 2003.

#### FIFA constituent group accommodation

Casablanca has existing and planned hotel capacity of over 10,000 rooms in 3\*, 4\* and 5\* hotels.

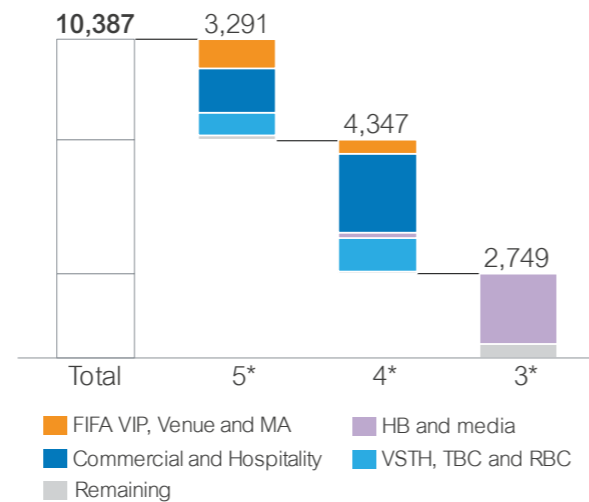
The city will therefore be able to meet the peak of 8,080 rooms (FIFA constituent groups excluding IBC) expected for the final. Casablanca has two proposed stadiums and is able to provide the requested additional 50% peak night inventory based on a round of 16 match (2,640 rooms).

If Casablanca is selected to host the IBC, the FRMF will propose media accommodation in two high-end cruise ships, each with 2,000 cabins and berthed directly at the quay.

	FIFA VIP
Name of hotel	Grand Mogador
Classification	5*
Total rooms	489
Total meeting rooms	17
Hotel ref. (map)	9

A feasibility study, conducted with the harbour authorities, has confirmed the solution as a viable option, guaranteeing the appropriate, hotel-equivalent comfort and quality of experience for the groups concerned.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)

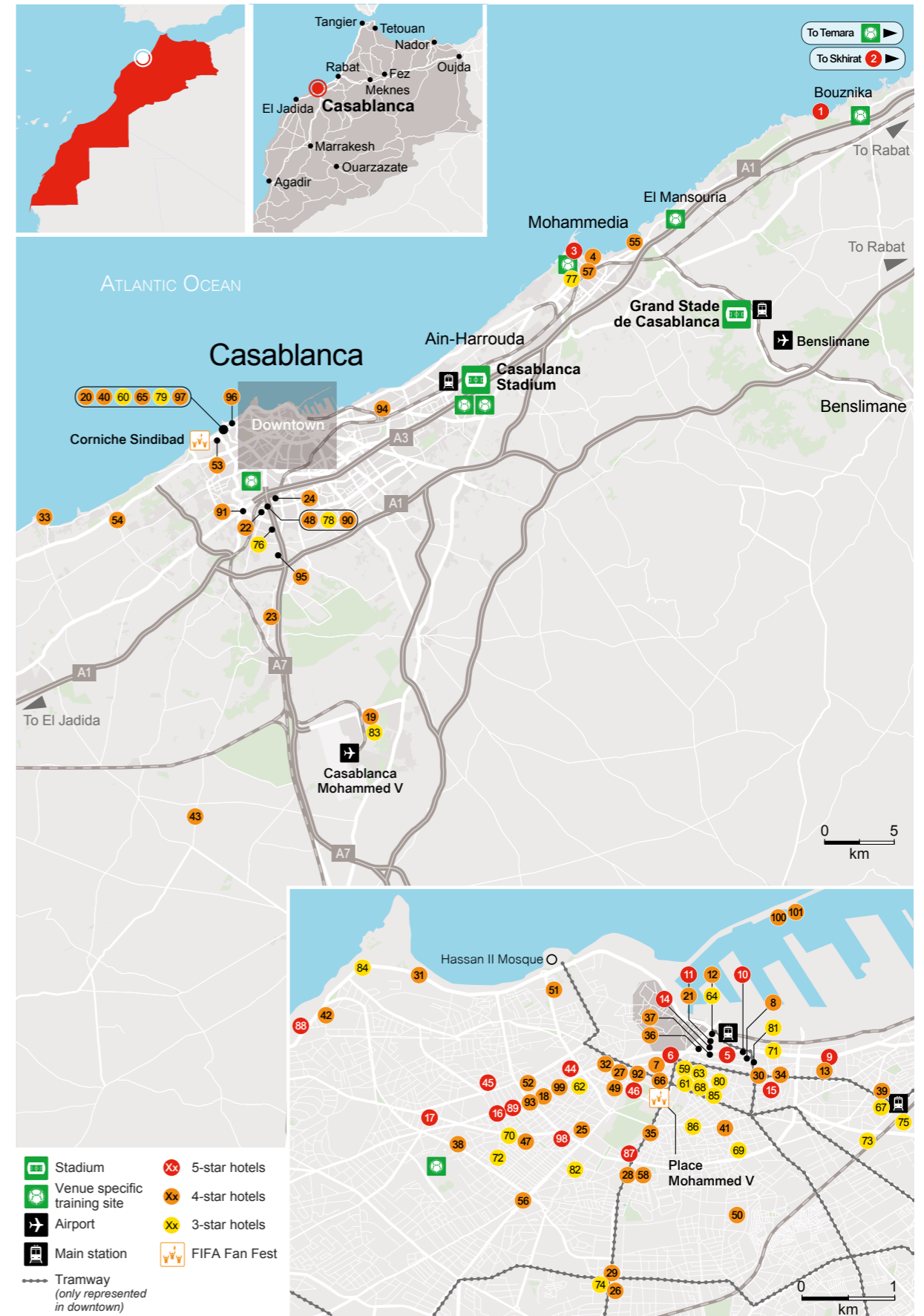


#### General public accommodation

An anticipated city-wide capacity of almost 16,500 rooms by 2026 means that approximately 8,400 rooms will remain available after the accommodation of FIFA constituent group. The public will also have access to a wide choice of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of over 5,000 beds);
- Hotels in Rabat and El Jadida (under one hour by train) thanks to a compact concept and with the support of smart match scheduling.

## Teams and FIFA constituent groups accommodation



# 10.

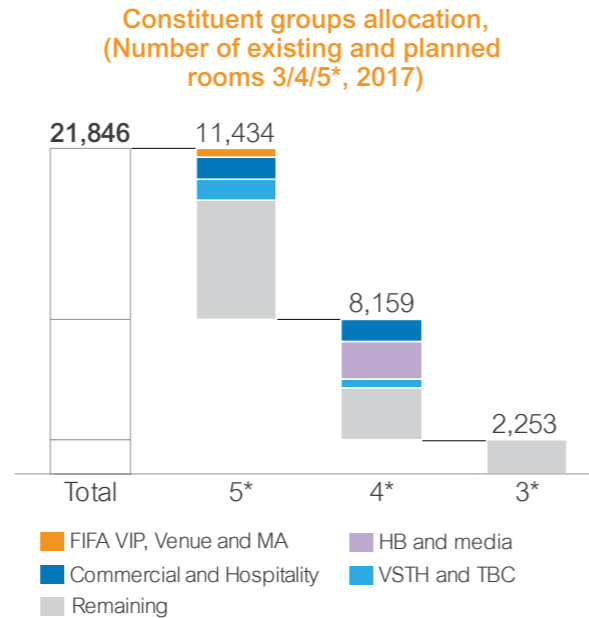
## 10.4.2 Marrakesh

Located at the centre of Morocco and home to 1.3 million inhabitants, Marrakesh is the country's leading tourism destination. The city's monuments and architectural heritage are testament to its long history, spanning multiple eras. Marrakesh has become a popular destination for major international events, including, most recently, the COP22 in November 2016. The city also staged the FIFA Club World Cup™ in 2013 and 2014. Marrakesh's hotel capacity has increased by a factor of 4.8 since Morocco's last bid in 2003.

### FIFA constituent group accommodation

Marrakesh has existing and planned hotel capacity of almost 22,000 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a semi-final match, The city will be able to meet the expected peak of 6,280 rooms (FIFA constituent groups excluding IBC). Marrakesh has two proposed stadiums and is able to provide the requested additional 50% peak night inventory based on a round of 32 match (2,640 rooms).



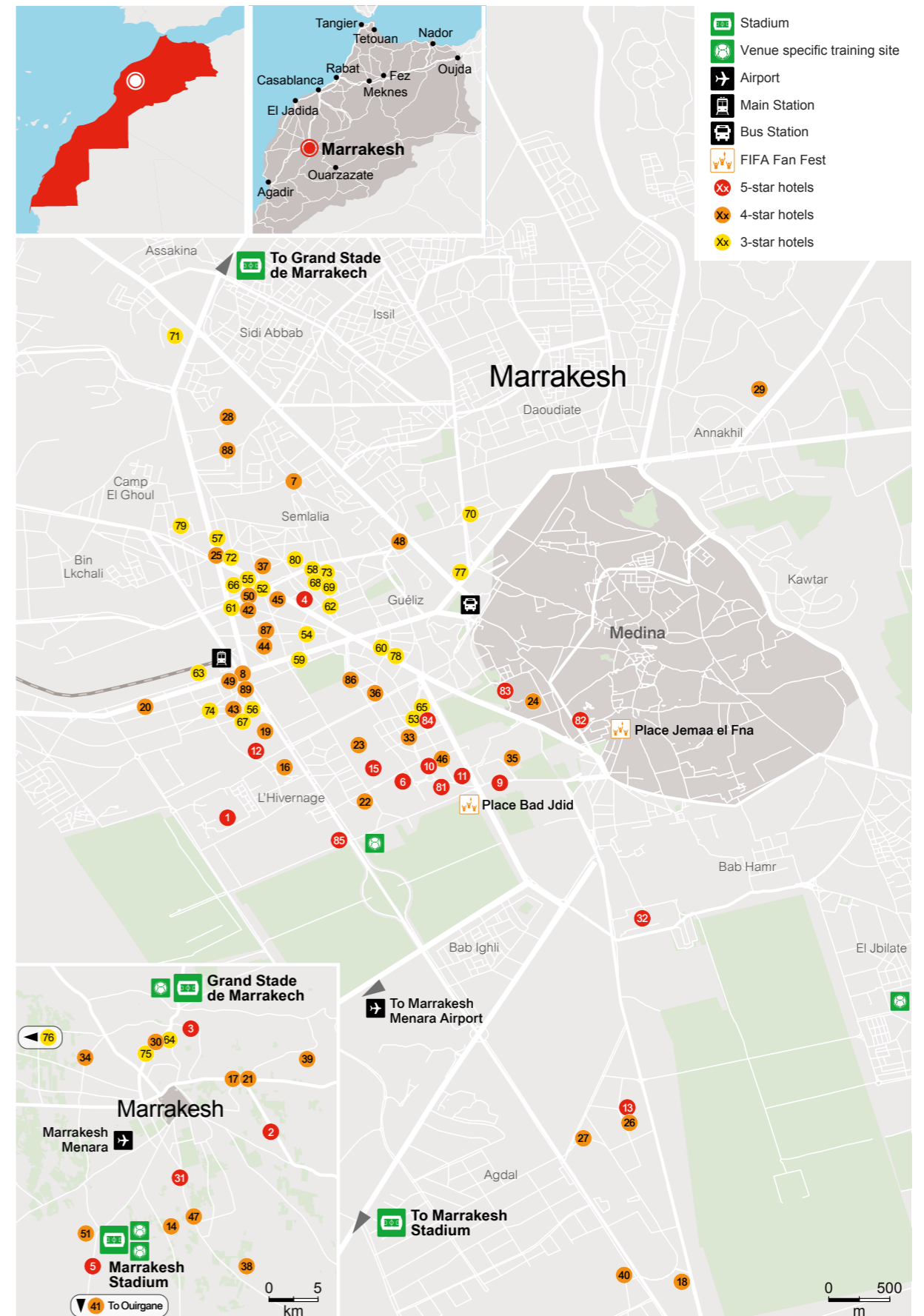
### General public accommodation

An anticipated city-wide capacity of over 43,000 rooms by 2026 means that approximately 37,000 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide choice of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of nearly 4,000 beds).

	FIFA VIP/ Venue 1	FIFA Venue 2
Name of hotel	La Mamounia	Sofitel Lounge and Spa
Classification	5*	5*
Total rooms	209	346
Total meeting rooms	3	7
Hotel ref. (map)	9	10

## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.3 Agadir

Agadir is a city of more than 1.1 million inhabitants on the Atlantic coast of Morocco. The city has developed a significant track-record in hosting large-scale events, benefiting from its exceptional climate and high-end infrastructure. Major sports events to have graced Agadir include the 2013 and 2014 editions of FIFA Club World Cup™ and annual competitions including an International Triathlon. Cultural highlights include the Timitar Festival, an essential gathering for music fans, which attracted one million people in 2017. Agadir hotel capacity has grown by a factor of 1.6 since the country's last bid in 2003.

### FIFA constituent group accommodation

Agadir has existing and planned hotel capacity of nearly 11,000 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a quarter-final, the city will have sufficient capacity to meet the expected peak requirement of 3,060 rooms for FIFA constituent groups.

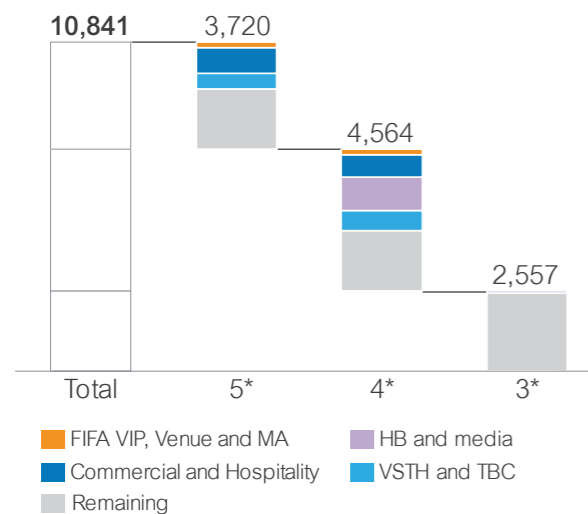
### General public accommodation

Anticipated city-wide capacity of 25,500 rooms by 2026 means that over 22,500 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of more than 5,500 beds).

	FIFA VIP/ Venue 1	FIFA Venue 2
Name of hotel	Sofitel Agadir Thalassa Sea & Spa	Sofitel Agadir Royal Bay Resort
Classification	5*	4*
Total rooms	173	273
Total meeting rooms	9	9
Hotel ref. (map)	5	6

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.4 Fez

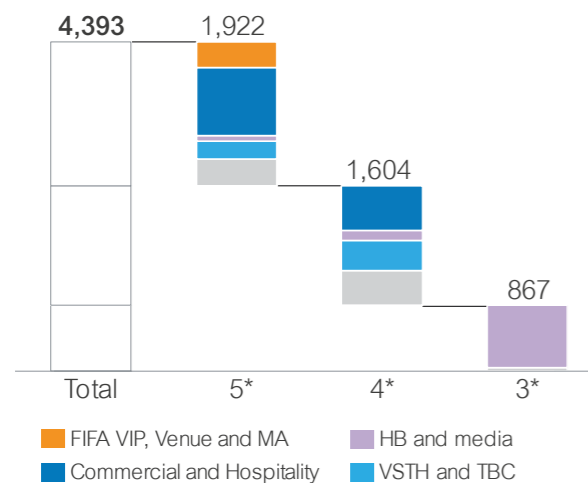
Located in the north-east of the country, Fez is one of Morocco's most iconic cities, home to more than 1.1 million inhabitants. It continues to expand in line with the growth of its tourism industry. Fez offers significant experience in hosting major events such as the Festival of World Sacred Music. The famous medina has undergone extensive renovation to its ancient palaces, which have been transformed into Riads in order to accommodate tourists. The hotel capacity of Fez has increased by a factor of 1.5 since the country's last bid in 2003.

### FIFA constituent group accommodation

Fez has existing and planned hotel capacity of almost 4,500 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a quarter-final, the city will have sufficient capacity to meet the expected peak requirement of 3,060 rooms for FIFA constituent groups.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



### General public accommodation

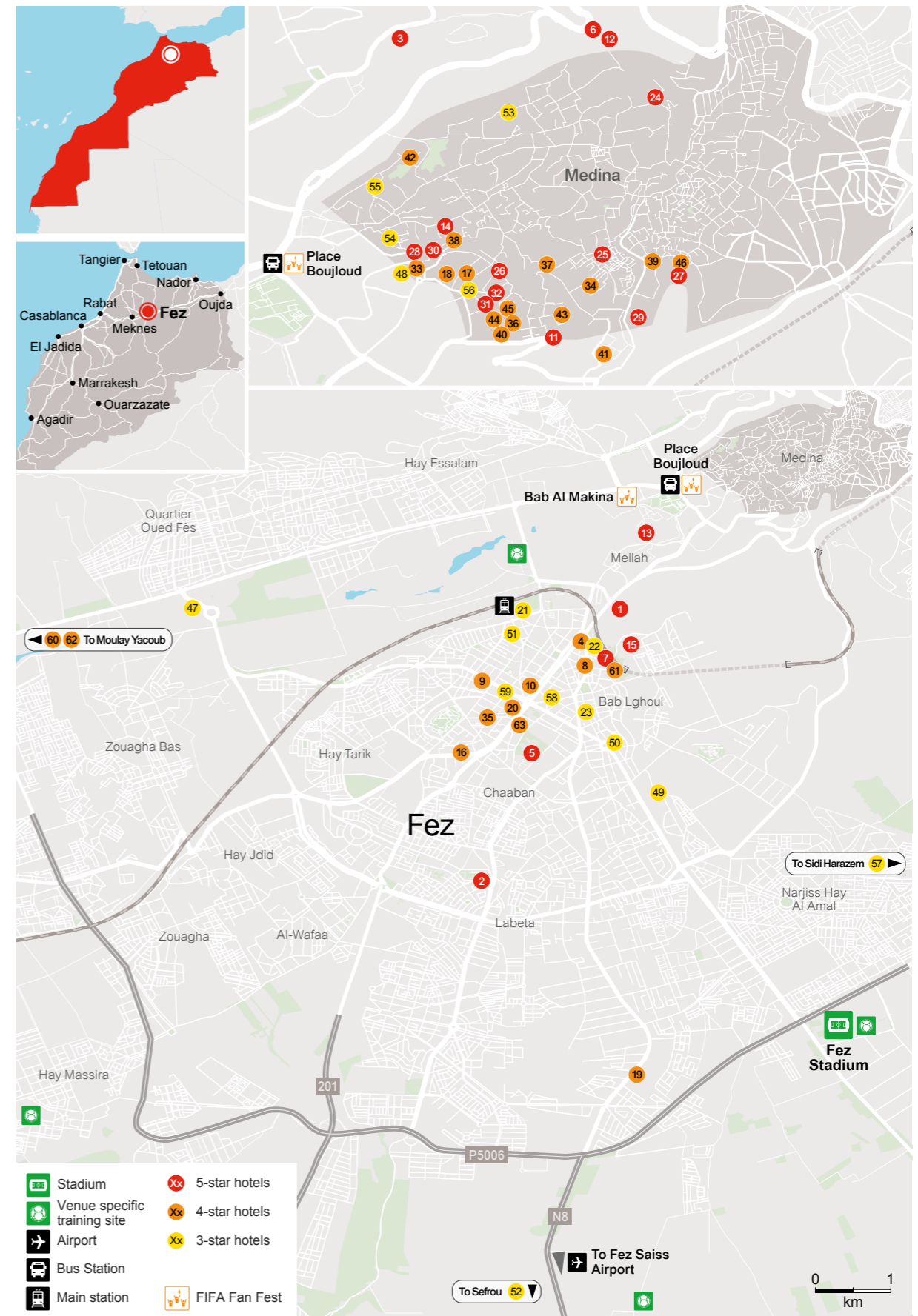
Anticipated city-wide capacity of over 13,700 rooms by 2026 means that 10,700 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide choice of alternative accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of approximately 8,700 beds);
- Hotels in Meknes thanks to a compact concept and with the support of smart match scheduling.

	FIFA VIP/ Venue 1	FIFA Venue 2
Name of hotel	Marriott Jnan Palace	Palais Jamai
Classification	5*	5*
Total rooms	243	223
Total meeting rooms	3	1
Hotel ref. (map)	5	6



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.5 Rabat

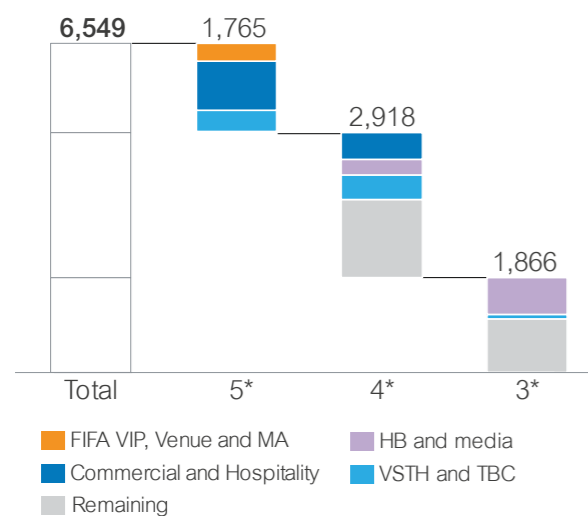
Rabat is Morocco's capital city, located in the north-west, on the Atlantic coast of Morocco. The city is a vast urban centre with more than 2.1 million inhabitants. Rabat's annual cultural calendar is punctuated by several major events, including the famous Mawazine Festival, which attracted more than 2.5 million visitors in 2013, making it the second-biggest festival in the world. Rabat is also a regular stage for world-class sports events, such as the 2014 FIFA Club World Cup™ and the IAAF Diamond League. Rabat's hotel capacity has increased by a factor of 1.5 since the country's last bid in 2003.

### FIFA constituent groups accommodation

Rabat has existing and planned hotel capacity of 6,500 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a quarter-final, the city will have sufficient capacity to meet the expected peak requirement of 3,060 rooms for FIFA constituent groups.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



### General public accommodation

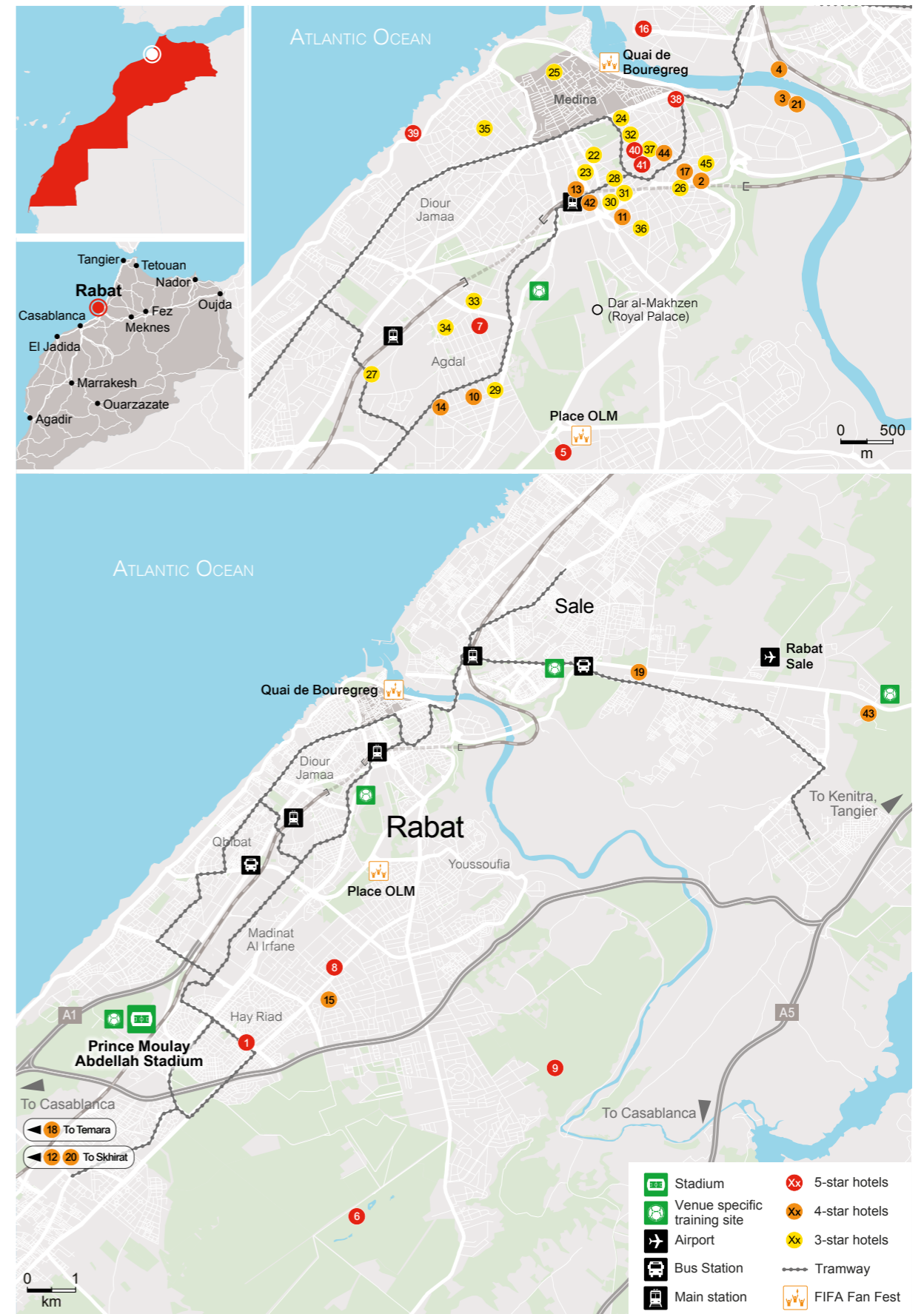
Anticipated city-wide capacity of over 10,600 rooms by 2026 means that 7,500 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (9,900 beds);
- Hotels in Casablanca thanks to a compact concept and supported by smart match scheduling.

	FIFA VIP/ Venue 1	FIFA Venue 2
Name of hotel	Sofitel Rabat Jardin des Roses	Ritz Carlton
Classification	5*	5*
Total rooms	229	120
Total meeting rooms	6	1
Hotel ref. (map)	5	6



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.6 Tangier

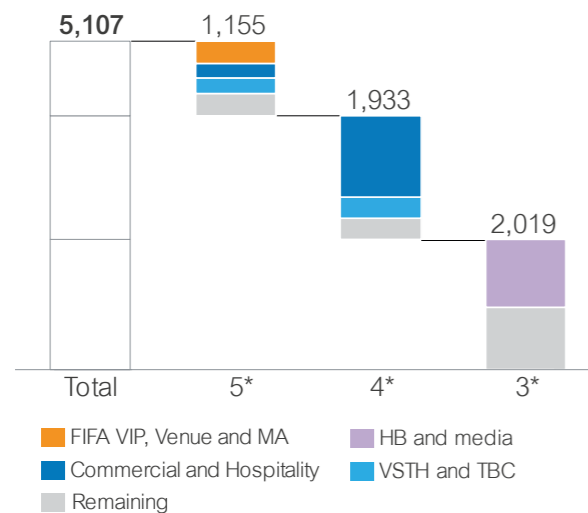
Tangier, a city of more than one million inhabitants, stands at the crossroads of Africa and Europe. The city has evolved into one of Morocco's main economic centres, structured around Tanger Med, one of Africa's biggest ports, which includes a free-trade zone and logistics platform providing connections with major Moroccan and European cities. Tangier's hotel capacity has increased by a factor of 2.3 since the country's last bid in 2003.

### FIFA constituent groups accommodation

Tangier has existing and planned hotel capacity of 5,100 rooms in 3\*, 4\* 5\* hotels.

Proposed to host a quarter-final, the city will have sufficient capacity to meet the expected peak requirement of 3,060 rooms for FIFA constituent groups.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



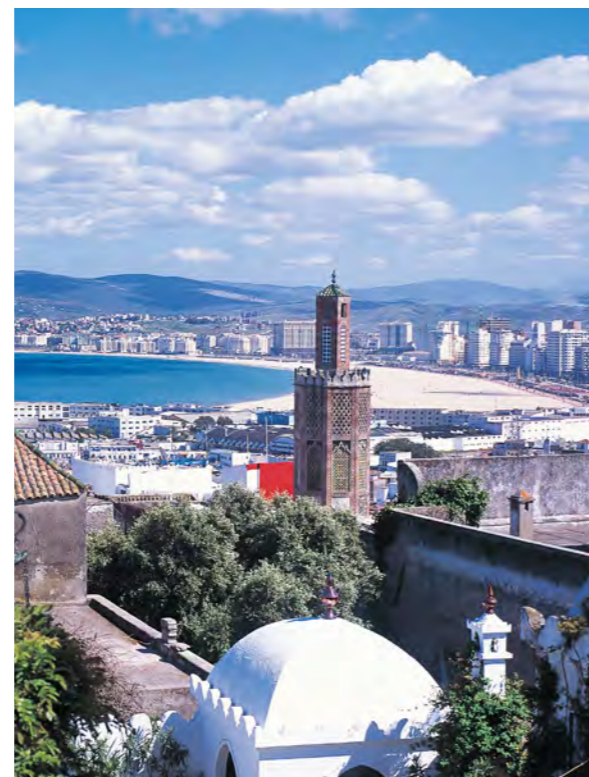
### General public accommodation

Anticipated city-wide capacity of nearly 13,400 rooms by 2026 means that approximately 10,500 rooms will remain available after the accommodation of FIFA

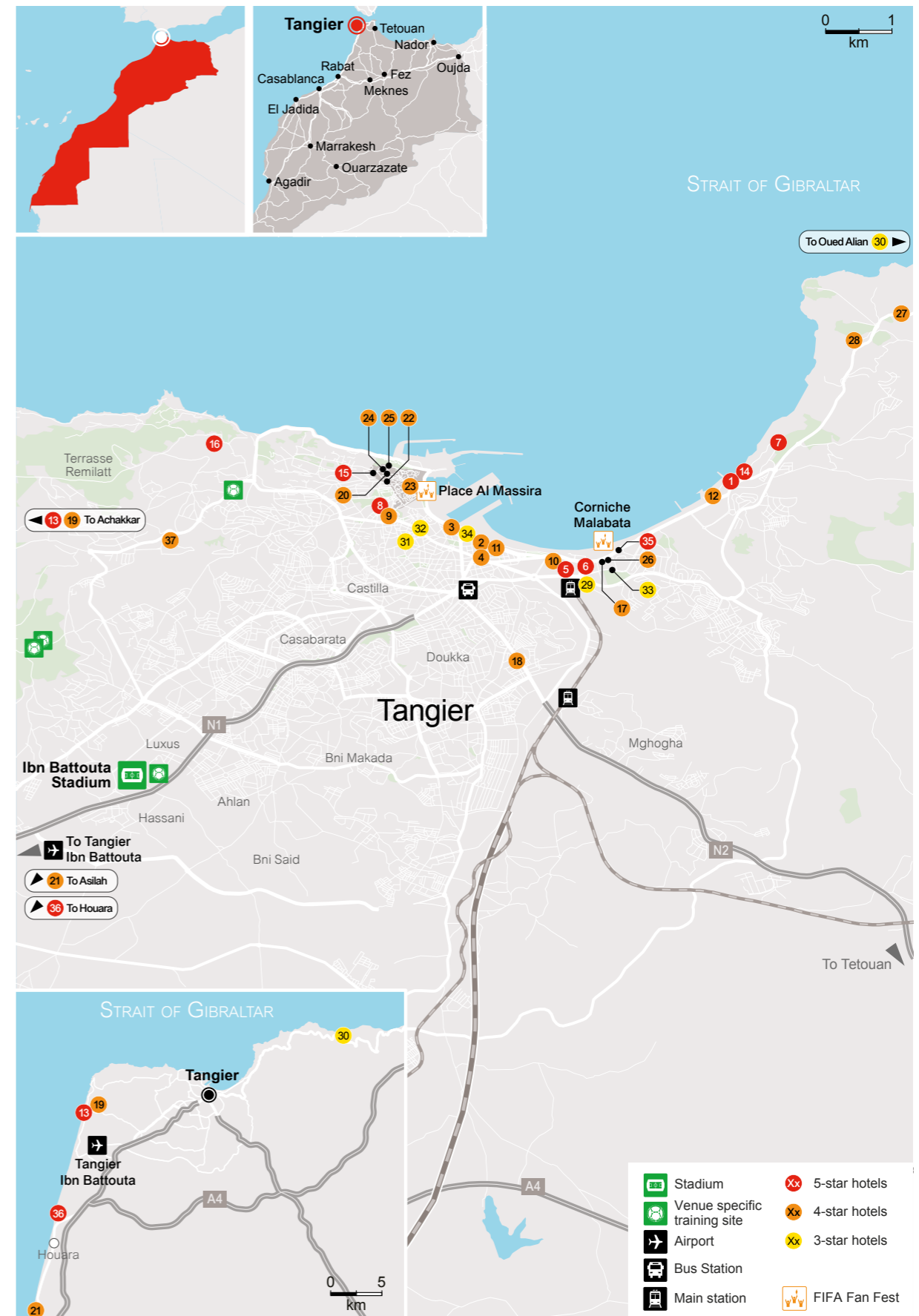
constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of 3,000 beds);
- Hotels in Tetouan thanks to a compact concept and supported by smart match scheduling.

	FIFA VIP/ Venue 1	FIFA Venue 2
Name of hotel	Hilton Tanger City Center Hotel	Royal Tulip
Classification	5*	5*
Total rooms	180	218
Total meeting rooms	1	2
Hotel ref. (map)	5	6



## Teams and FIFA constituent groups accommodation





# 10.

## 10.4.7 El Jadida

El Jadida is a seaside city, located on the country's west coast, and home to more than 400,000 inhabitants. The city's ramparts and bastions comprise a medina known for its Portuguese village, the jewel of the city and listed as a UNESCO world heritage since 2004. El Jadida has a considerable track record in hosting international events. They include the annual International Horse Show that celebrated its 10<sup>th</sup> anniversary in 2017, attracting 220,000 visitors and 100 exhibitors from 35 countries. The hotel capacity of El Jadida has increased by a factor of 3.4 since the country's last bid in 2003.

### FIFA constituent groups accommodation

El Jadida has existing and planned hotel capacity of almost 1,700 rooms in 3\*, 4\* 5\* hotels.

Proposed to host a round of 16 match, the city will be able to meet the expected peak requirement of 1,760 rooms with a limited support of university residences for a part of media representatives.

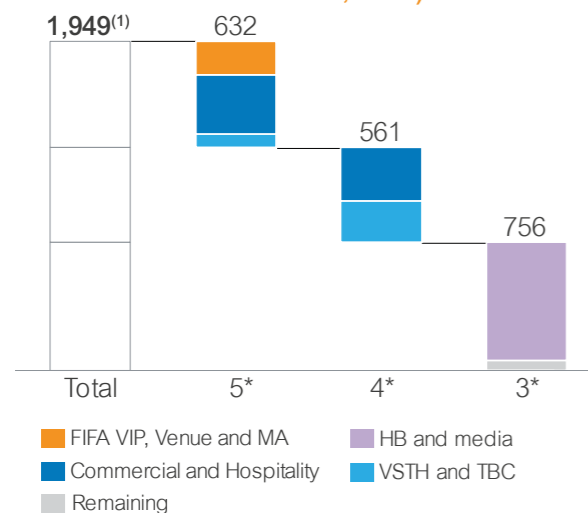
### General public accommodation

Anticipated city-wide capacity of nearly 5,200 rooms by 2026 means that approximately 3,400 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of approximately 3,700 beds);
- Hotels in Casablanca thanks to a compact concept and supported by smart match scheduling.

	FIFA VIP / Venue 1
Name of hotel	Mazagan Beach & Golf Resort
Classification	5*
Total rooms	500
Total meeting rooms	7
Hotel ref. (map)	5

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



<sup>(1)</sup>Including university residences for a part of media



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.8 Meknes

With a population of more than 830,000, Meknes is located in the north of Morocco and is listed as a UNESCO world heritage site. The city's extensive calendar of high-quality events includes the Morocco International Agriculture Show, the country's leading professional event, which attracts over one million visitors every year. The hotel capacity of Meknes increased by a factor of 1.9 since the country's last bid in 2003.

### FIFA constituent group accommodation

Meknes has existing or planned hotel capacity of nearly 2,100 rooms in 3\*, 4\* and 5\* hotels.

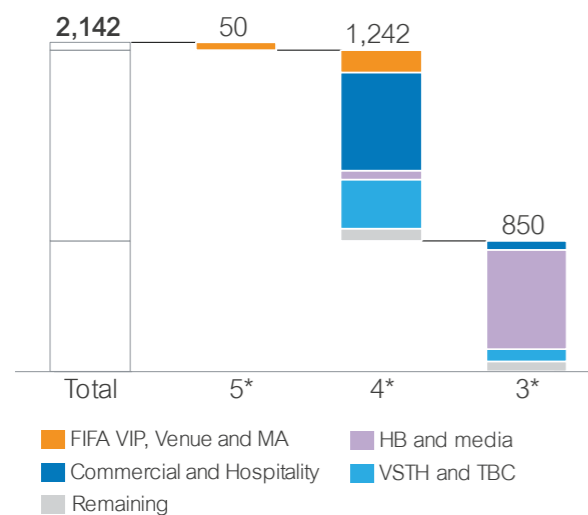
Proposed to host a round of 16 match, the city will be able to meet the expected peak requirement of 1,760 rooms.

a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of nearly 4,700 beds);
- Hotels in Fez thanks to a compact concept and supported by smart match scheduling.

	FIFA VIP	FIFA Venue
Name of hotel	Meknes City Centre	Hôtel Menzeh Dalia
Classification	5*	4*
Total rooms	50	150
Total meeting rooms	2	3
Hotel ref. (map)	5	6

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)

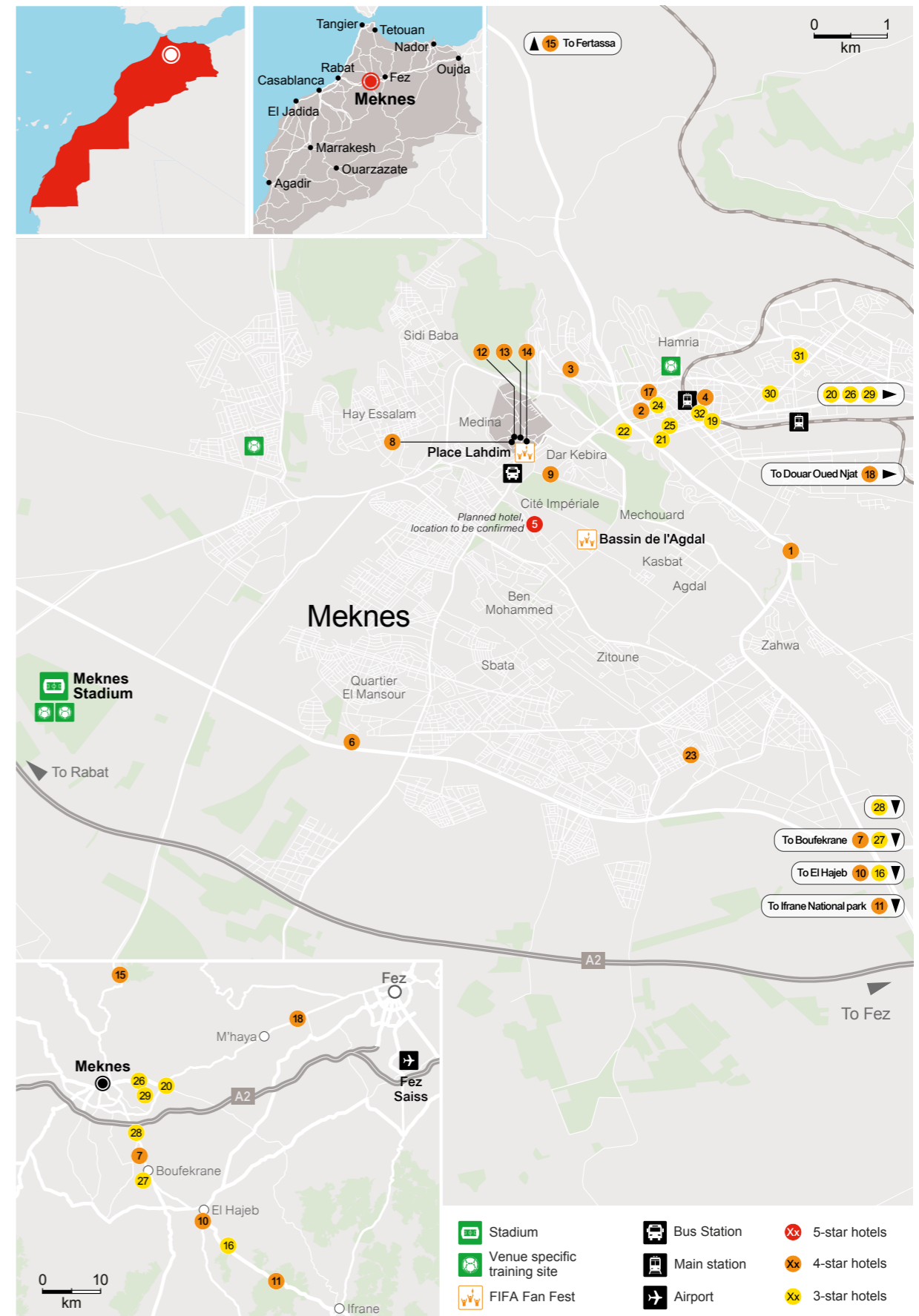


### General public accommodation

Anticipated city-wide capacity of over 4,000 rooms by 2026 means that nearly 2,000 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.9 Nador

Located in the north-east of the Kingdom, Nador is a metropolitan area with more than 330,000 inhabitants. Now one of the most important cities in the Eastern Rif, the city is known for its fishing sector and steel industry. Its port, Beni Ansar, is the second most important on the Mediterranean coast. In 2012, the city's cultural life was enhanced by the first "Festival International de Cinéma et Mémoire Commune". This annual cultural event, centred on the values of peace and social cohesion, is growing in significance with each edition, playing an ever-more important role in the life of the city. Nador's hotel capacity has increased by a factor of 1.3 since the country's last bid in 2003.

### FIFA constituent group accommodation

Nador has existing and planned hotel capacity of nearly 2,500 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a round of 16 match, the city will be able to meet the expected peak requirement of 1,760 rooms.

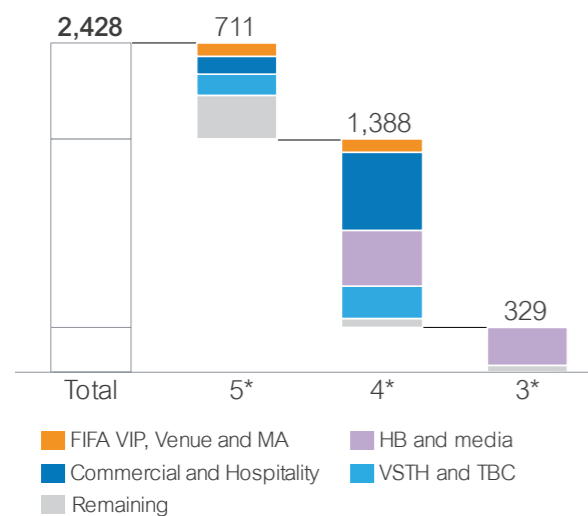
### General public accommodation

Anticipated city-wide capacity of nearly 5,400 rooms by 2026 means over 3,600 rooms will remain available after accommodation of FIFA constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of nearly 6,000 beds).

	FIFA VIP	FIFA Venue
Name of hotel	Hotel La Cité Des 2 mers	Hotel du Golf
Classification	5*	4*
Total rooms	528	130
Total meeting rooms	1	2
Hotel ref. (map)	5	6

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.10 Ouarzazate

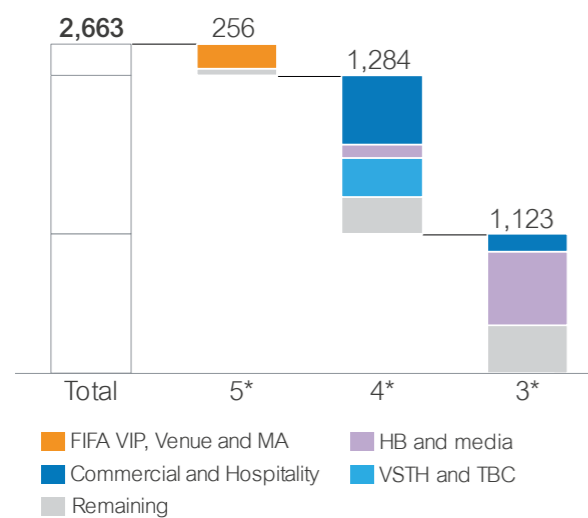
Ouarzazate is a city of more than 180,000 inhabitants, located to the south of Morocco's High Atlas mountains and known as the gateway to the Sahara desert. Today, the city's economy is powered by a booming cinema industry. Tourism is also a crucial sector, supported by a first-class accommodation offer and a breathtaking natural environment for visitors to enjoy. A vibrant local event calendar features the International Film Festival and the Marathon des Sables, the ultimate challenge for ultra-running enthusiasts from around the world. Ouarzazate's hotel capacity has increased by a factor of 1.8 since the country's last bid in 2003.

### FIFA constituent group accommodation

Ouarzazate has existing and planned hotel capacity of over 2,600 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a round of 16 match, the city will be able to meet the expected peak requirement of 1,760 rooms.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



### General public accommodation

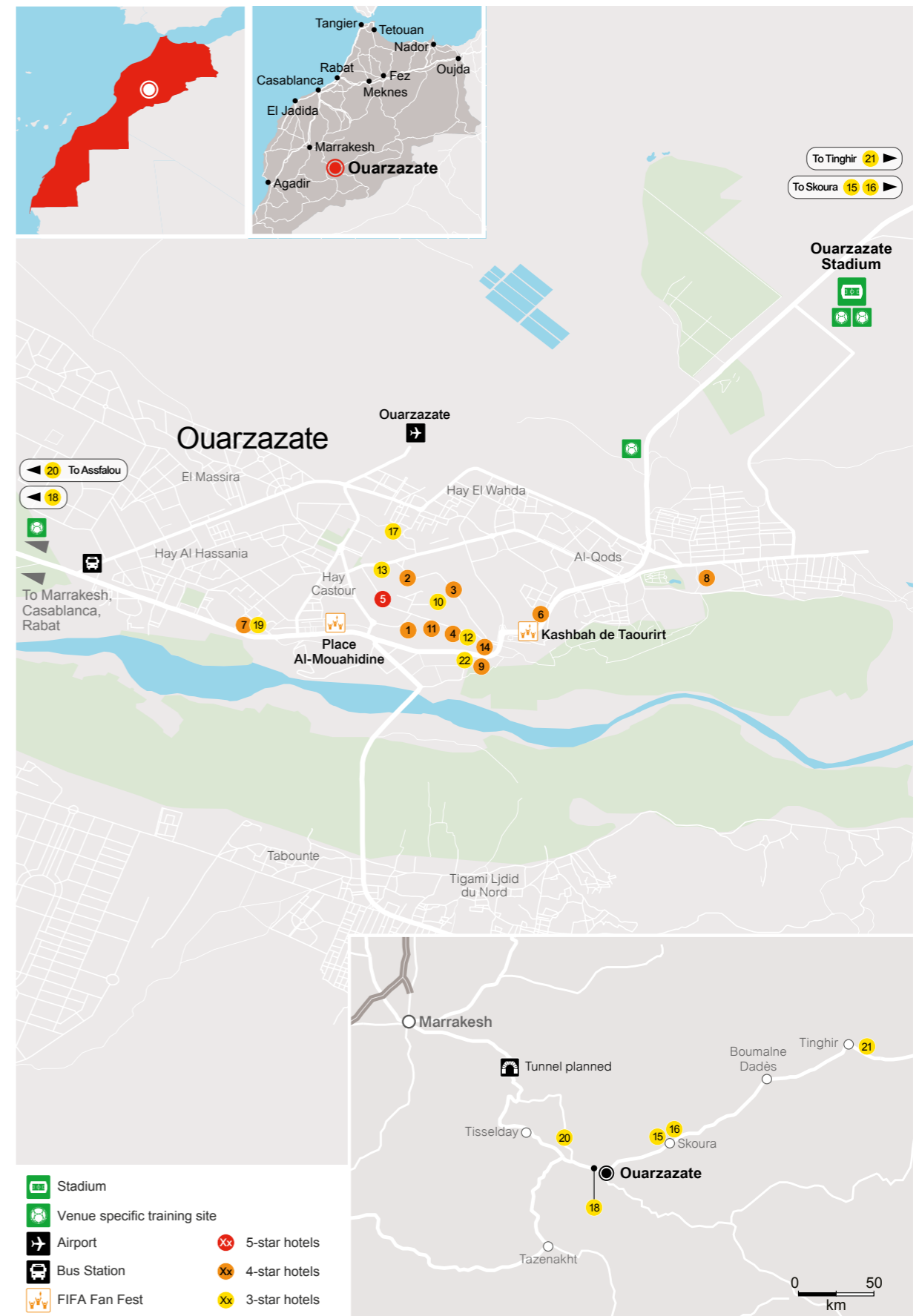
Anticipated city-wide capacity of over 7,700 rooms by 2026 means that nearly 6,000 rooms will remain available after the accommodation of FIFA constituent groups. The public will also have access to a wide range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of over 3,700 beds).

	FIFA VIP/Venue
Name of hotel	Berbère Palace
Classification	5*
Total rooms	256
Total meeting rooms	1
Hotel ref. (map)	5



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.11 Oujda

Oujda is located in the north-east of Morocco, with a population of almost half a million. The city is popular for its lively medina and year-round street theatre. Sports, cultural and music events are equally abundant, including the famous International Rai Festival, whose most recent edition drew 600,000 spectators. Oujda's hotel capacity has increased by a factor of 4.6 since the country's last bid in 2003.

### FIFA constituent group accommodation

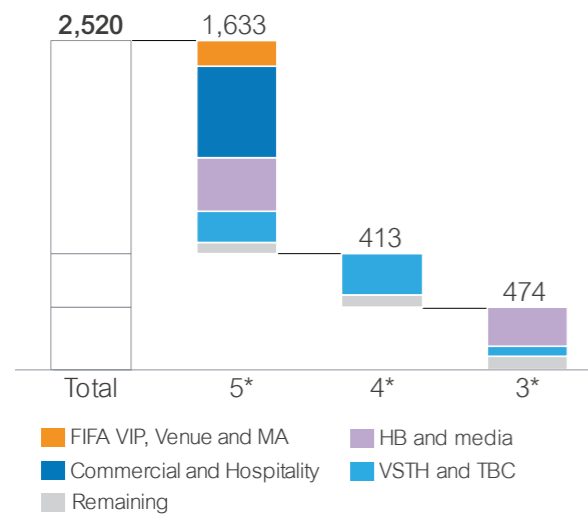
Oujda has existing and planned hotel capacity of 2,500 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a round of 16 match, the city will be able to meet the expected peak requirement of 1,760 rooms.

have access to a wide range of alternative accommodation solutions, including fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site.

	FIFA VIP/Venue
Name of hotel	Oujda City Centre
Classification	5*
Total rooms	200
Total meeting rooms	4
Hotel ref. (map)	5

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



### General public accommodation

Anticipated city-wide capacity of over 8,000 rooms by 2026 means over 6,200 rooms will remain available after accommodation of FIFA constituent groups. The public will also



## Teams and FIFA constituent groups accommodation



# 10.

## 10.4.12 Tetouan

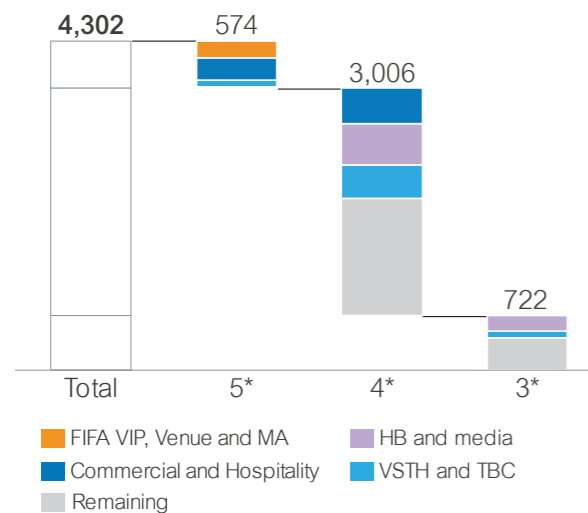
Tetouan has approximately 600,000 inhabitants and is located near the strait of Gibraltar. The city is a venue for many major international cultural events across the fields of music (Voix des Femmes festival), cinema (Tetouan International Festival of Mediterranean Cinema), as well as in digital arts and poetry. Tetouan's hotel capacity has increased by a factor of 2.2 since the country's last bid in 2003.

### FIFA constituent group accommodation

Tetouan has existing and planned hotel capacity of over 4,300 rooms in 3\*, 4\* and 5\* hotels.

Proposed to host a quarter-final, the city will be able to meet the expected peak requirement of 1,760 rooms.

Constituent groups allocation, (Number of existing and planned rooms 3/4/5\*, 2017)



### General public accommodation

Anticipated city-wide capacity of nearly 7,700 rooms by 2026 means that approximately 6,000 rooms will remain available after accommodation of FIFA constituent groups. The public will also have access to a wide

range of accommodation solutions, including:

- Fan camps, private rooms or property rentals accessible via commercial booking platforms and the dedicated tournament booking site;
- University residences (potential of nearly 4,000 beds);
- Hotels in Tangier thanks to a compact concept and supported by smart match scheduling.

Name of hotel	FIFA VIP/ Venue	FIFA Venue
Sofitel Tamuda Bay Beach and Spa		Banyan Tree Tamouda Bay
Classification	5*	5*
Total rooms	104	92
Total meeting rooms	1	1
Hotel ref. (map)	5	6



## Teams and FIFA constituent groups accommodation



# 10.

## 10.5 High-standard business hotels for the FIFA Headquarters

The FRMF is proposing two options for the FIFA Headquarters hotels, both based in Casablanca and offering all necessary infrastructure as set out in the FIFA Hosting Requirements. Each option is a “cluster” comprising two or three separate business hotels, all located in very close proximity, and within easy walking distance of one another. These hotels will deliver ideal working and living conditions throughout the tournament. They meet the highest international quality

standards and together offer comfortable capacity, in the immediate vicinity of Casa-Port train station and potentially, depending on FIFA’s selection, the site of the IBC.

Across both options, FIFA HQ offices will be located within the hotels, on a single site. If necessary, and in order to meet FIFA’s requirement, it will be easy to set up additional office spaces, with a large range of existing offices available close to the hotels.

### 10.5.1 Proposal 1

This first option comprises the following three hotels: the Sofitel Tour Blanche (5\*), the Novotel City Centre (4\*) and the Farah

Hotel (5\*). They will be exclusively reserved for FIFA and located immediately next door to one another.

Name of hotel	Casablanca		
	Sofitel Casablanca Tour Blanche	Novotel Casablanca City Center Hôtel	Farah Casablanca Hotel
Classification	5*	4*	5*
Total rooms	171	281	281
Total meeting rooms	5	5	8
Distance to Grand Stade de Casablanca	42 km	42 km	41 km
Distance to Casablanca Stadium	16 km	16 km	15 km
Hotel ref. (Casablanca map)	11	12	10

### 10.5.2 Proposal 2

The second option comprises the following two hotels: the Grand Mogador and the Mogador Marina. They will also be exclusively

reserved for FIFA and located immediately next door to one another.

Name of hotel	Casablanca	
	Grand Mogador	Mogador Marina Casablanca
Classification	5*	4*
Total rooms	489	192
Total meeting rooms	17	6
Distance to Grand Stade de Casablanca	41 km	41 km
Distance to Casablanca Stadium	14 km	14 km
Hotel ref. (Casablanca map)	9	13

## 10.6 FIFA Congress Hotels

Two options in Casablanca are proposed to host the FIFA Congress scheduled to take place in the week leading up to the opening match, also in Casablanca (see section 19):

- The Palais des Congrès de la Marina;
- The Office des Foires et des Expositions (OFEC).

A total of eight 4\* and 5\* hotels (964 rooms) located in close proximity, both to one another and the proposed Congress venues, will provide the accommodation and working spaces needed for the 1,200 to 1,300 guests expected at this important gathering of the FIFA family.

Name of hotel	Casablanca			
	Hôtel Royal Mansour	Hôtel d'Europe	Hôtel Park Hyatt	Hôtel de Bordeaux
Classification	5*	5*	5*	4*
Total rooms	146	110	129	121
Total meeting rooms	1	1	6	1
Distance to Grand Stade de Casablanca	42 km	43 km	44 km	43 km
Distance to Casablanca Stadium	16 km	20 km	21 km	17 km
Hotel ref. (Casablanca map)	14	15	16	32

Name of hotel	Casablanca			
	Oum Palace	Barcelo Rivoli Hotel	Melliber	Business Hotel
Classification	4*	5*	4*	4*
Total rooms	102	206	90	60
Total meeting rooms	1	7	0	0
Distance to Grand Stade de Casablanca	42 km	44 km	44 km	42 km
Distance to Casablanca Stadium	16 km	18 km	20 km	16 km
Hotel ref. (Casablanca map)	37	44	51	58





# 11.

## AIRPORTS



# 11.

## EXECUTIVE SUMMARY

Significant and ongoing airport infrastructure investment, reflecting a strategic focus on developing international trade and tourism, has equipped Morocco with an extensive, reliable and robust airport network. A total capacity of 50 million passengers per year in 2026 before any specific tournament overlay – will enable this network to accommodate FIFA World Cup™ surges in demand in addition to regular traffic.

### 11.1 Integrated and centralised air transport management

Air transport in Morocco is overseen by four main authorities: the National Office of Airports (ONDA), the Moroccan Directorate-General for Civil Aviation (DGAC), the Ministry of Tourism, Air Transport, Handicrafts and Social Economy and the Ministry of Economy and Finance.

Casablanca and Rabat airports are fully coordinated by the Moroccan Slots Coordinator. This entity will temporarily coordinate all Host City airports during the 2026 FIFA World Cup™ as stipulated in the Airport Agreements.

Morocco is the first and only non-European member of The European Organisation for the Safety of Air Navigation (EUROCONTROL). It gained membership in 2016, building on an open-sky agreement signed with the European Union in 2005. Morocco is now fully integrated into the European system, resulting in more efficient traffic management between Europe and North Africa, safer operations, and thereby a higher level of service for both airlines and passengers.

A dedicated event management committee will be established for the FIFA World Cup™ to act as an experienced, central point of contact across both planning and operational phases, facilitating aspects such as data collection, knowledge management and resource sharing. It will be based in Casablanca with representatives appointed within each Host City airport, ensuring smooth planning, consistent levels of service and effective operational and crisis management.

A staffing plan based on the match schedule and expected traffic will be developed. Additional staff will be recruited and trained, and ONDA permanent staff will be transferrable across the airports concerned. Every proposed airport is accessible and operational 24/7 and will be available with no restriction for event-related flights. Zones in several airports have been identified for temporary facilities that will increase passenger capacity.

Any specific arrangements or procedures implemented for the FIFA World Cup™ will be free of charge.

### 11.2 An extensive airport network

The Moroccan airport network is organised around Casablanca. This central hub is already connected to more than 80 destinations worldwide and served by around 30 national and international airlines. It offers access to any Host City airport in under two hours. Marrakesh is the country's second main international gateway.

The public owned national airline, Royal Air Maroc (RAM), serves this network with great effectiveness, pursuing ambitious development plans in line with the broader national strategy. A major fleet development plan, reflecting a commitment to modernity and its African hub strategy, will bring the total number of RAM-owned aircraft to 52 in 2020, with a 70% increase in total seat capacity expected by 2026.

The low-cost carrier Air Arabia Maroc, based in Casablanca, completes the domestic air transport offer. It also operates international routes from Marrakesh, Fez, Agadir, Tangier and Nador.

### 11.3 Immigration control upgrade

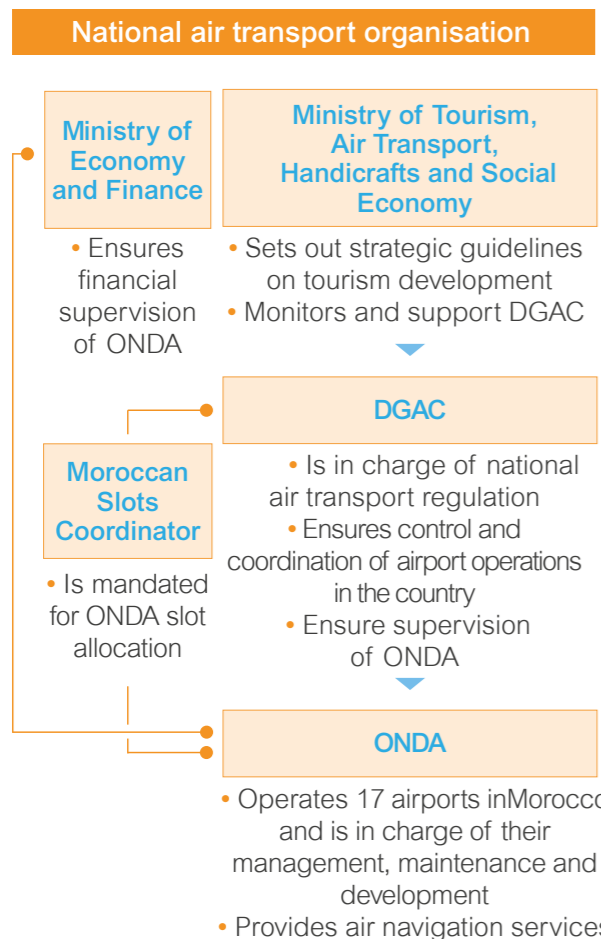
By 2026, the 10 Host City airports will all be equipped with fast-track automated immigration gates, based on the PARAFE system introduced in France in 2009 and soon to be implemented in other European hubs including London Heathrow. The system is proven to reduce waiting times to under 20 minutes. A new immigration control procedure is also planned, complemented by workforce reinforcement and increased police check-points, leading to considerably smoother international flows.

### 11.4 Private aviation and customer service excellence

Morocco is increasingly attracting visitors with very high expectations for customer service. The country saw an increase of 17 % in business aviation traffic between 2011 and 2017. ONDA and the handler NAS Maroc provides high-level VIP services in every airport. To meet the growing demand, ONDA appointed the international leaders Jetex Flight Support (Jetex) and Swissport Executive as Fixed-Base Operators in 2016. One or both currently operate at the airports of Casablanca, Marrakesh, Agadir, Rabat and Tangier. A national concession system will facilitate access to private aviation by offering end-users with an integrated service covering aircraft handling, passenger meet-and-greet and VIP lounge management delivering international quality standards.

### 11.5 Outdoor media inventory secured

All outdoor media inventory at airports has been fully secured by the Royal Moroccan Football Federation (see section 15).



## SUSTAINABILITY

Morocco's aviation sector places a high priority on sustainable development and operations as well as accessibility and human rights. The COP22, hosted in Marrakesh, led to concrete environmental commitments, including landmark ISO 14001 certification for nine ONDA airports. Host City airports are all 100% adapted to welcome passengers with impairments or reduced mobility. All ONDA staff, partners and suppliers in contact with passengers will benefit from dedicated training in equality and anti-discrimination best practice to ensure that airports offer all international visitors the best-possible welcome and first impression of Morocco at tournament time.

# 11.

## 11.6 Modern airport infrastructure ensuring easy access to all Host Cities

### 11.6.1 Casablanca and El Jadida: Mohammed V International Airport

Main airport name	Mohammed V International Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	14 million / 23 million
Number of domestic destinations in 2018	16
Number of international destinations in 2018	83
Airport code – critical aircraft	4E – A380
2026 FIFA World Cup™ hourly capacity	8,789 passengers
2026 distance / travel time to city centre:	
• Casablanca	30 km / 29 min
• El Jadida	110 km / 93 min

<sup>(1)</sup> Potential event-specific overlay included

Located 30 kilometres from Casablanca city-centre with a 36-minute direct train link, Mohammed V airport is Morocco's highest-capacity airport and the main international point of entry. Its two commercial aviation terminals processed 9.4 million passengers in 2017. Plans to almost double capacity by the 2026 FIFA World Cup™ will enable an efficient service in Casablanca and all Host Cities. As the closest airport to both El Jadida and Casablanca, it will also serve as the official airport for these two Host Cities.

#### Infrastructure

Following the extension of terminal T1 and the creation of 18 new parking stands in 2017, ONDA will establish a third runway as well as 15 additional parking stands by 2026. Terminal 2, which is fully dedicated to Royal Air Maroc, will be upgraded and extended. It will be

put into use in 2020. The current terminal T3, used for seasonal traffic, will be decommissioned. Large parking areas at the airport (2,000 car parking spaces, 200 minibus spaces and 30 bus spaces) are currently underused. Part of this space will be made available for event transport operations (drop-off points, buffer zones, dedicated parking spaces).

Event facilities such as event store, ticket collection points or event information desks can be installed on parking areas or the airport terminals forecourts.

#### Connectivity

Mohammed V International Airport offers direct flights to major African, Asian, European, North and South American hubs, and so provides people from all over the world a one-stop air travel to Morocco.

In total, 14 matches will take place in Casablanca and El Jadida, including a semi-final and the Final, making the international connectivity of the host airport essential. The planned use rate of this 23 million-capacity airport is approximately 70% in the summer of 2026. This will allow event charter flights and the operation of bigger modules on regular services.

#### Royal Air Maroc's hub

The airport's growing infrastructure, allied to consistent performance and service quality improvements over recent years, has underpinned the development strategy of the national airline. With record sales revenue in 2017 and an average passenger satisfaction rate exceeding 72%, Royal Air Maroc aims to make Casablanca Mohammed V a major international transit hub.

Already the fourth busiest African airport, it has the potential to become the main continental gateway, notably thanks to its ideal location for developing connections to the Americas and Europe.

Tourism is one of the two main pillars of Royal Air Maroc's development strategy. Indeed, the national airline, together with all air transport stakeholders (DGAC, ONDA), has since 2016 sat under the authority of the Ministry of Tourism, Air Transport, Handicrafts and Social Economy and the Ministry of Economy and Finance. This reflects the fundamental importance of air transport to the country's attractiveness and tourism development. Accordingly, Royal Air Maroc's ambitions do not prevent national and local authorities from working to attract foreign companies, especially low-cost and tourist-oriented carriers. The international network is expected to grow considerably by the 2026 FIFA World Cup™.

In addition to its international connectivity and following the hub strategy, Mohammed V airport offers flight connections to all but one Host City airport in under two hours. The exception, Rabat, can be reached by car or

train in less than 60 minutes. It means that all spectators, local and international, will enjoy easy access to Casablanca and El Jadida from wherever they are based in Morocco.

#### Special constituent groups and operations

The first phase of the nation-wide Fixed Base Operators (FBO) project will see the refurbishment and extension of the current general aviation terminal. Jetex and Swissport Executive will ensure 24/7 VIP operations: business jet handling and maintenance, flight arrangement and weather information provision, parking facilities management, catering, crew and VIP passenger transportation in and out the airport and conciergerie. These services will be used by VIP and team delegations during the 2026 FIFA World Cup™.

In addition to the VIP terminal, three vehicle airside access gates permit simultaneous treatment of several FIFA constituent groups (see section 14 for information on those processes).

Further information is available in template no.9–Airport Infrastructure and Facilities—and associated maps.



## 11.6.2 Marrakesh: Marrakesh Menara Airport

Main airport name	Marrakesh Menara Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	9 million / 12 million
Number of domestic destinations in 2018	3
Number of international destinations in 2018	68
Airport code – critical aircraft	Code E – B747
2026 FIFA World Cup™ hourly capacity	5,370 passengers
2026 distance / travel time to city centre	7 km / 10 min

<sup>(1)</sup> Potential event-specific overlay included

Marrakesh-Menara Airport is the second biggest in Morocco. Its single ultra-modern commercial terminal handled 4.4 million passengers in 2017.

### Infrastructure

In 2016, a world-class terminal renovation combined with apron, taxiways and car parking expansion increased the terminal T1 passenger capacity from 3 to 9 millions. Marrakesh Menara Airport was ranked the “most beautiful airport in the world” by SkyTeam members in 2017 thanks to its magnificent design and outstanding level of service. As part of the well-defined ONDA development strategy, a second phase of redevelopment will see the extension of the former commercial terminal T2 bringing the total airport capacity to 12 million passengers by 2021 and enabling FIFA World Cup™ related traffic to be accommodated. Event facilities such as event store, ticket collection points or event information desks can be installed on the large parking areas or the airport terminals forecourt.

In the framework of the national Fixed-Base Operators (FBO) project, a dedicated business aviation terminal is under construction.

It will be operated by Jetex and Swissport Executive. This 1,000 m<sup>2</sup> area will allow for dedicated and optimised VIP paths, executive lounges, world-class concierge services, smooth customs and immigration services. The two FBO will also ensure a full ground support. The system is ideal for welcoming teams and VIP with flawless service quality, speed and discretion.

### Connectivity

Serving 68 destinations all over the planet, Marrakesh airport is particularly well connected to major European city hubs, including Paris (almost 5,000 seats per week) and London (3,600 seats per week).

### Special client groups and operations

Various large-scale events hosted in Marrakesh have generated exceptional traffic peaks at the airport and between the airport and the city venues: COP 22 (70% increase over a two-week period), three World Policy Conferences (50 private jets carrying international political, economic and civic leaders within a 48-hour period), and two FIFA Club World Cup™ finals.

ONDA is used to dealing with large influxes of officials and private jets as well as supporter waves. It offers considerable experience in developing and implementing relevant actions and procedures to ensure a safe, welcoming and smooth passenger journey: staff planning, flow definitions from aircraft to the security perimeter, event signage, etc. This expertise will be shared within ONDA for the benefit of all Host City airports. Information about safety procedures for team delegation are in section 14.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

## 11.6.3 Agadir: Agadir Al Massira Airport

Main airport name	Agadir Al Massira Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	3 million / 4 million
Number of domestic destinations in 2018	3
Number of international destinations in 2018	50
Airport code – critical aircraft	Code E – B747
2026 FIFA World Cup™ hourly capacity	2,339 passengers
2026 distance / travel time to city centre	26 km / 26 min

<sup>(1)</sup> Potential event-specific overlay included

Agadir Al Massira airport is the third busiest in the country. Located 30 minutes away from the city’s stadium, it is a great asset for the Host City due to stage seven matches in the tournament including a quarter final.

### Infrastructure

One single 28,000 m<sup>2</sup> commercial terminal offers an annual capacity of three million passengers. With 10 contact aircraft stands and six boarding gates, smooth operations are currently assured for up to eight departures per hour. This capacity will be increased by 2026 thanks to a refit of the terminal to optimise flow management, new boarding gates, main apron reconfiguration and delivery of additional aircraft stands.

Agadir is now one of Morocco’s most popular tourism destinations, making the upgrade of its airport one of ONDA’s priorities. It attracts more and more low-cost and charter carriers every year. Concrete improvements have already been made over recent years, including a full reconfiguration of the immigration control area and the purchase of modern check-in desks and boarding equipment. The car parking area offers

1,310 spaces, representing a large underused zone that will be repurposed during the event to house temporary facilities such as ticket collection points, information desks and an event store. A parking area for 230 taxis is also underused and will be available as a buffer zone for event transport operations.

### Connectivity

Agadir Al Massira airport is linked to 50 international destinations. The highest capacity routes to major European hubs are Paris with 21 flights per week and Brussels and London with daily flights from each. At least four flights per day are operated by Royal Air Maroc to Mohammed V airport. The frequency and modules will be adapted to the event schedule.

Charter flights can be operated from major international hubs to meet demand. The aircraft parking capacity and 3,200m-long runway is perfectly adapted to such operations, which is very similar to the airport’s regular low-cost and charter traffic.

### Special constituent groups and operations

The airport’s “salon d’honneur” is used for VVIP operations and has dedicated airside vehicle access as well as a car parking area within the airport security perimeter. Some FIFA constituent groups will be able to use that process (team delegations, VVIP). A large apron is dedicated to general aviation with 27 stands.

Two VIP lounges within the terminal are managed by NAS Maroc. This service is linked with VIP transport thanks to a dedicated pick-up zone in the airport’s forecourt.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

#### 11.6.4 Fez and Meknes: Fez Saiss Airport

Main airport name	Fez Saiss Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	2.5 million / 3.7 million
Number of domestic destinations in 2018	2
Number of international destinations in 2018	32
Airport code – critical aircraft	Code E – B747
2026 FIFA World Cup™ hourly capacity	2,200 passengers
2026 distance / travel time to city centre:	
• Fez	17 km / 17 min
• Meknes	76 km / 69 min

<sup>(1)</sup> Potential event-specific overlay included

Fez Saiss Airport is situated in the vicinity of the two Host Cities Fez and Meknes. An airport shuttle connects the airport to Fez's central train station. At least 25 trains run every day between Fez and Meknes (35-minute journey). Direct airport shuttles will operate during the 2026 FIFA World Cup™. Information about ground transportation between the airport and the two Host Cities is included in section 12.

##### Infrastructure

The brand-new terminal T2 was inaugurated in 2017. Its total capacity of 2.5 million annual passengers per year will not be reached before 2030; the utilisation rate was under 45% in 2017. The large forecourt, public hall and separated check-in area facilitate crowd management, making it easy to implement flow division procedures.

The terminal also offers several options for locating an event store or ticket collection points – a real asset for an airport serving two Host Cities and 13 matches across the tournament. Two of these games are knock-

out-stage matches that can be expected to generate a significant number of charter flights.

Eight airstairs allow for simultaneous boarding of aircrafts and an adequate handling and safety staffing plan will raise the hourly capacity to 2,200 passengers. The former terminal T1 is not currently in use, though fully equipped and operational. It will be refurbished by 2026 and will enable spatial segregation between different constituent groups or supporter flows. Three VIP lounges operated by the national handler NAS Maroc are located at arrivals in T1 and T2, and at departures in T2.

##### Connectivity

Six flights per week connect Fez Saiss Airport to the Mohammed V hub. This frequency will be increased by Royal Air Maroc during the event. Bigger modules can also be operated since the airport can receive code E aircraft. The strategy will be precisely defined in the national airline's event programme.

Fez Saiss Airport is well served by low-cost carriers such as Ryanair and Transavia. Several airlines already operate from Fez to Paris Orly, Paris Charles-de-Gaulle and Paris Beauvais, with capacity currently at 3,500 seats per week between Fez and the French capital. In addition to the Mohammed V hub, Paris therefore offers further one-stop access to Fez and Meknes from all over the world. Direct routes also exist between Fez Saiss Airport and many European capital cities: Amsterdam, Brussels, Lisbon, London and Madrid. Direct routes to Germany will be created in 2018. Ryanair has been reinforcing its presence reaching 28 flights per week in 2018 and 675,000 passengers last year.

##### Special constituent groups and operations

Like most airports in Morocco, Fez Saiss successfully handles Hajj<sup>(1)</sup>-related operations every year. Its proximity to very populous cities (Fez, Meknes, Taza) makes it especially popular. Special Hajj operations are comparable to supporter operations, involving large crowds, infrequent flyers and, ideally, segregation with regular traffic. For the Hajj, all stakeholders are involved in the operations planning and delivery: ONDA, DGSN<sup>(2)</sup>, customs, Gendarmerie Royale and local city authorities. Safety and security are ensured by excellent inter-agency coordination, and temporary facilities are put in place to guarantee an efficient flow management and good level of service. For instance, in 2017, temporary equipment such as safety barriers, event signage and mobile lavatories were installed inside and outside of the terminal (T2). Such measures will again be implemented for the 2026 FIFA World Cup™.

On top of these, a 6,000 m<sup>2</sup> space was identified by ONDA to install temporary facilities: check-in area, waiting zone, information desks, etc. to smoothen operations.

The VIP service managed by NAS Maroc will be accessible to all FIFA constituent groups. For special guests, a VVIP lounge, managed by ONDA, will be used upon request.

Officials and team delegations can be picked-up and dropped-off on the tarmac via the two road access routes. Two gates allow direct access to airside with a safety checkpoint. One gate is usually used as the main road access to tarmac in regular airport functioning; the second one is dedicated

to VIP and special flights. This offers the possibility to handle two constituent groups (two team delegations, a team delegation and a private jet, etc.) simultaneously and with an excellent level of service.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

##### Bessatine military airport

In addition to Fez Saiss Airport, and thanks to the great cooperation of the Royal Moroccan Armed Forces (FAR), Bassatine military airport (IATA code: MEK, OACI code: GMFM) can be solicited if required for teams and VVIP.

Located in the city of Meknes and reachable by car within 20 minutes from Meknes Stadium, it is owned and operated by the Royal Moroccan Air Force. Its 2,670m long runway can receive code D aircraft such as B767-300 or A310-300. As a military airport, it guarantees quick and safe passenger processing. No night flight restrictions are in place. The facility can be used by team delegations for matches in Meknes and for some VVIP flight operations.



<sup>(1)</sup> Pilgrimage to Mecca

<sup>(2)</sup> General Directorate of Territorial Surveillance

## 11.6.5 Rabat: Rabat-Sale Airport

Main airport name	Rabat-Sale Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	1.8 million / 5.5 million
Number of domestic destinations in 2018	0
Number of international destinations in 2018	13
Airport code – critical aircraft	Code 4E – B747
2026 FIFA World Cup™ hourly capacity	2,976 passengers
2026 distance / travel time to city centre	11 km / 12 min

<sup>(1)</sup> Potential event-specific overlay included

Rabat-Sale airport is located just over 10 kilometres away from the city's world-famous medina. Easy to access by a regular shuttle, this airport will be used for team delegations and VIP flights as well as charter services. Mohammed V International airport is reachable in less than 90 min by road or train. It will be used as a support airport for international charter flights.

### Infrastructure

Major extension works has taken place over the past 10 years, including the delivery of a refurbished terminal T1 in 2012. The airport's total capacity is 1.8 million passengers per year; more than 900,000 passengers were processed in 2017, representing a tripling of traffic over the past five years. Rabat-Sale is IATA level 3 coordinated and thereby benefits from optimised slot management. In line with the national priority to develop tourism and international trade, a new terminal T3 will be built by the 2026 FIFA World Cup™. A new control tower, rescue fire fighting infrastructure and 200 additional car parking spots will also be put into use. The second terminal T2 is exclusively used for the Hajj and will be free during the FIFA World Cup™.

In conjunction with T1 renovation, it was modernised and refitted to enable smoother operations and a higher level of service for very specific client group. T2 can be dedicated to event supporter flights. Distributing flows between T1, T2 and T3 will allow full segregation of three different constituent groups. Event facilities such as event store, ticket collection points or event information desks can be installed on parking areas or on the airport terminals forecourts.

### Connectivity

Although Mohammed V is the country hub, Rabat-Sale is also directly connected to major international airports worldwide. It offers 30 direct flights a week to Paris as well as regular direct services to Abu Dhabi, Brussels, Charleroi, Dusseldorf, Girona, London, Madrid, Marseille, and Rome. Rabat-Sale is served by RAM. The presence of airlines such as Etihad, Air France, Ryanair and TUIFly, which all have experience in chartering, will make the airport especially attractive.

### Special constituent groups and operations

Rabat being the political capital of Morocco, officials are often processed in its airport. The presence of Jetex and Swissport Executive, already in charge of all business aviation-related operations, will be reinforced by 2026. Smooth and discrete operations are put in place with fleet access to airside and tarmac pick-ups. Half of the airport platform is owned and operated by the Royal Moroccan Air Forces. Military facilities can be used to segregate high security and service level flights. More information about these procedures can be found in section 14.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

## 11.6.6 Tangier: Ibn-Battouta Airport

Main airport name	Ibn-Battouta Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	1.3 million / 5 million
Number of domestic destinations in 2018	3
Number of international destinations in 2018	17
Airport code – critical aircraft	Code E – B747
2026 FIFA World Cup™ hourly capacity	2,769 passengers
2026 distance / travel time to city centre:	15 km / 15 min

<sup>(1)</sup> Potential event-specific overlay included

The recent growth of tourism in Tangier led to a 26% traffic increase in Ibn-Battouta airport between 2015 and 2017.

### Infrastructure

ONDA responded to increasing demand by putting into service a new state-of-the-art terminal T2 in 2008. It is currently used by 9 airlines and offers a total annual capacity of 1.3 million passengers. Its latest-generation and eco-friendly facilities enable smooth operations and optimised flow management and benefit from top-of-the-range terminal equipment.

The old terminal T1 is operational but not currently in use. T1 is ideally suited to accommodate non-regular commercial flights such as supporter charter flights. A third terminal will be built and put into use before 2025, with a total additional passenger capacity of 3 million per year.

In total, the airport will have capacity for 5 million passengers in 2026, with estimated expected traffic of 2.28 million passengers. T2 will be entirely dedicated to the event.

Tangier Ibn-Battouta airport will be a great asset in FIFA World Cup™ operations, thanks to its substantial overcapacity and three different commercial terminals, enabling segregation of different groups.

Event facilities such as an event store, ticket collection points or event information desks can be installed on parking areas or the airport terminals forecourt.

### Connectivity

In addition to eight weekly flights from Casablanca's hub airport, Ibn-Battouta airport offers a regular direct service to the Host City Nador. Event flights operated by Royal Air Maroc to other Host City airports can easily be implemented.

The airport's efficient and smooth management, enabling short turnaround time, has attracted low-cost and charter carriers such as Ryanair, Air Arabia Maroc and Vueling. Tangier is now well connected to France, Spain and Belgium with at least 10 flights per week. Having low-cost and charter carriers already operating at the airport will facilitate the organisation of charter flights during the event and the development of temporary air routes.

### Special constituent groups and operations

Swissport Executive has been operating business flights and VIP lounges since 2013 and will establish a dedicated terminal by 2026 as part of the national FBO project. This terminal will be used for certain FIFA constituent groups such as team delegations and guests travelling in private jets or chartered aircraft.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

### 11.6.7 Nador: Nador Al Aroui Airport

Main airport name	Nador Al Aroui Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	750,000 / 2.5 million
Number of domestic destinations in 2018	3
Number of international destinations in 2018	17
Airport code – critical aircraft	4E – B747
2026 FIFA World Cup™ hourly capacity	1,639 passengers
2026 distance / travel time to city centre	28 km / 27 min

<sup>(1)</sup> Potential event-specific overlay included

Nador Al Aroui airport has seen a 15% increase in traffic over two years, reaching 700,000 total passengers in 2017.

#### Infrastructure

The single terminal is currently undergoing extension and modernisation works, accordingly to the ONDA's upgrade strategy for all its airports.

By the 2026 FIFA World Cup™, it will provide the same quality and high level of service as Marrakesh and Fez airports with a total surface area of 20,000 m<sup>2</sup> (currently 5,000 m<sup>2</sup>).

Total passenger capacity will almost increase three-fold, with an estimated utilisation rate of 70%. New cutting-edge terminal equipment and apron expansion will allow for smoother and faster operations; the forecourt and car parking area will also be extended and modernised. These large spaces offer several possible locations to house an event store or ticket collection points.

Upgrade work is already in progress and the commercial terminal currently out of use.

Hangars, refurbished and equipped for the purpose, are temporarily being used for passenger management. This system will again be deployed for the tournament in 2026, to increase daily capacity to 39,336 passengers.

The airport is normally used for short turnarounds and so does not require a large number of parking stands. If necessary during the tournament, aircraft can easily park in other ONDA aerodromes after passenger drop-off.

#### Connectivity

The airport is well served, with flights to 20 destinations including three regular services per week to the Mohammed V hub. This frequency will be increased to meet tournament demand.

Low-cost carriers such as Ryanair, Air Arabia Maroc and TUIFly generate most of the traffic, connecting Nador to Europe. The principal routes are to Amsterdam and Brussels. Depending on the match schedule, charter flights will be operated by these airlines and Royal Air Maroc from well-chosen European hubs.

#### Special constituent groups and operations

Nador Al Aroui airport handles private flights with a great level of service thanks to its two direct access gates to tarmac, equipped with passenger and bag safety check-points. See section 14 for details related to team delegations' measures and VIP in airports.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

### 11.6.8 Ouarzazate: Ouarzazate International Airport

Main airport name	Ouarzazate International Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	360,000 / 1.3 million
Number of domestic destinations in 2018	2
Number of international destinations in 2018	2
Airport code – critical aircraft	4C - B737
2026 FIFA World Cup™ hourly capacity	1,000 passengers
2026 distance / travel time to city centre	2 km / 3 min

<sup>(1)</sup> Potential event-specific overlay included

Ouarzazate airport is essential to regional economic development plans. The 2026 FIFA World Cup™ offers a unique opportunity to improve Ouarzazate's connectivity and profile. The area holds enormous tourism potential as the "gateway to the desert". Measures, including a landing tax cap, are already being implemented in an effort to attract new airlines.

#### Infrastructure

Local development plans have led to significant investments, allowing for the installation of Instrument Landing System (Cat II) on the 3,000m long runway; safety and security upgrades to bring the airport in line with international standards; and the building of a new control tower.

Event facilities such as event store, ticket collection points or event information desks can be installed on parking areas of the airport terminal forecourt. With optimised management, workforce reinforcement and additional safety equipment, the current terminal will see its capacity be significantly

increased for the event. A temporary terminal located on a 10,000m<sup>2</sup> area identified by ONDA, dedicated additional operational staff (ONDA, NAS Maroc) and safety staff (FAR, Gendarmerie Royale, DGSN) will also be involved to reach a capacity of 1,000 passengers per hour.

The exceptional 2026 FIFA World Cup™ traffic and operations will be managed smoothly thanks to excellent coordination with airlines and real-time passenger communication.

#### Connectivity

Six flights per week are operated by Royal Air Maroc from Mohammed V and three from Marrakesh Menara airports. These routes connect the region to the world.

During the tournament, the strategy will focus on reinforcing national connections, with the hub system offering the best option to ensure smooth and efficient access to the city.

Further information about the ground service to be put in place during the 2026 FIFA World Cup™ are in section 12.

#### Special constituent groups and operations

Direct access to tarmac will be used for team delegations and FIFA guests (see section 14 for more information).

Part of the platform is operated by RMAF and military facilities can be used to segregate flows, ensuring smooth and fast handling of the most critical constituent groups.

For more information see template no. 9 and associated maps.

### 11.6.9 Oujda: Oujda Angads Airport

Main airport name	Oujda Angads Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	3 million / 3 million
Number of domestic destinations in 2018	1
Number of international destinations in 2018	18
Airport code – critical aircraft	4E – B747
2026 FIFA World Cup™ hourly capacity	1,881 passengers
2026 distance / travel time to city centre	19 km / 19 min

<sup>(1)</sup> Potential event-specific overlay included

Oujda Angads airport is located 15 kilometres from Oujda. It is the 8<sup>th</sup> busiest Moroccan airport but third biggest in terms of capacity. This makes it a great asset for the 2026 FIFA World Cup™, particularly given the Host City's location. The airport's June and July utilisation rate never exceeded 35% over the past five years. ONDA's traffic projections show use at under 50% in 2026, meaning more than 15,000 event-related passengers can be accommodated per day without any further adaptation.

#### Infrastructure

Terminal T2 came into service in 2010. With a surface of 28,000 m<sup>2</sup>, it allows for 2.5 million passengers to be processed every year. Modern design and equipment including 24 check-in desks, 12 safety screening points and 12 boarding gates, enables handling of ten flight departures an hour. Terminal T1 is no longer in use but offers an additional capacity of 500,000 per year, allowing for up to 13 departures an hour without any special measures.

Efficient slot management and workforce planning will help spectators to enter and exit the Host City smoothly and quickly.

As with most Host City airports, the large forecourt, car parking area and public hall offer many possibilities for temporary facilities. The accommodation of an event store, ticket collection points and event information desks will be important given Oujda's geographical situation, which will make Oujda Angads Airport the main entry point to the Host City.

#### Connectivity

Fourteen flights per week connect Oujda Angads Airport to Mohammed V hub. Capacity of this air route will be significantly increased during the event with the use of high capacity Royal Air Maroc aircraft such as Dreamliners.

Oujda is also well connected to Europe with 14 flights per week to Paris and direct routes to and from Belgium, the Netherlands, Germany and countries in eastern Europe.

#### Special constituent groups and operations

The NAS Maroc handler operates two VIP lounges in T2, while ONDA operates two VVIP "salon d'honneur", one in each terminal. Direct airside access will enable tarmac pick-ups for FIFA target groups such as teams or VIP. Further information related to team delegations' measures in airports can be found in section 14.

Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.

### 11.6.10 Tetouan: Tetouan Saniat R'mel Airport and Tangier Ibn-Battouta Airport

Main airport name	Tetouan Saniat R'mel Airport
Night flight restrictions	No
Maximum yearly passenger capacity (2018 / 2026 <sup>(1)</sup> )	170,000 / 1.1 million
Number of domestic destinations in 2018	1
Number of international destinations in 2018	2
Airport code – critical aircraft	4C - B737
2026 FIFA World Cup™ hourly capacity	880 passengers
2026 distance / travel time to city centre	1 km / 2 min

<sup>(1)</sup> Potential event-specific overlay included

The Host City of Tetouan is served by two airports: Tangier Ibn-Battouta and Tetouan Saniat R'mel. Tangier Ibn-Battouta is reachable from Tetouan city centre in less than one hour by road (bus, taxi) via a non-congested national lane. An event shuttle programme can easily be set up during the FIFA World Cup 2026™ based on flight and match schedules. Such a system will enable most charter flights to be operated in Tangier airport, benefitting from its high capacity.

Tetouan Saniat R'mel airport is located one kilometre north of Tetouan city centre. It is a small but modern facility, fully refurbished in 2008. The hub system allows passengers arriving in Casablanca from around the world to connect to Tetouan in a little over two extra hours. Royal Air Maroc operates two flights per week throughout the year. This frequency can be increased during the event and additional charter flights can be organised from Marrakesh (1 hour 10 minutes flight) as well as Casablanca. This will allow a split of charter flights between the airports of Tangier and Tetouan, although the priority in Tetouan will be given to teams and private jets.

#### Infrastructure

The current utilisation rate of Tetouan Saniat R'mel airport is very low (under 20%). It can therefore be a great asset in serving increased regional traffic brought by the FIFA World Cup™. The platform is equipped with a 2,300m-runway, large car parking areas and an ONDA-managed VIP lounge. A 8,000m<sup>2</sup> area on the terminal side is identified to put in place a temporary terminal increasing the capacity to 21,180 passengers per match-day. The layout of this terminal will integrate event facilities such as an event store, ticket collection point or event information desk.

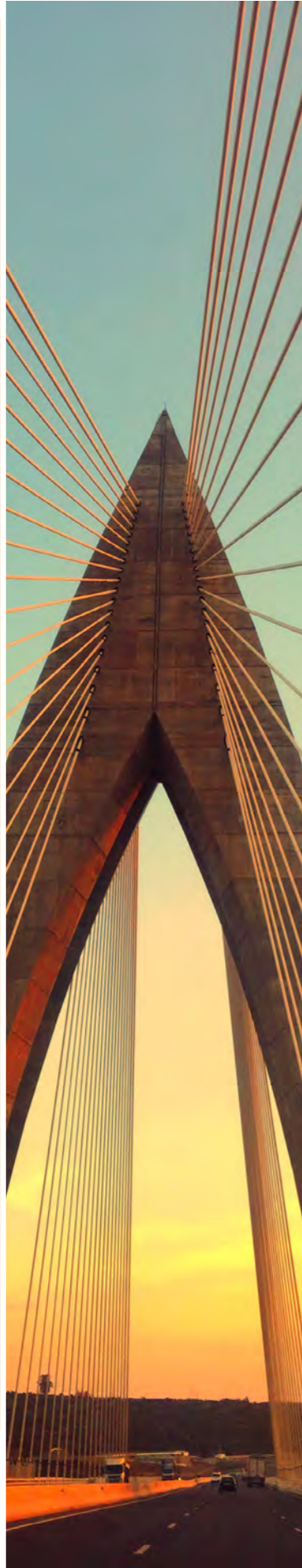
#### Connectivity

The airport is used for commercial aviation mainly in July and August, with an average of less than three flights per day. Temporal segregation will enable event related flights to be handled with a level of service fitting FIFA requirements. Slot coordination, centralised by the Moroccan Slot Coordinator, will smooth this process, helping ONDA to handle the demand of airlines and private operators. In terms of aircraft parking, cooperation with other well-chosen ONDA platforms will allow for the absorption of match-day supporter and VIP traffic.

#### Special constituent groups and operations

Tetouan Saniat R'mel airport will benefit from the ONDA group expertise in terms of major event organisation in addition to its own experience in delivering the best service to private flight users. Thanks to its proximity to the city hotels and stadium, it will be used for team delegations and VVIP (see section 14 for information about tarmac pick-up procedures). The airport offers great potential to contribute to the success of group-stage matches.

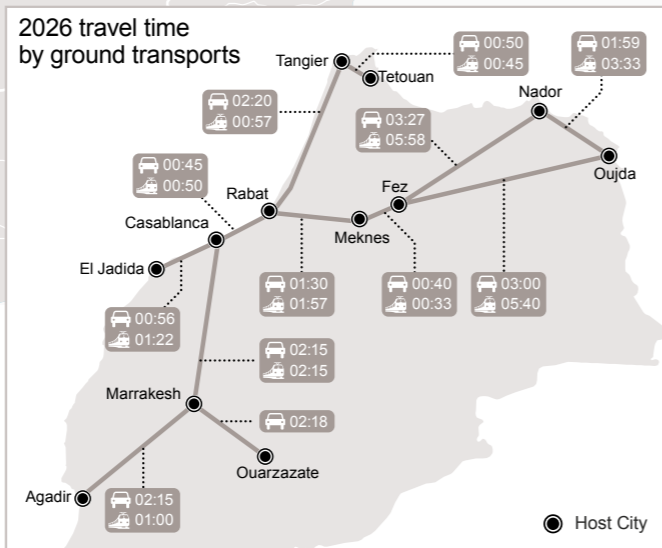
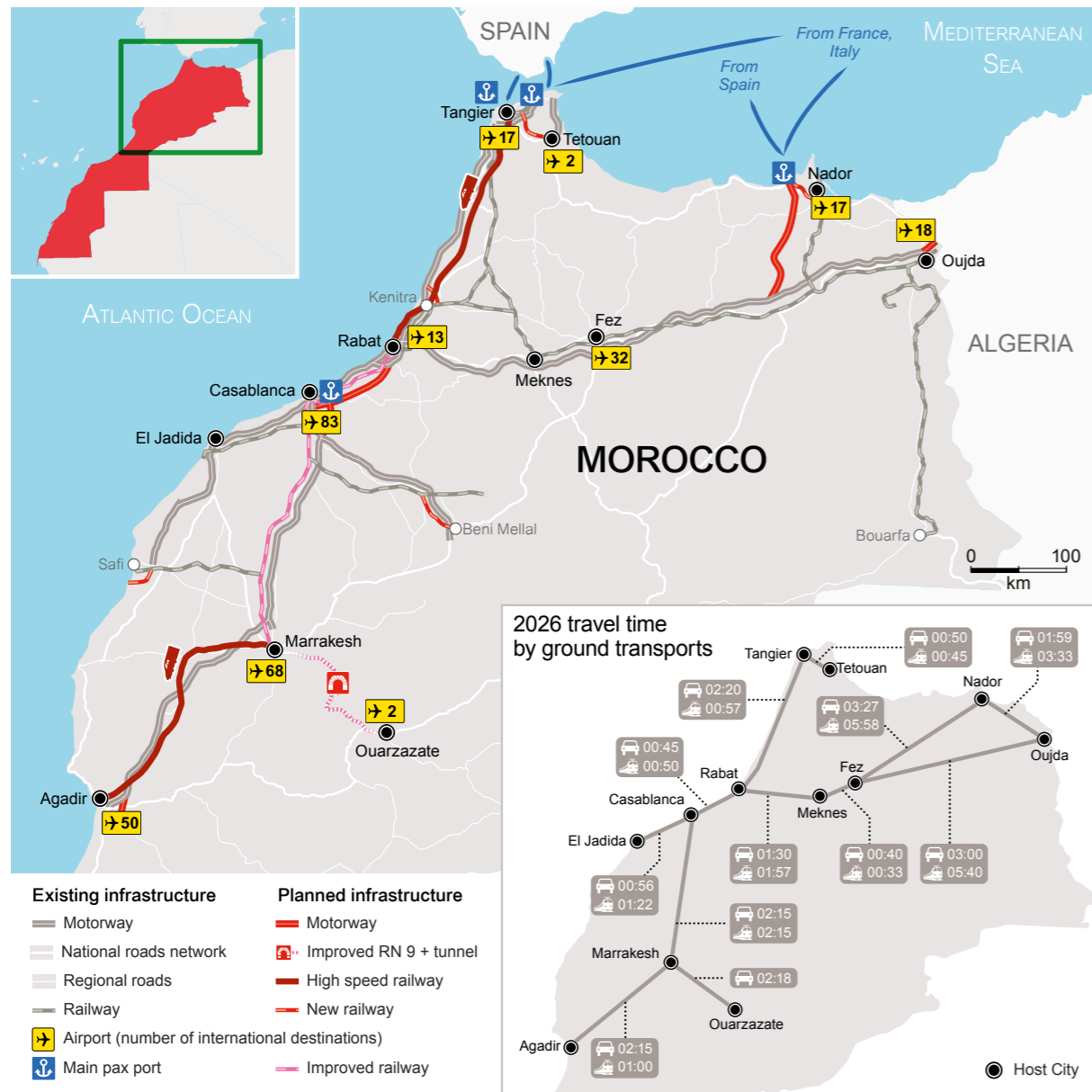
Further information about this airport is available in template no. 9 - Airport Infrastructure and Facilities and associated maps.



# 12.

## TRANSPORT INFRASTRUCTURE AND GENERAL MOBILITY





### EXECUTIVE SUMMARY

Morocco has been continuously investing in its transport system. The country is Africa's leader in terms of the breadth and modernity of its transport infrastructure.

The nation-wide infrastructure and transport strategy is based on a single, central organisational structure, overseen by the Ministry of Equipment, Transport, Logistics and Water. National strategy is rolled-out via Regional Development Plans (PDR), managed under the joint supervision of regional

and local public authorities. Operational management of the national strategy for each transport mode lies under the responsibility of national, publicly-owned operators (see diagram hereafter).

This centralised management enables effective coordination and 100% secure, public financing, sourcing and management of infrastructure development projects. It will guarantee the efficient delivery of already planned projects that will reinforce the great compactness of 2026 FIFA World Cup™

**Ministry of Equipment, Transport, Logistics and Water**

- In charge of the national transport strategy
- Parent ministry and regulatory authority of operators (100% publicly owned)

- National Ports Agency - ANP
- National Railways Agency - ONCF
- Moroccan Motorways National Company - ADM

transport plans and further enhance the broad range of modern multi-modal transport solutions available nationwide. All the national and local authorities and transport operators are fully committed to total compliance with FIFA's technical standards in this key area, and will work closely with FIFA and all stakeholders to deliver a transportation plan that ensures:

- A safe, reliable and modern multi-modal transportation plan for the FIFA World Cup™, offering adapted solutions for all mobility needs, including accessibility and specific welcome services for people with reduced mobility and impairments;
- Free intra-city public transport services for ticket holders and accredited persons;
- Specific transportation features for team delegations and other constituent groups, with the aim of maximising comfort and minimising travel times.

### 12.1 Overview of Morocco's national transport network

#### National road transport

Morocco's road network is extensive, modern and constantly improving. The motorway network has seen 250% growth between 2003 and 2016, with an average 100 km of new motorways built every year since 2010. The result is a rich, highly connected network that extends all over the country. The national road network is underpinned by 1,800 km of motorways of the highest standards, complemented by 1,093 km of expressways. It is geographically balanced with overall capacity easily sufficient to absorb the increased road traffic expected for the 2026 FIFA World Cup™. The national road transport development strategy includes ongoing investment in road infrastructure that will directly improve capacities and travel times between Host Cities by 2026 (see below and template no. 10).

Project description	Budget (USD)	Project phase	Delivery date
National Road no. 9 major improvements between Marrakesh and Ouarzazate - 177-km project	184 million	In progress	2025
New tunnel construction between Marrakesh and Ouarzazate - 12-km project	821 million	Preliminary studies	2025
Enlargement of the Casablanca bypass motorway to 2x3 roads - 31-km project	82 million	To begin in 2018	2021
Enlargement of the Casablanca - Berrechid motorway to 2x3 roads - 26-km project	96 million	To begin in 2018	2021
Tit Mellil - Berrechid motorway construction - 29-km project	123 million	To begin in 2019	2022
Nador serving motorway construction - 77-km project	410 million	To begin in 2019	2022
Continental Rabat -Casablanca motorway construction - 60-km project	359 million	To begin in 2021	2024
Oujda bypass motorway construction - 23-km project	133 million	To begin in 2022	2024
Agadir bypass motorway construction - 15-km project	62 million	To begin in 2021	2023

Road transport solutions are one of Morocco's key assets, given the country's compact geography and growth as a tourism destination. Many regular public and private bus lines connect all the Host Cities to each other, complemented by inter-city tourism coaches and a large inter-urban taxi fleet. Morocco will therefore be able to offer a wide range of adaptable transport services, ensuring visitors safe and comfortable travels between Host Cities. Supporting Morocco's passenger transportation sector modernisation strategy, measures including tax incentives and pollution emission regulations have encouraged fleet renewal with new and lower carbon-emitting vehicles of all types. More than 7,000 buses / coaches are currently operated nationally by two major transport operators (CTM, Supratours) together with many small companies. Combined, they transport one million passengers per day on the national road network. Overall road transport capacity is expected to rise by 2026 and will, if necessary, be enhanced through rental partnerships with European providers. This will guarantee the delivery of a range

of road mobility solutions adapted to all users' needs. In parallel, an ambitious programme of renovation or construction of modern bus stations will ensure efficient, high-capacity connections between the national road network and local public transport services in the main Moroccan cities. All official tournament vehicles will benefit from free special access through automatic control service lanes of Moroccan motorway tolls.

### Railway transport

The Global Competitiveness Report of the World Economic Forum ranks Morocco first in Africa for the quality of the country's railway infrastructure, emphasising its modernity and safety. In 2018, history will be made when Africa's first-ever high-speed train service will be operational between Tangier and Kenitra, marking the completion of the first 200 km phase of a planned 1,500 km, nationwide high-speed rail development. The rail transport strategy also includes other already-budgeted and major projects all over the country (see below).

Project description	Budget USD	Project phase	Delivery date
High-speed railway service between Tangier and Kenitra - 200-km project	2.35 billion	Regulatory testing	Nov. 2018
High-speed railway between Kenitra and Rabat	718 million	Works preparation	2023
Capacity increase on Kenitra - Casablanca railway	462 million	Final phase	Oct. 2018
Doubling of the railway infrastructure between Casablanca and Marrakesh	246 million	Delivery in progress	June 2018
High speed railway between Marrakesh and Agadir - 243-km project	4.5 billion	Railway design complete	2025
Tanger - Tetouan direct rail connection - 42-km project	380 million	Preliminary studies	2023
Doubling of the railway infrastructure between Casablanca airport and city-centre	TBC	Preliminary studies	2022
Delivery of five fully renovated, modern train stations: Tangier, Kenitra, Rabat Ville, Rabat Agdal and Casa Voyageurs	236 million	Works finalisation	Aug. 2018

In 2016, the Nation Railways Office (ONCF) transported 39.5 million passengers, operating 220 trains per day. The current passenger fleet comprises 351 locomotives and 567 coaches. Landmark rail infrastructure development is set to vastly improve services over the coming years. Key benefits will include significant reduction in travel times between Host Cities; fleet renewal and development with more than 100 new, modern trains delivered by 2022; significantly higher capacity and frequency of service on core routes, accommodating additional 2026 FIFA World Cup™ demand; renovated stations offering better multimodal connections; digital tickets; and real-time traffic management services for passengers.

Overall, existing infrastructure combined with ongoing and planned improvements will make rail transport a key pillar of the transportation strategy for the FIFA World Cup™. It will guarantee sustainable, safe, reliable, and fast connections between Host Cities for large numbers of visitors.

### Air Transport

Ten airports are identified as Host City airports based on their location. The main points of entry in terms of traffic and international connectivity are the Mohammed V hub in Casablanca, along with Marrakesh and Agadir airports. All Moroccan international airports propose direct connections with many countries all over the world and through connections via main international hubs.

Port infrastructure	Total passenger capacity (2017)	Passenger traffic (2017)	Regular maritime lines (2017)
Tanger Med port	(Y): 7 million pax (D): 40,000 pax	2.72 million pax	Algerias (Sp) 40/day Barcelona (Sp) - Genoa (It) 7/week Barcelona (Sp) - Sète (Fr) 7/week Barcelona (Sp) - Savone (It) 1/week
Tanger City port	(Y): 1.5 million pax (D): 5,000 pax	1.3 million pax	Tarifa (Sp) - 24/day
Nador Port	(Y): 1.73 million pax (D): 5,800 pax	465,365 pax	Almeria (Sp) - 44/week Motril (Sp) - 7/ week Sète (Fr) - 1/week Barcelona (Sp) - 1/week

Bilateral conventions signed between the national carrier Royal Air Maroc and regional authorities over the last five years aim to support regional economic development strategies by facilitating access. Royal Air Maroc's development strategy complements the infrastructure development plan of the National Office of Airports (ONDA), the sole Moroccan airport operator. It is expected to deliver growth of more than 70% in whole Morocco's air transport offer by 2026, ensuring sufficient capacity to absorb the additional 2026 FIFA World Cup™ demand.

The domestic air network currently includes 19 destinations and will notably expand through the planned development of direct inter-city air connections, all under two hours' travel time. The 2026 FIFA World Cup™ air transport system will be based on a commuter traffic between Casablanca / Marrakesh and Host City airports, thanks to the reinforcement of existing routes (in both frequency and aircraft capacity, see section 11 for further information about air transport and airports).

### Ports and maritime transport

Morocco is located just 14 km from Europe and its passenger traffic port infrastructures offer an excellent alternative solution for visitor entry to the country. Two Host Cities, Tangier and Nador, are equipped to accommodate passenger (as opposed to just cruise ship) traffic.

Each of these ports benefits from direct connections to ground road / rail infrastructure, with sufficient capacity to absorb significant increases in passenger numbers. Infrastructure development is planned for each port to enhance disembarking areas; upgrade maritime station infrastructure and to improve the turnover of ferries. Workforce will be reinforced during the competition period, both in ports management and at border controls, where accelerated immigration procedures will deliver attractive alternative entry points for visitors wishing to drive to the tournament from Europe.

## 12.2 Transportation plan for the competition

Morocco's general transport strategy for the FIFA World Cup™ guarantees a unique degree of flexibility and offers the opportunity to propose different comfortable, fast and synergetic transport solutions between and within each Host City.

### 12.2.1 Dedicated organisation and project management

A 2026 FIFA World Cup™ Transport Steering Committee is to be established under the joint authority of the Ministry of Equipment, Transport, Logistics and Water and the Ministry of Interior. Bringing together all national administrators, public transport operators, local stakeholders and operators from each Host City, it will take charge of transportation plan management, during both planning and operational phases whether at the national or local levels. This will optimise preparations, enabling efficient sourcing and delivery of new or renewed local and national infrastructure and services development. It will also ensure effective operational and crisis management. Special focus will be placed on developing

multimodal capacities and adapted parking solutions.

### 12.2.2 Integrated transport plans for all types of populations

#### Transport strategy for team delegations and other constituent groups

The transport plan for team delegations is designed to provide them with the fastest, most comfortable solutions available for journeys from Base Camps to Venue Specific Team Hotels and onwards to stadiums. No matter the combination of Team Base Camp and Host City, the plan will ensure no journey will take more than three hours, door to door.

Where relevant, high-comfort rail options will be offered. The ONCF will provide special train services including secured coaches dedicated to delegations. The national air transport company, RAM, will provide the 48 teams with a dedicated fleet of eight aeroplanes, specifically configured for recovery purposes, and managed in terms of dynamic geographic allocation along with matches schedules and Team Base Camps locations.

Dedicated state-of-the-art coaches will be provided to each team, supported by police escorts and priority traffic lanes on some national and local roads, ensuring the fastest travel time possible for transfers from the train station or airport of each Host City.

The same philosophy will be applied for other constituent groups, with specific transportation plans meeting all FIFA requirements.

#### General public mobility strategy

The inter-Host City transportation plan for fans and the general public will make the most of Morocco's extensive and reliable air, road and rail network.

It will include the following aspects: additional road, train and flight services to meet increased passenger demand; guaranteed secured inventory for fans after matches, including trains or flights to all major accommodation cities, to meet commuting expectations around match days in regional Host Cities; and no slot restrictions for international fan charters. Complementary road transport options will also be proposed between Host Cities, using the full range of bus and coach solutions available. Every visitor will therefore have access to a transport solution that suits their needs, budget and comfort expectations. Special packaged public transport fares and transport tickets will be available, allowing easy switching between transport modes on the national and local networks.

Passenger transport information will be delivered via a Morocco 2026 transportation guide containing details of all national and local transport solutions. It will be complemented by a dedicated Internet site and mobile application, offering online purchase as well as real-time information on traffic and best mobility solutions adapted to each type of journey between and within Host Cities. Specific road signage and information in multiple languages will also be deployed on all motorways, key expressways and in train and bus stations. Building on a match-day Park and Ride strategy, parking facilities will be available at the main gateways to each Host City, offering smooth transfer to local public transport services for visitors with individual vehicles.

### 12.2.3 Overview of Host City transport strategies

Host City transport strategies take into consideration the current public transport solutions available and the local transport

development plans already adopted in each Host City, in line with regional objectives. Each strategy relies on three pillars: adaptability, sustainability, and a multimodal approach. In line with the FIFA Hosting Requirements, dedicated free-of-charge shuttles will be implemented to support a "no spectator parking" policy at stadiums.

The shuttle service, available all day long on match days, will be designed to complement enhanced public transport services and propose a direct transport solution to / from stadiums three hours before / after any match. Before the match, combined with public transport capacities, it will enable at least 50% of the stadium's capacity to be transported comfortably within a single hour. After the match, this figure will rise to 70% within one hour. This service will offer frequent and convenient direct access to the stadium from each of the key sites in the city, including Park and Ride facilities.

Dedicated priority traffic lanes will be used where necessary on key local routes. Moreover, in keeping with the FRMF's commitment to a truly sustainable tournament, walking and cycling pathways and bike parking areas will be put in place wherever stadiums are located within a suitable distance of the city centre.

Official transport vehicles for constituent groups will benefit from those dedicated priority traffic lanes within each Host City, thus ensuring fast journeys to stadiums. Police assistance on key crossroads will be deployed to support smooth, safe and secure travel from accommodations and other locations to the stadiums on match days. Existing and additional parking facilities for cars and buses at every stadium will meet with FIFA requirements.

# 12.

## 12.3 Transport system and mobility in each Host City

### 12.3.1 City of Casablanca



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	70 bus lines, 2 Bus Rapid Transit (BRT) lines, 29 km
Rail public transport service	4 tramways lines, 66 km (3 new lines for additional 38 km) National railway service - 4 train stations, including one fully renewed (Casa Voyageurs) and two new stations near each stadium site 1 Rapid Urban Train (RER) between Casablanca and Benslimane
Number of certified taxi vehicles	15,000 urban and inter-urban taxis (2018)

#### Access to the Host City<sup>(1)</sup>

Casablanca has a fast urban roadway running on an east-west axis through the city, as well as a motorway bypass connecting to three of the country's major axes: A1 motorway between Casablanca and Rabat, A1 motorway between the city and El Jadida and A7 motorway between Casablanca and Agadir via Marrakesh. As such, the city is at the heart of the country's road and motorway network.

#### Access to the stadiums

The two future stadiums' sites are well served by existing and planned road infrastructure. The Grand Stade de Casablanca is accessed via the R313 road, directly connected to A1 motorway and RN1 national road. In 2026, it will also be connected to the new Continental Motorway between Rabat and Casablanca, ensuring another direct access route to the stadium from the airport and avoiding Casablanca's ring roads. The Casablanca Stadium is accessed via RN1 national road and A3 motorway.

Both stadiums are moreover ideally located close to railway infrastructure, which will see significant improvement by 2026, including the construction of a new Rapid Urban Train line from Casablanca to the Grand Stade and two train stations near each stadium. These projects, part of a programme to develop the public transport offer, will offer a large range of connections and ensure rail is a widely used option for spectator travel to stadiums.

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

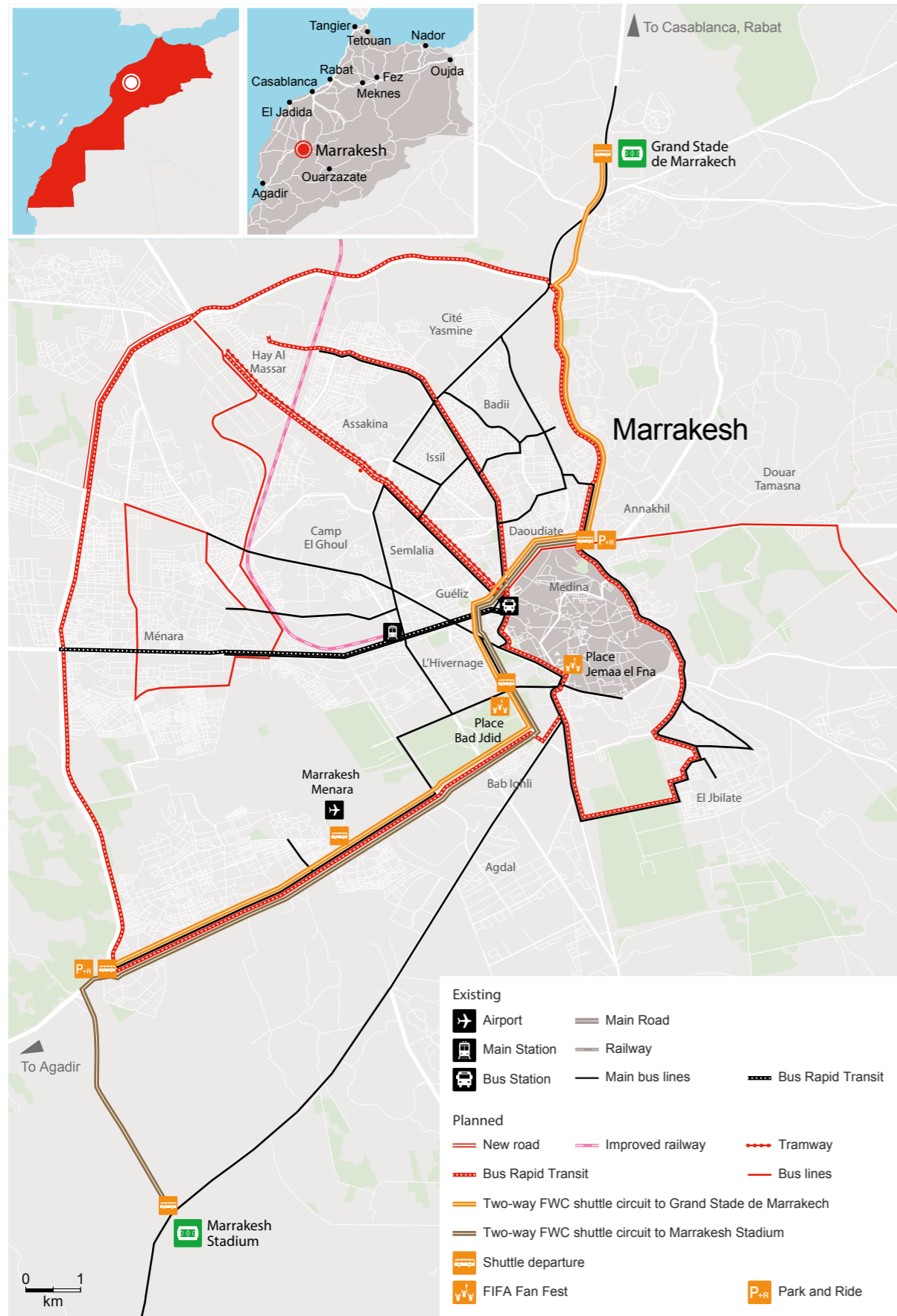
<sup>(3)</sup> Up to 185 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

#### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged for spectator travel to stadiums, in line with environmental commitments and in order to support smooth crowd management. A "no spectator parking" policy will be put in place at all match venues. The policy will be supported by a number of measures:

- **For both stadiums**, the reinforcement of the public transport offer on core lines will provide access from / to the city's key locations. Rail service frequency will be increased on match days so as to enable approximately 14,500 spectators an hour to travel by train from the city centre and the airport to the Grand Stade; and 20,000 spectators to Casablanca Stadium (see map);
- **For the Grand Stade**, a system of additional articulated shuttles<sup>(3)</sup> compliant with the transfer requirements will be implemented on the reserved road lanes, providing a direct transfer to the stadium from key points in the city and serving to transport up to 26,000 spectators an hour back from stadium;
- **For Casablanca Stadium**, the support of a complementary shuttle service is not required for transfer to / from the stadium. A minimum service will nevertheless be proposed.

## 12.3.2 City of Marrakesh



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	63 bus lines 4 (3 new) Bus Rapid Transit (BRT) lines, 30 km 1 long bypass bus line, ~30 km
Rail public transport service	National railway service, including high-speed train service from / to Agadir – 1 train station
Number of certified taxi vehicles	4,700 urban taxis and 1,500 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city has three national roadways providing access to the city on the east-west and north-south axes. Marrakesh is connected to Casablanca in the north and to Agadir in the south via the A7 motorway.

### Access to the stadiums

The stadiums are easily accessed from the road network:

- Marrakesh Stadium is located at the intersection of National Road 9 and of the P2118. The stadium can be reached by two access points from the RN9, and is served by bus lines 24 and 45;
- The Grand Stade de Marrakech can be accessed from road P2009 and via a secondary existing road and is served by bus lines 37 and 38.

In addition to the high-quality existing infrastructure, new planned infrastructure will further improve transport and traffic flow within Marrakesh. Existing and planned car parks will deliver FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadiums. Moreover, new bus lines will significantly extend the city network and so help encourage public transport use.

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 200 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

<sup>(4)</sup> Up to 135 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at stadiums, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, especially the use of direct bus lines to each stadium;
- For the Grand Stade de Marrakech, a system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to the stadium from key points in the city and serve to transport up to 28,500 spectators an hour back from stadium, respecting the transfer requirements (see map);
- For Marrakesh Stadium, a system of additional articulated shuttles<sup>(4)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 19,000 spectators an hour back from stadium, respecting the transfer requirements

The city bike-share system in Marrakesh will offer a dedicated package for spectators wishing to travel to the stadium by bike, supported by new bike stations close to each stadium.

# 12.

## 12.3.3 City of Agadir



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	35 bus lines 3 Bus Rapid Transit (BRT) lines, including 2 new created by 2022
Rail public transport service	High-speed train service to / from Marrakesh, 1 new train station (location to be confirmed)
Number of certified taxi vehicles	2,468 taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city of Agadir is well served by the road network. It can be accessed via the RN1 coming from Essaouira and Tiznit, and via the RN10 that runs alongside Agadir from the west. These two core axes cross Agadir from the north-west to the south-east. The A7 motorway is 10 km to the east and serves to connect Agadir with Marrakesh and Casablanca.

### Access to the stadium

The stadium is near the RN1 and can be reached by car from this roadway, via three access points. In addition to the existing infrastructure, significant access work will be undertaken to provide further stadium access via a new roadway. The stadium will subsequently be encircled by two major roads. Existing and planned car parks will deliver FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium. In terms of public transport, a planned BRT will provide a regular service to the stadium, enabling a significant proportion of spectators to travel to the stadium by bus.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, notably the BRT lines;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to the stadium from key points in the city and serve to transport up to 18,000 spectators an hour back from stadium, meeting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 130 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.4 City of Fez



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	53 bus lines 3 Bus Rapid Transit (BRT) lines, 36 km 6 bus corridors, 45 km
Rail public transport service	National railway service, 1 train station
Number of certified taxi vehicles	3,000 urban taxis and 1,000 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city of Fez is connected to the country's motorway network by the A2 motorway, which links Rabat and Oujda. Access to Fez is also available from the south via the N8, and the north via the N6. A ring road offers the possibility to avoid the city-centre when coming from the south.

### Access to the stadium

The stadium is ideally served by road, located at the intersection of two main roadways: the south ring road and the R503. Three access roads are available for reaching the stadium from these roadways. Existing and planned car parks will deliver FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium. The stadium is also served by a public transport line (bus line 42).

In addition to the quality of the current road access, the stadium will be served in 2026 by a BRT line and will therefore be accessible from the main transport hubs, notably the train station. These lines crossing the city from east to west and north to south will provide many possible connections, ensuring many spectators can travel to the stadium by public transport.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, notably on the current line 42 and the future BRT line leading to the stadium;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 21,500 spectators one hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 80 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.5 City of Rabat



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	60 bus lines
Rail public transport service	2 tramway lines (L1 and L2), 35 km (including 15-km extensions) National railway service, including high-speed train service to / from Tangier; 2 train stations, including 1 fully renewed (Rabat Agdal)
Number of certified taxi vehicles	2,000 urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city of Rabat is easy to access by road – from the south and north via the A1 motorway that runs from Casablanca and Safi to Tangier, and by national road N1 that connects the north-south extremities of the country, from Tangier to Guerguerat; and from west to east, via the A3 to Meknes, Fez and Oujda.

### Access to the stadium

The stadium is currently served by 2 bus lines (7 and 45). Road access is ideal as a result of the stadium's immediate proximity to two core roadways: the A1 motorway and the RN1. The tram line 1, to be extended by 2026, will directly serve the stadium, offering many spectators the chance to travel to matches by public transport. In addition to these new services and existing infrastructure, the presence of a new bus station will provide many options for multi-modal connections, including tram lines from the airport to the stadium via the city-centre; and the extensive bus network.

Existing and planned car parks will deliver FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, notably on bus lines 7 and 45 and on tram line 1. Together, the system will transport up to 8,500 spectators an hour to / from the stadium;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to the stadium from key points in the city and serve to transport up to 16,000 spectators an hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

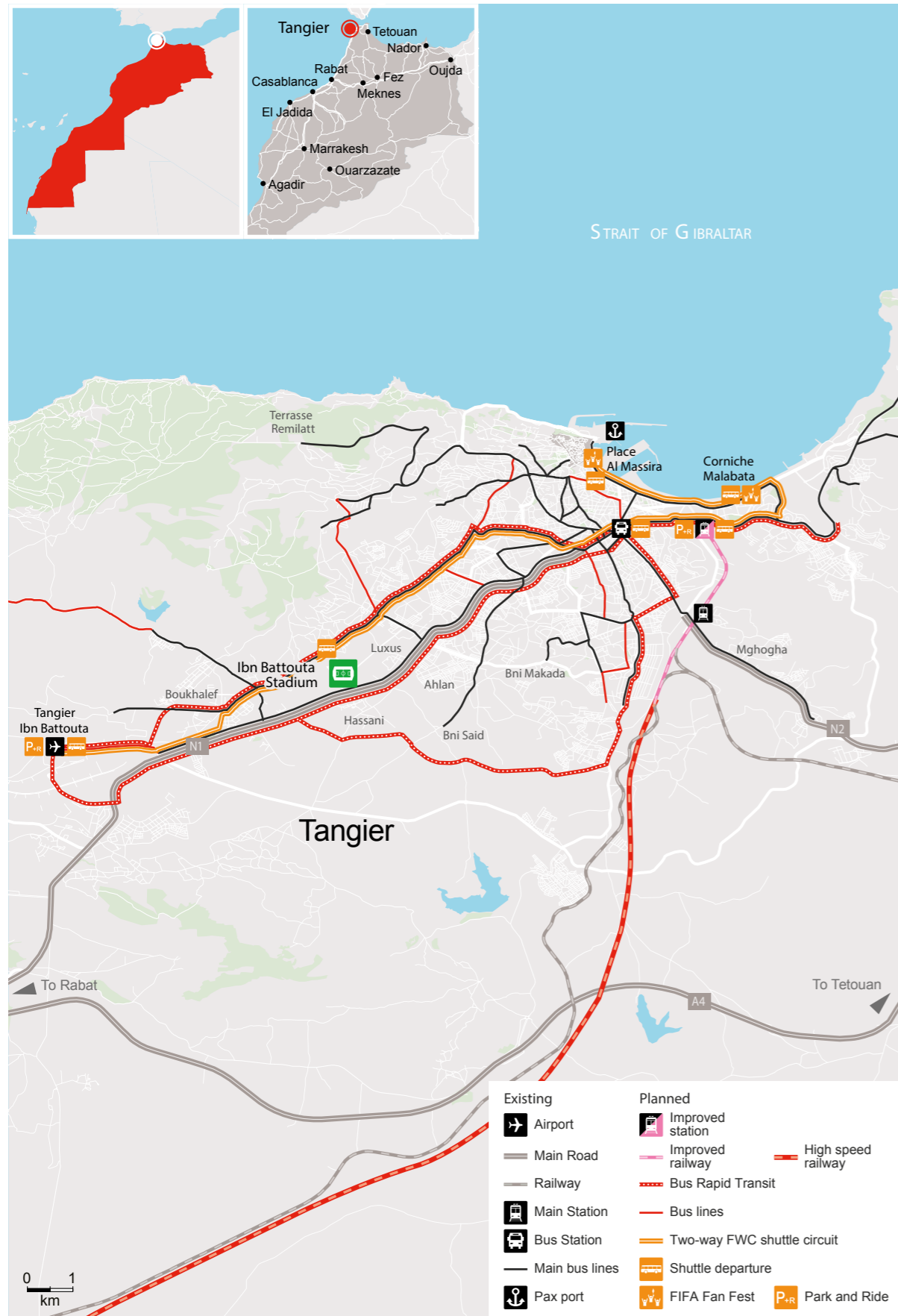
<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 60 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.



# 12.

## 12.3.6 City of Tangier



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	46 bus lines 2 Bus Rapid Transit (BRT) lines
Rail public transport service	National railway service, including high-speed train service from / to Rabat; 2 train stations, one fully renewed (Tanger-Ville)
Number of certified taxi vehicles	2,020 urban taxis and 1,275 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The metropolitan area of Tangier is crossed by three national roads. The city is served by the RN1 from Rabat as well as by the RN2 and the RN10 from the east. Two bypasses connect the three national roads and can be used to bypass Tangier from the south. The city is also connected to Rabat via the A1 motorway and Tetouan via the A4 motorway. This network affords outstanding road access to the city.

### Access to the stadium

The stadium is easily accessed by road, from the west via the RN1, and from the east via boulevard Moulay Rachid. The stadium is currently served by five bus lines (9, 9B, 9C, 2 and 2Y), two of which run directly from the main bus station.

The high-quality existing public transport service to the stadium will be enhanced by a new BRT line and by a new bus line. The resulting network will offer extensive connections from the main transport hubs – both train stations, the bus station, the airport – thereby enabling spectators to travel to the stadium by public transport.

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 85 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

Existing and planned car parks will deliver FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, including increased frequency of service on the existing lines 9, 9B, 9C, 2 and 2Y and on the new BRT line. Together, the service will enable transportation of up to 6,600 spectators in one hour;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to the stadium from key points in the city and serve to transport up to 23,000 spectators an hour back from stadium, respecting the transfer requirements (see map).

# 12.

## 12.3.7 City of El Jadida



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	19 bus lines, 253 km 4 Bus Rapid Transit (BRT) lines
Rail public transport service	National railway service (1 station) 1 Rapid Urban Train (RER) line
Number of certified taxi vehicles	542 urban taxis and 491 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

By road, El Jadida is accessed via the RN1 coming from the south and east of the area. These core roadways provide access to the centre of El Jadida. Moreover, the A1 motorway, located 8 km south of the city, serves to connect El Jadida with Safi and Casablanca.

### Access to the stadium

Road access is assured by the stadium's position, surrounded by the A1 motorway and the RN1. As such, it will be directly served from all major points of origin within the area. Moreover, the stadium is ideally situated in relation to the railway infrastructure.

During construction of the El Jadida Stadium and of the wider Mazagan Urban Project (PUMA) to the north of the stadium (see section 4), significant access work will be undertaken in order to provide access to the stadium from the north and south-west of the area. The new infrastructure will optimise traffic within the city and provide two new roadways for accessing the stadium. A planned service BRT will provide a regular public transport service to the stadium, ensuring a significant proportion of spectators will be able to travel to the stadium by bus.

Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline the operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, notably the future BRT line that will provide access to the stadium in 2026;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 18,500 spectators an hour back from stadium, meeting the transfer requirements (see map).

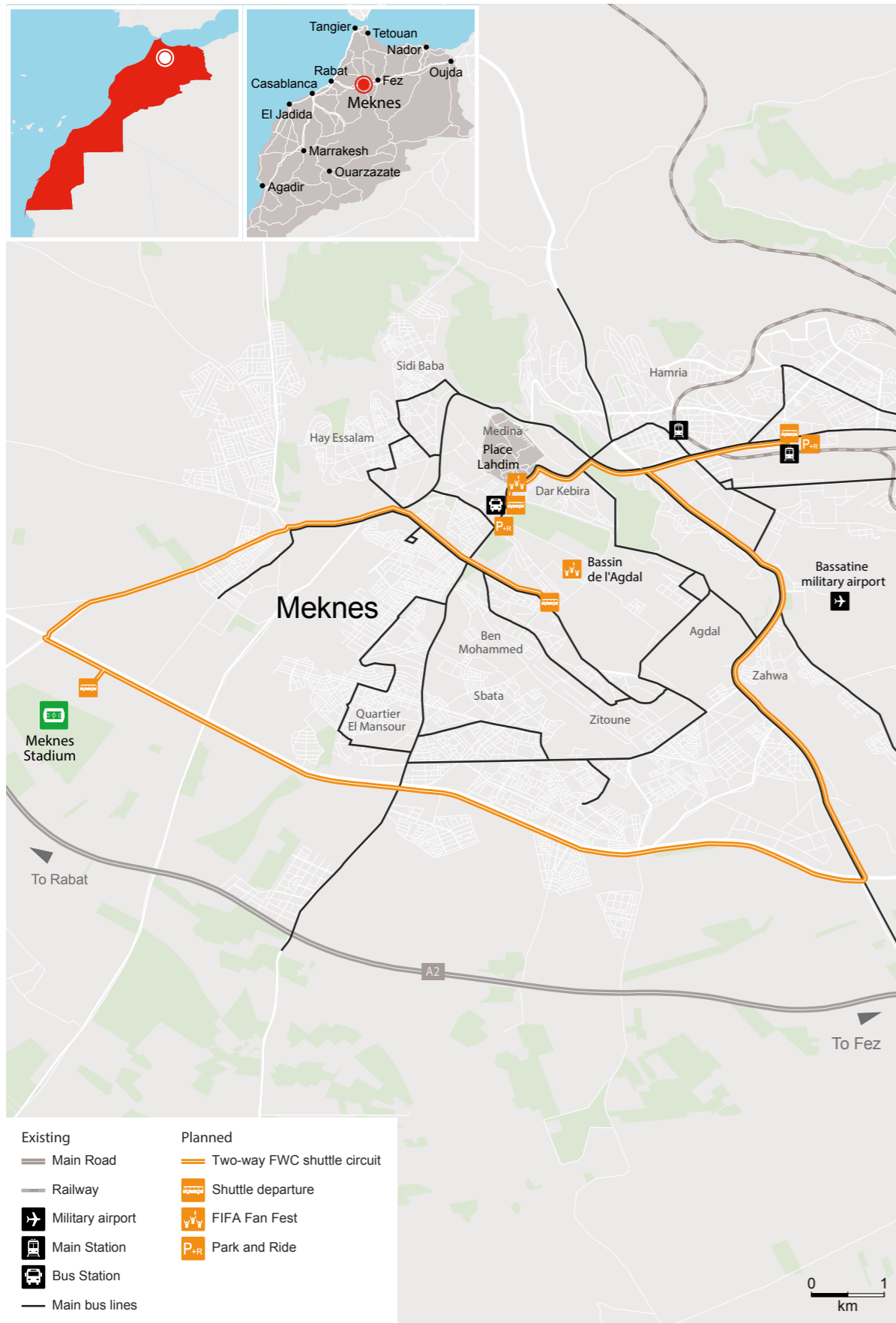
<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 130 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.8 City of Meknes



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	28 bus lines, 464 km
Rail public transport service	National railway service (2 train stations: Meknes train station and Al Amir Abdelkader train station)
Number of certified taxi vehicles	888 urban taxis and 1,235 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

Meknes has a good road network. The city is connected to the A2 motorway by two access roads, the RN13 and the R701, thereby connecting Meknes with the rest of Morocco.

### Access to the stadium

The site of the future Meknes Stadium is already accessible by road via the city's east entrance using A2 motorway, which is 2 km from the stadium, and also via national roads RN6 and RN13.

During construction of the Meknes Stadium, significant access works will be undertaken around the stadium. Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access between the city's key locations;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 20,500 spectators an hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 145 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.9 City of Nador



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	13 bus lines
Rail public transport service	National railway service (2 train stations)
Number of certified taxi vehicles	458 urban taxis and 950 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city of Nador can be accessed from three core national roads: the RN 2 coming from Fez and Rabat, the RN16 from the east and west, and the RN 19 that crosses the territory from north to south. The closest motorway (A2 between Rabat-Fez and Oujda) is 60 km south of Nador and, by 2026, will be directly connected to other Host Cities via the future port of Nador West Med (25 km west of the city) via a new motorway link.

### Access to the stadium

The future stadium is located near the RN2 and the RN19 and has ideal road access from Nador, which will be further improved by the future motorway. The stadium is also located near the main public transport hubs: the Nador Al Araoui airport and the Selouane train station are respectively 6 km and 10 km from the stadium. New bus lines will offer improved public transport access from the airport and the Selouane train station.

Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from / to the city's key locations, notably bus lines providing a stadium service from the airport and the Selouane train station;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 19,500 spectators an hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 140 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.10 City of Ouarzazate



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	4 bus lines, 80 km, including bus lines extensions to the new stadium
Rail public transport service	NA
Number of certified taxi vehicles	184 urban taxis and 495 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

By road, the city of Ouarzazate is accessed from the north via the RN10 and via the RN9 from the east and south. Two national roads cross the territory and provide access to the city centre.

### Access to the stadium

The future stadium can be accessed from the RN10. During construction of Ouarzazate Stadium, significant access works will be undertaken. New road projects will improve the existing system, providing a new access path, to serve the stadium's car parks. Moreover, a new bus line will offer public transport travel to the stadium for spectators.

Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access from/to the city's key locations, notably the bus line planned to provide spectator transport to the stadium;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 19,500 spectators an hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 70 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.11 City of Oujda



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	22 bus lines, 150 km 8 Bus Rapid Transit (BRT) lines (incl. one around city centre, 23 km), to be delivered by 2021
Rail public transport service	National railway service (1 station) 1 tramway line to be delivered by 2026
Number of certified taxi vehicles	1,206 urban taxis and 490 inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

By road, the city of Oujda can be accessed from the north via the RN2, from the south via the RN17, from the east and west via the RN6, and via the Fez-Oujda A2 motorway which has been in service since the summer of 2011. The three national roads cross the metropolitan area.

### Access to the stadium

Road access to the Oujda stadium is ideal as a result of its immediate proximity of to the RN6 and the A2 motorway exit. Access from Oujda is via the RN6. The creation of new roadways will provide the stadium with further new access routes from the north and south. The city's bus station will support extensive multimodal connections, including with a planned tramway link from the airport to the city and a new BRT system. One of the lines will serve the stadium, meaning many spectators will be able to travel to the stadium using public transport.

Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access, by 2026, from / to the city's key locations, notably the BRT line that will provide access to the stadium from the bus station;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 18,000 spectators an hour back from stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 130 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.

# 12.

## 12.3.12 City of Tetouan



Public transport services	Projected situation (2026) - <i>New services by 2026 in orange</i>
Road public transport services	38 bus lines, 543 km
Rail public transport service	<i>New national railway service (1 new train station, location to be confirmed)</i>
Number of certified taxi vehicles	3,000 urban taxis and inter-urban taxis (2018)

### Access to the Host City<sup>(1)</sup>

The city of Tetouan benefits from excellent road access. It is connected to the national road network via the A6 motorway linking Tetouan to Ceuta from the north, and via the A4 motorway, located 20 km from the city, connecting it to Tangier and Rabat from the east. Two 2x2 lane national roads cross the territory (RN13 and RN16) offering direct connections to Fnideq, Martil and Tangier.

### Access to the stadium

Road access to the Tetouan Stadium is ideal as a result of its immediate proximity to the RN13 / A6 motorway.

During construction of the Tetouan Stadium, significant access works will be undertaken. Road projects will improve the existing network in order to serve the stadium's cars parks. The new infrastructure will optimise traffic within the city and provide a new roadway for accessing the stadium.

Car parks will be delivered in line with FIFA's required parking capacities for individual vehicles and coaches, all within easy walking

distance to / from the stadium.

### General spectator's event mobility strategy<sup>(2)</sup>

Maximum use of public transport will be encouraged, in line with the FRMF's environmental commitments and to streamline operations. A "no spectator parking" policy will be put in place at the stadium, supported by the following measures:

- Reinforcement of the public transport offer on the core lines providing access between the city's key locations in 2026;
- A system of additional articulated shuttles<sup>(3)</sup> on the reserved road lanes, which will provide a direct transfer to stadium from key points in the city and serve to transport up to 20,000 spectators an hour back from the stadium, respecting the transfer requirements (see map).

<sup>(1)</sup> For air and rail access, please refer to sections 11 and 12.1

<sup>(2)</sup> For constituent groups mobility strategy within Host Cities, please see paragraph 12.2

<sup>(3)</sup> Up to 145 shuttle coaches in view of the public transport capacity in 2026 and anticipated capacity of organised buses for team supporters.



# 13.

## IT&T AND IBC



## 13.1 IT&T

### 13.1.1 An appropriate and high-performance regulatory framework

Morocco's telecommunications sector benefits from an efficient and transparent regulatory framework that encourages the harmonious and innovative development of networks, as well as fair competition for the benefit of the users.

Law 104-12, relating to freedom of prices and competition, is applied by the National Telecommunications Regulatory Agency (ANRT). The ANRT is a public agency is under the authority of the Ministry of Industry, Investment, Trade and Digital Economy. It simultaneously serves as the regulator, frequency spectrum manager, and as the competition authority for the telecom sector.

#### A liberalised market guaranteeing service quality and competitive prices

Law 24-96 of 1997 – amended in 2004 – implemented the legal framework applicable to the supply and operation of telecommunication services and the development and maintenance of fair and healthy competition between providers, with the aim of encouraging the expansion of telecommunication services and markets, for the benefit of users and the national economy.

Since 1999, when the second mobile operator arrived in Morocco, the sector has grown to include 12 operators:

- Three fixed operators, including 2 using wireless local loop;
- Three mobile operators using 2G/3G/4G technologies and one CDMA network;
- Five operators using VSAT technologies with hubs across Morocco;
- Three 3RP operators (with shared resources);
- Four operators offering services provided by GMPCS satellite systems.

Together they offer the full range of telecommunication services, including international communications, international roaming with all countries, and broadband Internet.

#### A one-stop shop for frequency management at tournament time

The ANRT is mainly in charge of managing and monitoring the spectrum of radio frequencies. It has developed specific expertise and experience in the management of frequencies for large international events, notably through the COP22 summit and more recently the 2018 African Nations Championship.

A one-stop shop will be created for the 2026 FIFA World Cup™. Specialist teams will manage all stakeholder frequency requests (Media Rights Licensees, suppliers, etc.) in addition to preparing the frequency plan around each venue. To facilitate the efforts of all frequency users during the operational phase, the FIFA World Cup™ Entity and the ANRT will establish a technical workshop and operational resources at tournament sites (laboratory, mobile equipment and vehicles, etc.) in order to ensure spectrum control and to make any necessary frequency adjustments to the transmitters.

#### Main telecommunication operators

The Moroccan telecommunications market includes three main operators, all with large subscriber bases and offering the full range of telecom services:

- Maroc Telecom, the historical operator (53% UAE operator Etisalat, 30% Moroccan state, 17% floating on the stock market), also present in 11 other African countries;
- Orange, present since 1999 (49% Orange Group, 25.5% BMCE and 25.5% CDG Group);

- INWI, present since 2006, (69% Société Nationale d'Investissement and 31% ZAIN - Kuwait).

For residential users, professionals and companies, national operators currently offer all telecom services (voice, SMS, MMS, VoIP, Internet, leased lines, FTTH, TV, Centrex service, ISDN, ADSL/FTTC, intelligent network for added value services and short numbers) required to accommodate a major event of this scale. The quality of the services and infrastructure has allowed the rise of a call centre offshoring industry offshore sector (approximately 500 call centres) and BPO, which is further strengthening the capacities and high availability of Moroccan telecom services.

Morocco has progressively extended its fixed and mobile networks, which currently cover the entire population and all business centres in Morocco. In terms of rates, the mobile internet and ADSL are some of the least expensive in the world. Fixed rate plans, prepaid and post-paid mobiles are all generous in terms of voice and data allowances, and marketed at highly affordable prices (see template no.13).

Type of services provided by main operators	Maroc Telecom	orange	inwi	VSAT operators
<b>Voice-related activities</b>				
Telephone services and ISDN	✓	✓	✓	
PBX (private switch) and Centrex	✓	✓	✓	
Wireless access point	✓	✓	✓	
Mobile services	✓	✓	✓	
Added value Services	✓	✓	✓	
<b>Data transfer-related activities</b>				
Internet service Providing	✓	✓	✓	✓
Local Network (LAN)	✓	✓	✓	✓
WLAN Services by fibre network	✓	✓	✓	
Wireless access point	✓	✓	✓	
Security service / Firewall	✓	✓	✓	✓

In 2016, the sector generated more than USD 3.5 billion and is projected to continue to grow in the coming years, notably thanks to the development of 4G and FTTH networks, and to innovation. The sector currently represents 3.5% of the national GDP. Morocco has moreover set in motion a significant process of digitisation, with the adoption of the Morocco Digital 2020 strategy and the creation, in December 2017, of the National Agency for Digital Development.

### 13.1.2 A telecommunications infrastructure meeting all tournament needs

Morocco has a wired landline network, three mobile networks (2G/3G/4G), two radio local loop networks covering several cities, one CDMA network, five hubs by satellites (VSAT), currently in Ku band and shortly in Ka band, and three optical fibre networks (FTTH, FTTB, FTTC) that are in development. Levers such as unbundling have already been implemented, and will further improve competition on the copper wired network.

Morocco has adopted a national development plan for high speed and ultra-fast broadband, with the following objectives:

- Access to very fast broadband (minimum 100 Mbps), notably using fibre optics, in all cities and regions;
- 100% of the population with access to mobile broadband (at least 2 Mbps). As such, a programme intended to provide more than 10,700 rural communities with 2G/3G/4G technologies will be launched in 2018, and should be completed by 2022;
- Access to broadband (2 Mbps) and appropriate technologies for all administrative public services, particularly those located in remote or relatively unprofitable areas.

## A robust and secure fixed national infrastructure

In terms of backbone and inter-city connections, Morocco has a sufficiently interconnected and secure fibre-optics network, offering high capacities (the cables deployed have at least 50 strands each). The various operators have used different paths, thereby ensuring high availability. Backup radio-relay systems have also been deployed by each of the three overall operators, in order to secure the most sensitive connections. Every axis, whether motorway, railway or electrical (above 225 KVA), is systematically fitted with high capacity optical fibre. As such, the national transmission network includes more than 55,000 km of optical fibre using the latest technologies, meaning that each fibre can provide a capacity of up to 800 Gbps.

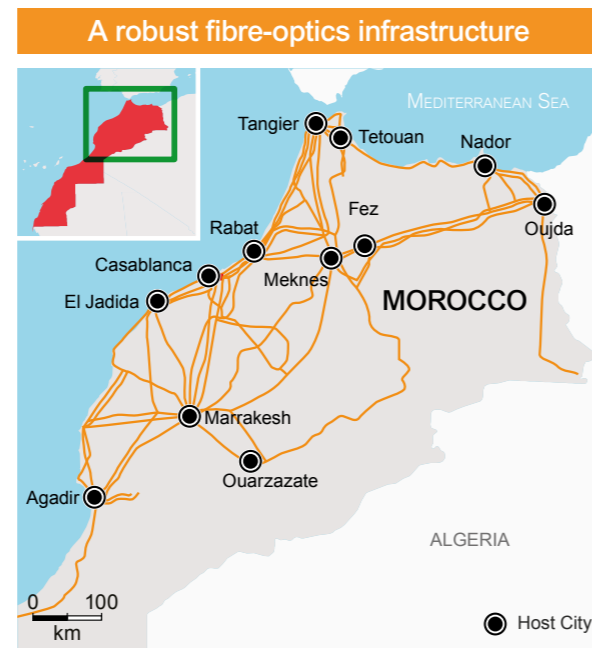
All Host Cities are already connected to the national backbone (Ouarzazate in progress), using optical fibre with sufficiently large capacities (broadband – GEthernet – and fibre strands) to cover the tournament IT and MRL (Media Rights Licensees) needs. Special attention with dedicated supervision and predefined SLA requirements will be paid for the future IBC site. All stadiums will be connected to the main network via two different paths so as to secure FIFA operations.

The vast majority of the deployed networks will be either new, or renovated since 2008. With their acquired experience, the national operators have regularly demonstrated their ability to integrate and offer several new services. During previous major events in Morocco (COP22, 55th ICANN annual meeting, 2018 African Nations Championship, etc.), the networks and telecom infrastructures

have met the quality demands of the highest international standards. Each time, the operators have strengthened their infrastructure and contributed to deploying high-availability networks around the centres of interest of these events, and notably for the press rooms in order to meet journalists' needs.

The operators have made significant annual investments of approximately USD 616 million on average (excluding licence costs). These investments contribute to the development of networks, and are primarily focused on new technologies.

Wi-Fi hotspots are already widely available in private spaces (cafés, hotels, restaurants). The main cities are currently in the process of rolling out public Wi-Fi hotspots, notably in the main public venues, attractions and centres of activity. Operators will continue these efforts to ensure that all Host Cities and stadiums have Wi-Fi access by 2026, thereby meeting the highest international standards.



## An optimal mobile national network

	Morocco 2018	2026 FIFA World Cup™ Host Cities <sup>(1)</sup>
2G coverage (population %)	99%	100%
3G coverage (population %)	96%	100%
4G coverage (population %)	93%	95%

<sup>(1)</sup> By 2020, 100% of the Host City populations will have 4G coverage.

Coverage rates are projected to improve in coming years, reaching 99% of the population with 3G/4G, thanks to programmes launched for this purpose by commercial operators and the Government.

All Host Cities are already covered by 2G/3G/4G mobile technologies. This also applies to airports and train stations, and the main connecting motorways. By 2026, 5G will be deployed in all of the Kingdom's main cities, and notably the Host Cities.

In the last five years, Morocco has experienced a strong increase of more than 146% in the use of mobile communications, primarily due to strong competition between operators and rates that have fallen in the area of 75%.

## An efficient "trunk" network infrastructure

In addition to the shared resource radio networks (trunk) operated by public institutions, Morocco has three operators (CIRES TELECOM, MORATEL, SADV) that hold licences for this purpose and are authorised to deploy their networks for private usage throughout the national territory. These operators currently use TETRA networks, that cover most airports and Host Cities.

The ANRT is willing to study the possibility of assigning frequencies to establish a private dedicated radio network for the 2026 FIFA World Cup™.

## A national infrastructure with strong international connections

For international service, each operator has at least two different access points to the international networks, with an overall capacity of more than 1,125 GB. This figure increased by 73% between 2016 and 2017. Growth will continue along the same lines in order to keep pace with internet demand, to which the national operators have always responded quickly and efficiently.

Morocco has built international cables connecting it with Europe. It benefits from robust and secure interconnections with the most important worldwide cables running through the region (SEA-ME-WE 3). Currently, the international traffic of 12 African countries transits via Moroccan infrastructure that has already been deployed, thereby demonstrating its effectiveness. As of 2019, the operators will launch the construction of new international underwater cables, offering high capacity and high availability, in order to connect Morocco to Europe and to other African countries. These projects will enable Morocco to continue improving its international connectivity.

# 13.

## 13.2 IBC

Three locations for the IBC are proposed across Marrakesh and Casablanca. Casablanca – host of the opening and final matches – will offer MRLs an iconic setting, with optimum access to domestic and international flight connections. Marrakesh – proposed to host one semi-final and the 3<sup>rd</sup> place match – is a renowned tourism destination that will provide an extraordinary cultural and city-centre experience.

All these options fully meet FIFA requirements and will offer a reliable, high level of services for the MRLs as well as easy access to accommodation and transportation hubs. A dedicated shuttle system will connect all MRL hotels to the IBC.

In Marrakesh, the already planned Convention and Exhibition Centre (MCEC) will be well connected to the city centre and transport hub, while in Casablanca, the historical exhibition centre (OFEC<sup>(1)</sup>) – near the Mosquée Hassan II – will undergo an already planned extension to host broadcast operations. The FRMF also proposes an innovative alternative solution in Casablanca (MITA) using an existing state-of-the-art logistics platform that provides more than 30,000 m<sup>2</sup> space, mostly at 12m height.

All proposed buildings will benefit from modern standard features (insulation and soundproofing, power supply, refreshed air, telecommunications infrastructure) and will offer secure and reliable operations through high ceiling volumes without posts. Each proposal has been designed on one ground floor as follows: multilateral areas and offices at the heart, large volumes for unilateral around. A technical compound will also house the satellite farm, logistics areas, car parks and a media transport hub. All proposed sites are connected with the backbone of national optical fibre infrastructure.

In both cities, iconic locations have already been identified to provide broadcasters magnificent settings for their TV studios. They include Mosquée Hassan II at the waterfront in Casablanca and the Place Jemaa el Fna in Marrakesh.

These three projects are already planned and will be built by 2022 the latest. The Government will directly guarantee building and cost construction of IBC buildings. The legacy is consistent with the current growth of exhibitions activities and national logistics needs in Morocco.

	Option 1: MCEC (Marrakesh)	Option 2: OFEC (Casablanca)	Option 3: MITA (Casablanca)
Status	Planned	Existing / Planned	Existing
Smooth and secure operations	★★★★	★★★★	★★★★
Iconic settings	★★★★	★★★★	★★
Access and city centre proximity	★★★★	★★★★	★★★
Legacy	★★★★	★★★★	★★
Accommodation	★★★★	★★★	★★★
FIFA technical requirements	★★★★	★★★★	★★★★

<sup>(1)</sup> OFEC: Office des Foires et des Expositions de Casablanca

### 13.2.1 MCEC in Marrakesh

#### Location and accessibility

Located in the south of Marrakesh - near the medina - the new Convention Centre will offer a perfect location to host the IBC. A wide range of accommodation is available (15,292 rooms in 3, 4 and 5\* hotels) and Marrakesh will therefore be able to meet accommodation needs within the direct vicinity. In addition, the site is less than 15 minutes from the airport, main railway station and city-centre, thanks to good transport connections. A dedicated media shuttle will connect the IBC to media hotels; new electric bus system and taxis will also improve the MRL transport plan.

Marrakesh has significant experience and expertise in hosting major international events such as the COP22 in 2016 (see section 4).

#### Building structure

The MCEC is sized to host major congresses and events with up to 20,000 participants and will offer 33,250 m<sup>2</sup> of permanent space. The space is split across 2 large halls of 10,000 m<sup>2</sup> each, surrounded by additional permanent facilities. A third temporary large hall of 9,800 m<sup>2</sup> will be set up to deliver 30,000 m<sup>2</sup> of total space above 9m. The temporary hall will be built to the highest design standards to deliver robust, smooth and secure operations.

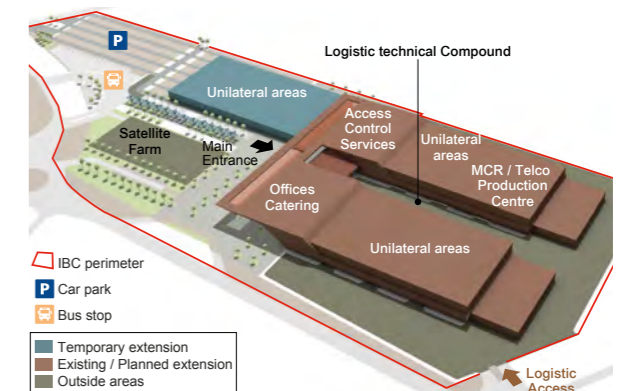
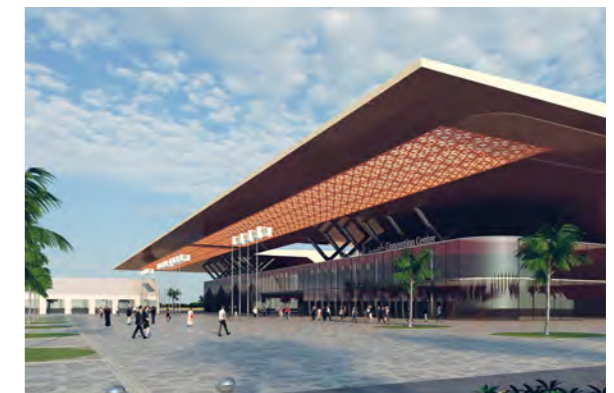
#### Works and planning

The necessary land is already secured, and the development of the project will be guaranteed by the Government. The Convention Centre will be completed by the end of 2022 at the latest. Should the venue be chosen by FIFA, the Host Broadcaster will have the opportunity

to give its input during the design phase. The budget for permanent work is estimated at USD 103.1 million and the temporary overlay requirement is approximately USD 14.5 million.

#### Legacy

This modern centre will address a growing market for events, which cannot be accommodated with the region's current offer. It will reinforce and extend the event attractiveness of the Marrakesh region. A recent survey shows that, while 22% of the world's events organisers are already present in Morocco, 56% are looking to bring their events to the country. The MCEC is therefore an important planned development, whose delivery and timetable will be respected irrespective of Morocco's election as the Host Country of the 2026 FIFA World Cup™.



	Surface (m <sup>2</sup> )	High 6m (m <sup>2</sup> )	High 9m (m <sup>2</sup> )	High 12m (m <sup>2</sup> )
Planned	33,250	12,250	-	21,000
Temporary extension	12,250	2,450	9,800	-
<b>Total indoor areas</b>	<b>45,500</b>	<b>14,700</b>	<b>9,800</b>	<b>21,000</b>
<b>Total outdoor areas</b>	<b>20,000</b>	-	-	-

## 13.2.2 OFEC in Casablanca

### Location and accessibility

Right in the centre of Casablanca, the existing OFEC Convention Centre offers an iconic view over the Mosquée Hassan II and the waterfront. It presents the best access to transport connections via the highway network and a railway station offering services to the airport in less than an hour.

The city of Casablanca has more than 7,000 hotel rooms (3, 4 and 5\* hotels). A wide range of media accommodation is already available within walking distance and will be complemented by a cruise ships offer berthed directly at the quay, giving media and broadcasters direct access to city centre.

### Building / Structure

The existing 18,000 m<sup>2</sup> large hall, with no posts and a height of up to 14m, will provide ideal conditions to accommodate MRL requirements. A second new compact hall will offer an additional 10,500 m<sup>2</sup> with 12m free height and 3,000 m<sup>2</sup> with a height of 5m. The latter space will sit underneath three further levels each offering 2,500 m<sup>2</sup> of additional open space – a total of 7,500 m<sup>2</sup> – perfectly suited to office or catering facilities.

The two halls will be connected via a temporary entrance hall of 6,000 m<sup>2</sup>, which will be removed after FIFA operations to restore city landscape and views from the Hassan II Mosque. An existing 600-capacity car park will be secured for exclusive use, and connected directly to the IBC.

### Works and planning

A USD 2 million budget is planned for the renovation of the 18,000 m<sup>2</sup> existing hall; permanent costs for the new hall and other offices are estimated at USD 83.1 million. Design work for the new compact building will be launched in 2019, in order to have a full extended OFEC site operational by early 2022. A USD 7 million budget is anticipated for temporary overlay.

### Legacy

The extension of this historical site is key to an attractive offer for events clients targeting a location right in the centre of Casablanca. Current conventions and exhibitions taking place on this site suffer from lack of space available relative to needs. This building extension and the 13,500 m<sup>2</sup> modern exhibition spaces in particular will also enable the OFEC to host simultaneous events.



	Surface (m <sup>2</sup> )	High 6m (m <sup>2</sup> )	High 9m (m <sup>2</sup> )	High 12m (m <sup>2</sup> )	Other (m <sup>2</sup> )
Existing	18,000	-	9,000	9,000	-
Planned extension	21,000	3,000	-	10,500	7,500
Temporary extension	6,000	6,000	-	-	-
<b>Total indoor areas</b>	<b>45,000</b>	<b>9,000</b>	<b>9,000</b>	<b>19,500</b>	<b>7,500</b>
<b>Total outdoor areas</b>	<b>20,000</b>	-	-	-	-

## 13.2.3 MITA in Casablanca

### Location and accessibility

The existing MITA logistic zone is proposed as an alternative site in Casablanca, part of a compact and dedicated venue offer to MRLs. This very secure and dedicated site is located less than 10 minutes from the Casa Port railway station and city centre.

A dedicated transportation system using the existing railway station at the IBC will directly connect media to the city centre and some accommodation. A media accommodation offer already exists near the waterfront and will be complemented by cruise ships berthed directly at the quay offering direct access to city centre.

### Building / Structure

This alternative proposal to use the existing MITA logistic zone presents multiple advantages, mainly in terms of overlay costs and MRL logistical operations.

The existing venue already provides 29,000 m<sup>2</sup>, with most of this space offering a free height of 12m. The remaining space will be delivered via a site extension, already planned to begin in 2019. This site, with large access ways, will ensure the best possible access and operational conditions for all MRLs. Its complete exclusive use and availability is guaranteed from December 2025.

### Works and planning

The additional space necessary to meet FIFA requirements is already financed and guaranteed (a USD 5.8 million budget). The work will be undertaken as of 2019

and completed within 15 months. This site will offer a secure choice to FIFA, with all required space existing from 2022 at the latest. A USD 1.13 million budget is anticipated for temporary overlay.

### Legacy

Due to rapid growth in logistics demand on a nationwide scale, the second phase of development will soon be put in motion irrespective of FIFA's choice of location for the IBC.



	Surface (m <sup>2</sup> )	High 6m (m <sup>2</sup> )	High 9m (m <sup>2</sup> )	High 12m (m <sup>2</sup> )	Other (m <sup>2</sup> )
Existing	29,350	3,430	-	25,920	-
Planned extension	14,650	2,650	-	12,000	-
Temporary extension	1,000	-	-	-	1,000
<b>Total indoor areas</b>	<b>45,000</b>	<b>6,080</b>	-	<b>37,920</b>	<b>1,000</b>
<b>Total outdoor areas</b>	<b>20,000</b>	-	-	-	-



# 14.

## SAFETY AND SECURITY

## EXECUTIVE SUMMARY

Morocco is an exceptionally safe country, which offers an ideal security environment for a celebration of the best of football. A peaceful atmosphere extends across all the proposed Host Cities, reflecting very high levels of professionalism throughout Morocco's law enforcement agencies, particularly in the area of counterterrorism. The country boasts a strong track-record in staging secure and festive major global events. This experience will provide the foundation for the FIFA World Cup™ security plan, developed by the FRMF in close collaboration with the public authorities. It identifies a clear division of responsibilities within a structure that will guarantee the security needs of all participants and key venues.

### 14.1 World-class security for a world-class celebration of football

Morocco is one of the safest countries in the world. It offers very high levels of day-to-day security, supported by a strong track record in counterterrorism and measures to tackle sports-related violence. The country's overall criminality rate was 23‰<sup>(1)</sup> in 2017, consistent with previous years. The murder rate is exceptionally low – below 3 per 100,000<sup>(2)</sup>, placing Morocco on the same level as Denmark and Japan. These figures are supported by a national crime resolution rate of nearly 90%<sup>(3)</sup>, with nearly 600,000 custodial remands in 2017.

In general, Moroccan sports crowds are known for their peaceful nature and spirit of fair play. However sports-related violence has been an area of dedicated focus for more than a decade, since the emergence of Morocco's first "ultra" group of fans. In 2013, a specialist Sports Security Division was established under the oversight of the Ministry of Interior. It has played an important role in bringing the issue of football-related violence largely under control at a domestic level. This broad description of the national security landscape incorporates all measures of criminality (see template no. 14) and all geographical areas of Morocco, including, in particular, the 12 proposed Host Cities for the 2026 FIFA World Cup™. None has experienced a major incident in the last five years, despite a challenging global climate which has seen major acts of terrorism committed in many large cities around the world.

Such conditions have allowed Morocco's largest cities, at the centre of the Morocco 2026 bid, to stage recent major international events in an atmosphere of warm hospitality, underpinned by the highest levels of professionalism. Examples include the COP22 in 2016, the FIFA Club World Cup™ in 2013 and 2014, the World Forum on Human Rights, the Global Entrepreneurship Summit, the 2018 African Nations Championship and the Mawazine Festival alongside many other similar annual events.

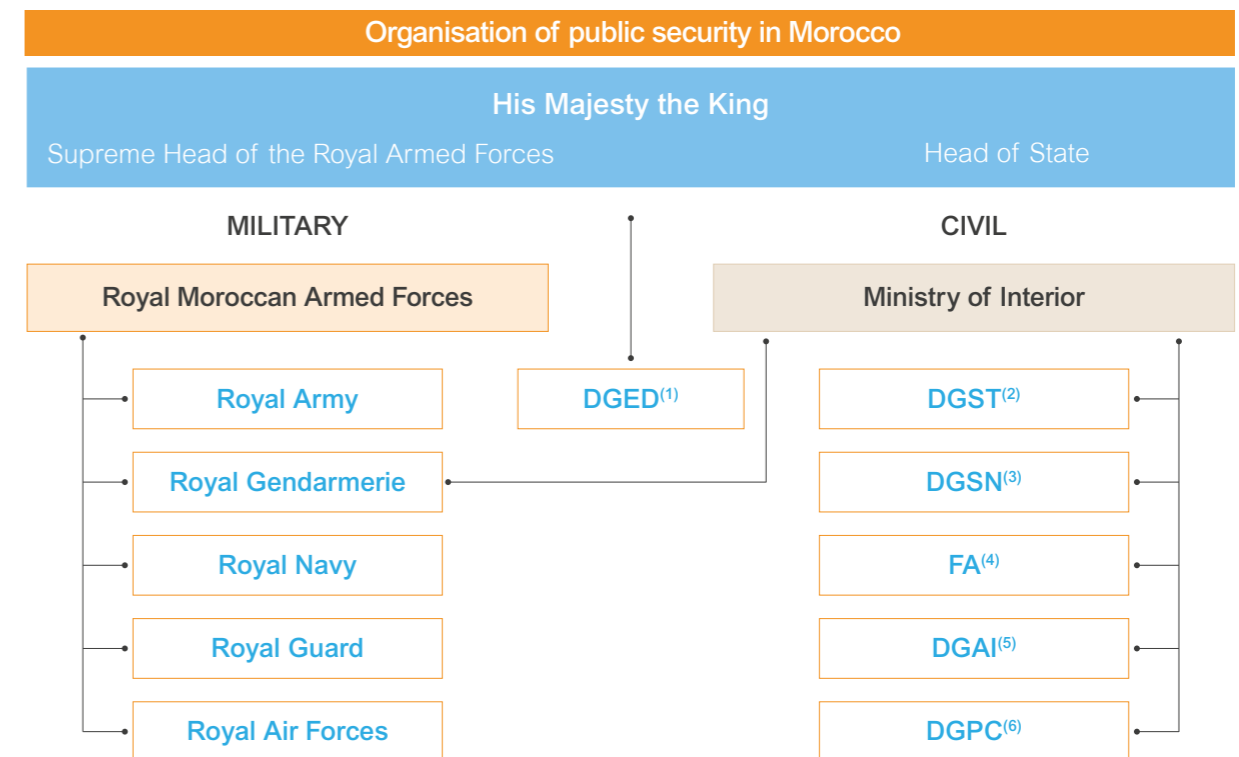
## 14.2 A structured security system able to respond to all risks

### 14.2.1 Clear organisation; recognised expertise

Morocco relies on a centralised security architecture, whose effectiveness is internationally recognised. His Majesty the King, Head of State and Supreme Head of the Royal Armed Forces, is the guarantor of the country's security. The national security strategy and resources sit under the control of the Ministry of Interior (DGSN), with the support of the Royal Moroccan Armed Forces (see template no. 14). At a local level, security comes under the responsibility of the Walis, the State-appointed Heads of Morocco's 12 Regions; and then of the Governors within each of the Prefectures or Provinces. Under the authority of the

Governor, the Prefect of Police looks after the operational management of public security. Municipal authorities are not involved in security matters, other than through the powers of the administrative police (parking, roadways, etc.).

Morocco is renowned for the high level of its intelligence services which led to the dismantling of 175 terrorist cells and the arrest of more than 2,800 people between 2002 and 2017. The country is heavily involved in international cooperation on counterterrorism matters. It currently co-chairs the UN's Global Counterterrorism Forum. The Minister of Interior coordinates all intelligence services through a permanent unit that provides weekly updates, extended locally to include the Walis and Governors.



<sup>(1)</sup> Intelligence service

<sup>(2)</sup> General Directorate of Territorial Surveillance

<sup>(3)</sup> Moroccan National Security Police

<sup>(4)</sup> Moroccan Auxiliary Forces

<sup>(5)</sup> General Directorate of Home Affairs

<sup>(6)</sup> General Directorate of Civil Defence

<sup>(1)</sup> Directorate General of National Security, 2017

<sup>(2)</sup> See Global study on homicide 2013, United Nations Office on Drugs and Crime

<sup>(3)</sup> Directorate General of National Security, 2017

### 14.2.2 Tested crisis management capabilities

Morocco has benchmark expertise in crisis management, following its handling of major incidents including the Gharb floods and transcontinental epidemics. It cooperates with many international agencies, and its expertise is frequently sought by African partners. Crisis management is provided by a Monitoring and Coordination Centre, overseen by a coordinator operating under the direct authority of the Minister of Interior. This interministerial crisis centre brings together all public bodies with a direct or indirect involvement in crisis management.

### 14.3 Strong track record in staging secure major sports events

Morocco has significant experience in staging major sports events. The country will meet all security requirements for the FIFA World Cup™, supported by a combination of systematic and targeted measures.

#### 14.3.1 Risk prevention and assessment

Morocco benefits from a national security risk assessment system that, since 2007, has incorporated a national Alert Plan for Terrorism threats (known as the “PAT”). It provides a common reference for all of the country’s security services and is structured around four alert levels (yellow to red). The system has been further reinforced by a new “Hadar” security mechanism, which creates the possibility to call on additional support from the Royal Armed Forces, thanks to a decision by His Majesty the King.

Sports events are subject to systematic risk assessment covering the full range of threats – hooliganism, terrorism, crime, etc. – conducted by the DGSN, through the Sports Security Division. The assessment report is used as the basis for appropriate resourcing, intervention and mitigation, including the implementation of measures such as travel bans. The DGSN assesses risks with the support of all intelligence services and the relevant Governor, as well as specific monitoring tools (for example, on social networks).

Moreover, situational training and crisis simulation exercises are systematically organised across all security services, with scenarios covering a broad range of threats (simulation of a nuclear or chemical attack, terrorist attack, fire, etc.).

#### 14.3.2 Operational efficiency underpinned by clear division of responsibilities

The public security of football matches is subject to a protocol agreement between the event organiser and the public authorities, which identifies an effective distribution of powers (see template no. 14):

- The protection of public spaces (train stations, ports, airports, public roadways, borders controls and areas around sports facilities), is provided by the various forces of public order (DGSN, Royal Gendarmerie, Auxiliary Forces, etc.), under the authority of the Walis and the relevant Governor;

- Under the responsibility of the club or the event’s organising entity, private security agents look after security within the facility and its access control, as well as any screening required. Given the very strict legislative and regulatory control of private security companies, the public agencies remain present at all times within the sports facility in order to ensure that all controls are properly performed. These forces are also positioned around the field of play in order to deal with potential incidents;
- In the case of an incident or demonstrable threat, the public agencies intervene within the sports facility to implement any necessary measures.

Each stadium has a fully equipped Command and Control Post (PCC) in charge of match-related security supervision and crisis response. It operates 24/7 under the authority of the relevant Governor or his representative (Prefect of Police) and includes members of all security stakeholders: the event organiser’s security manager, the stadium security manager, private security companies, various public security services (judicial police, intervention forces, bomb disposal, etc.), fire department and medical or emergency services, transport operators, magistrates, ticketing, CCTV operators.

### 14.4 A strategy to deliver a safe and festive celebration of football

The FRMF is committed to meet all FIFA’s safety and security requirements for the 2026 FIFA World Cup™ (see template no. 14). It has worked closely with the Government in order to develop a highly integrated security plan, with the following objectives:

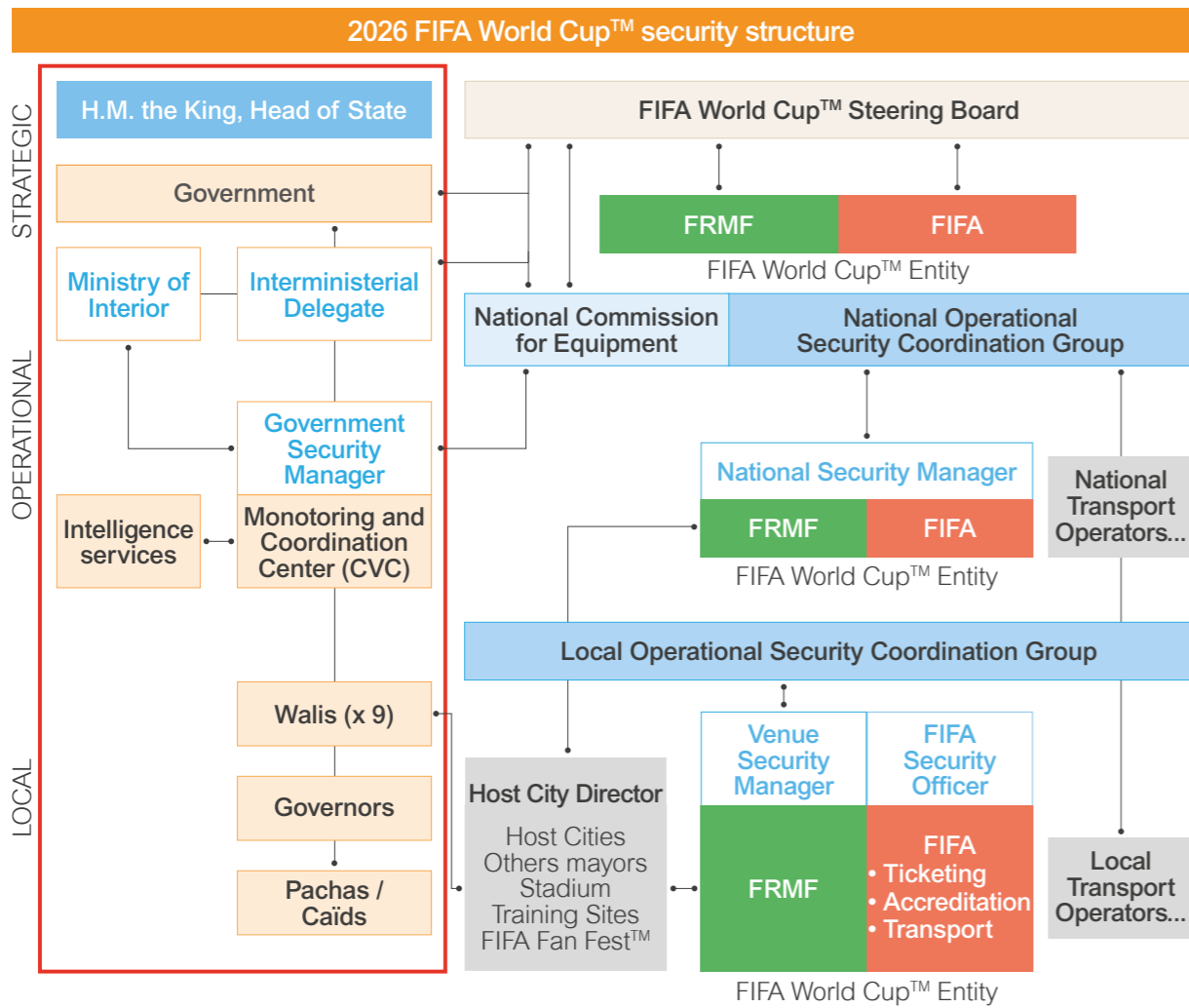
- **Efficiency in any situation**, enabling agile response to all forms of threat, in all sensitive venues and for all groups involved in the event;

- **Adaptability**, ensured by monitoring each event’s risk level, 24 hours a day, match-by-match and site-by-site;
- **Celebration**, emphasising discreet and appropriate measures that will support, and not hinder, a festive atmosphere, fuelled by the football passion of Moroccans and millions of visiting fans.

#### 14.4.1 Dedicated security governance

The FRMF is proposing to put in place a national and local oversight system for the tournament, to ensure close collaboration between the Government, the FRMF, the FIFA World Cup™ Entity and the local authorities. It is fully aligned with FIFA’s overarching governance guidelines as set out in the FIFA Hosting Requirements. The structure will include the following elements:

- **A Government Security Manager**, who will be the sole contact for the FRMF and FIFA within the Government authorities in charge of security. This official will report to the Minister of Interior and will also work closely with the Government’s Interministerial Delegate for the 2026 FIFA World Cup™;
- **A National Operational Security Coordination group** that will bring together all national-level stakeholders within a streamlined and efficient decision-making forum, enabling real-time coordination of actions at all venues, and across all constituent groups;
- **A Local Operational Security Coordination Group**, serving as the local extension within the Host Cities and at all related venues. The Government will act through the Walis, who will represent their respective regions across all security matters related to local venues (stadiums, FIFA Fan Fests™, IBC, Team Base Camps, etc.).



### 14.4.2 A dedicated Monitoring and Coordination Centre inside the Government

A Monitoring and Coordination Centre (CVC) is proposed to be established within the Government, which will be active 24/7 from before the event. It will operate under the authority of the Minister of Interior, coordinated by the Government Security Manager. The unit will receive information directly from national and local intelligence services.

It will coordinate all public services involved in the tournament's security organisation,

with a mission covering threat assessment, national-level operational decision-making and the issuing of directives to the local public authorities.

### 14.4.3 A fully comprehensive system

The security framework, systems and mechanisms are illustrated in detail on template no.14. The overall approach is based on Morocco's existing and successful sports-security practices (see paragraph 14.3). This applies particularly to the coordination of public and private services' roles inside the venue perimeters.

The governance system described in 14.4.1 incorporates the following core elements:

- Consideration of all risks – terrorism, day-to-day crime, cyber-crime, fraud and ambush marketing, natural disasters, etc. ;
- Consideration of all sites – stadiums, FIFA Fan Fest™, Team and Referee Base Camps, training sites, FIFA Headquarters, hotels (teams, FIFA, media, staff), IBC, accreditation centre, ticket offices.
- A dedicated Venue Operational Center (VOC), under the authority of the Governors, will be set up at the most high-risk venues;
- Security support for all groups, including within public spaces (fan walk, transport,

- etc.), with special care for high-risk constituent groups (teams, officials, VVIP, FIFA Family, etc.);
- Systematic screening of all accredited participants across all venues and functional areas;
- Systematic organisation of test events and pre-tournament crisis simulation exercises across all venues;
- Reinforcement of the system with the Government deploying exceptional resources at no cost, including personnel, technology and the mobilisation of all security forces (land, sea, air, transport);
- A specific formation program for stewards and police commanders.

Reinforcement of the system		
Department	Current human resources	2026 forecast
Royal Gendarmerie	38,000	50,000
DGSN	65,800	100,000
DGPC	7,200	14,400
Auxiliary Forces	55,400	77,200
Armed forces	180,000	TBC
Private security	56,300	100,000

Preparation is a key success factor; a clear and defined action plan is scheduled, including increased recruitment and training (see template no.14).

International cooperation will also be strengthened, reflecting the tournament's global scope. In addition to an emphasis on intelligence-sharing, this cooperation will specifically focus on the two following key groups:

- **Teams.** The permanent support system for the teams will include a bilingual liaison officer, in charge of coordinating all participants. The officer will be a member

of the Moroccan law enforcement, who will work with the special Moroccan forces assigned to ensuring the team's immediate security, as well as with police from the team's country of origin, whose presence will be facilitated;

- **Fans.** In an effort to curb violence, the Sports Security Division will receive support from foreign police services. To ensure ideal cooperation, two representatives from each participating team will be present within the unit. In the field, they will be backed up by a squad of six foreign police officers per team, dedicated to monitoring fans throughout the tournament.





**BIDDING NATION  
MOROCCO**

**VOLUME 3**

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# CHAPTER D

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# 15.

## COMMUNICATION, PR AND EVENT PROMOTION STRATEGY

## EXECUTIVE SUMMARY

**A 360° communication, PR and event promotion strategy will be developed, supporting FIFA and the Royal Moroccan Football Federation (FRMF) common objective: to showcase the best of football and of Morocco. The strategy will be carefully crafted to reach every target audience – local, national and international – and deliver the right message at the right moment, via the most appropriate channel, all supported by the latest market measures technologies, rigorous data analytics and large-scale out of home campaigns.**

### 15.1 Communication, PR and event promotion strategy

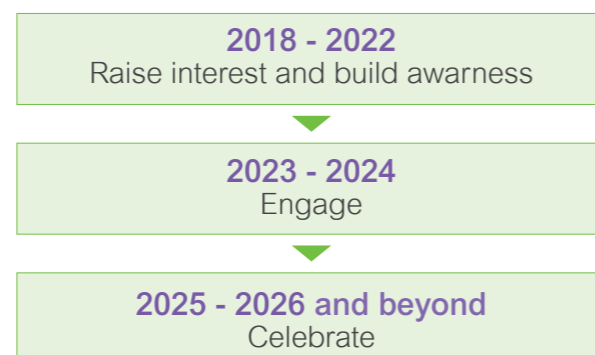
The FRMF, the National Government, the Host Cities and all of Moroccan society are united behind a single goal: to show the world the best of football; celebrating the best of the game; delivering an authentic and human experience; and leaving a sustainable legacy for the young people of Morocco and Africa. In order to achieve this goal, the following communication, PR and event promotion plans will be created with four main objectives:

- To maintain high levels of public enthusiasm in the eight years leading up to the competition by raising awareness on all the positive impacts generated by the FIFA World Cup™;
- To create the conditions to engage with the largest possible audience by establishing dedicated action plans for each target group;
- To diffuse and promote the common values of FIFA and the 2026 FIFA World Cup™;
- To ensure the financial success of the event particularly around ticketing (sales, marketing and promotion) and the sponsorship programme.

The FRMF fully understands its responsibilities towards event promotion and communication. It will seek to build on Morocco's passion for football, and engage all key stakeholders in this effort, working in close collaboration with FIFA, as stated in the 2026 FIFA World Cup™ Hosting Requirements and in the Hosting Agreement. FRMF has developed the initial plan described in this section in accordance with those guidelines and will submit a detailed proposal by 30 June 2020.

#### 15.1.1 Communication principles

Five main principles underpin the overall communication strategy, which will be represented throughout the three main communication phases:



#### A strong digital strategy

Data-driven digital communication has totally transformed the information and media landscape and will continue to do so towards 2026. The FRMF will therefore put digital at the heart of its overall communication strategy. This will allow deeper engagement with target audiences through customised messages and real-time information, while also enhancing participation, via social media and other digital platforms as they continue to emerge. Strategy and innovation, customer experience (including dedicated plans for the Volunteer Programme, ticketing sales

support and other core deliverables), process automation, data and analytics and a responsive organisation based on collective intelligence, transparency, speed and agility will be deployed across all aspects of the communication and promotion plan.

#### Events-oriented to allow multiple touch points, over a long-term period

All Competition-related Events and other official FIFA events such as the mascot launch, the emblem launch and the FIFA Trophy Tour™ will be given special attention with dedicated global brand campaigns to educate, sustain and maintain interest. They will also be activated internationally with roadshows and dedicated content for media.

In the lead-up to 2026 FIFA World Cup™, national cultural, music, sports and institutional events will all be harnessed to present and showcase the tournament. In the 12 Host Cities, existing local and national events will be used as promotional platforms, supported by ambassadors, communication toolkits and dedicated football activities including demonstrations, flash-football and friendly games. The international profile of events such as the Marrakech Film Festival will give this strategy further reach and leverage, helping to broaden the audience and amplify core messages overseas.

Internationally, Morocco will use its official presence on the international stage, at all major global gatherings, to communicate in a systematic way about the 2026 FIFA World Cup™, creating buzz among opinion leaders at global forums (WEF, African Union Summit, UNICEF, etc.). All Moroccan institutional representatives will become ambassadors of the event.

Finally, the FRMF will create or bid for additional football events (FIFA eWorld Cup™,

All Star matches, etc.) to raise awareness and further drive enthusiasm for the FIFA World Cup™ within Morocco.

During the tournament, each Host City will propose a full entertainment programme showcasing the best of Morocco's culture and values in line with its fan concept. Team Welcome Events, music concerts, art exhibitions, street parties, film festivals, beach parties, mass mobilisation events, trade fairs and conferences will all be part of tournament-time promotion.

#### Strategic partnerships to broaden the audience and mobilise the population

Nationally, the FRMF will build partnerships throughout Moroccan society and beyond the world of football. Cities, institutions, public authorities, schools, universities, NGOs and federations will all help to carry 2026 FIFA World Cup™ messages, supported by dedicated toolkits for each core target group.

Internationally, the FRMF will continue expanding its partnerships with football federations (more than 40 in Africa), top football clubs, and dedicated sport events such as Soccerex. It will also seek to develop new international partnerships at university level, connecting the football programmes of elite Moroccan institutions such as University Cadi Ayyad of Marrakech, University Mohamed V of Rabat and their counterparts overseas (INSEAD, HEC, YALE, etc.), with a special focus on Africa.

In addition, the FRMF will rigorously compile preferred media lists per target group to create strong partnerships helping to raise visibility and amplify all communication and PR actions. At both national or international levels, media partnerships will bring credibility, reach and relevance.

# 15.

## High quality content creation strategy to reach opinion leaders, influencers and trend-setters

This pillar will be supported by a range of communication tools adapted to each phase of the communication and promotion plan. It will highlight Morocco's thought leadership, nationally and internationally, with three overarching themes used before and during the event:

How Football Moves  
How Football Engages  
How Football Celebrates

Digital content towards all stakeholders in a range of formats (videos, documentaries, brochures, photos, etc) will be shared with the help of celebrity "supporters", promoting "How Football..." campaigns and first-person accounts of how the 2026 FIFA World Cup™ is changing lives in Morocco. Partnering with celebrities from all walks of life will help broaden the audience to include people of all interests.

At national and international levels, famous singers, actors, athletes, journalists, opinion leaders will all be engaged to carry Morocco's transformation story to their peers and powerful social media networks. Content will be institutional or emotional, depending on the target and the moment.

### High quality content example based on phase 1 global campaign How Football Moves



### Data-centric

Combined with local market measures, the FRMF will use the latest tools to better understand its various audiences through regular data analysis. This will inform and help shaping messages targeted to each audience segment, while also ensuring frequency, format, tools and timing of communication are optimised for each target. Global media monitoring and effectiveness measurement of all communications activities will likewise

allow the FRMF to:

- Fully leverage the 2026 FIFA World Cup™ brand;
- Permanently monitor;
- Immediately address issues that may arise and re-align key messages.

Digital tools such as Google analytics, Radarly, Linkfluence (already in place) will be implemented by the newest solutions, in addition to those in the table that follows.

Overview of organisations providing market measures in Morocco		
Provider	Type of market research	Frequency
HCP (Haut Commissariat au Plan)	Information on economic, demographic and social statistics	Annual
Ipsos	Information on behaviours, attitudes and opinions	Ad-hoc
Imperium	Market researches, analysis, information sources tracking, press release, ad tracking, barometers, benchmarking, etc.	Ad-hoc
Ciaumed (Centre interprofessionnel d'audimétrie)	"MarocMétrie" / Daily audiences' measure on TV - national perimeter	Daily
CIRAD (Centre interprofessionnel mesure d'audience radio)	Audiences survey at national radio scale	Daily

### 15.1.2 Risk Mapping

Below is a summary of most common major communication issues and proposed mitigation measures. At this time, thanks to a strong alignment between Morocco's 2026 FIFA

World Cup™ vision and the country's strategic development plans, no serious risks have been identified. Communication measures issues will be permanently readjusted on regular basis.

Issues	Target	Level	Timing	Mitigation measures
Environmental issues (carbon footprint, etc.)	Nat. Int.	Limited	Before and during	Multiple initiatives to reduce environmental impact (renewable energy, low emission transport means, etc.)
Human rights	Int.	Very Limited	During	Human rights strategy based on strong political commitments
Corruption	Nat. Int.	Very Limited	Before and during	Anti-corruption strategy based on existing Moroccan anti-corruption national plan
Ticket price	Nat.	Very Limited	Before and during	Creation of affordable category 4 tickets for local population
Overall investment cost	Nat. Int.	Limited	Before	Use of many existing infrastructure, alignment with Morocco long-term general development plans, Legacy Modular Stadium concept
Impact on population from FIFA World Cup™ operations	Nat.	Limited	During	Strong transportation plan analysis / Specific communication plan during event for local population
Delays during preparation	Nat. Int.	Very Limited	Before	Careful planning and development plans
Weather	Int.	Very Limited	During	Good conditions with moderate temperature during June / early July

Legend : Nat. – National, Int. - International

# 15.

## 15.2 Communication, PR and event communication main phases

The following indicative table details the different phases of the communication, PR and promotion plan, designed to create the appropriate dynamics before and during the event. The FRMF fully understands that the final plan will be created in close collaboration with FIFA.

	Raise interest and build awareness					Engage		Celebrate	
FIFA World Cup™ related momentums	2018	2019	2020	2021	2022	2023	2024	2025	2026
N Celebrating victory	June								
G "Thank You" campaign	June								
G Launch official website		T1							
G Competition official emblem & slogan			T1						
G Competition official mascot & poster				T1					
G Launch official emblem & slogan			T4						
G Launch official mascot & poster				T4					
G Qatar 2022™ - official transmission					T3				
A Launch volunteer promotion					T3				
G Launch ticketing promotion						T1			
N Inauguration of stadiums			ongoing						
A Launch of Volunteer Programme							T4		
G Launch of ticketing sales								T1	
N Preliminary Draw						T3			
G Final Draw								T4	
N Reveal uniforms								T4	
N Reveal cities visual identity									T1
N FIFA WC™ Workshop									T1
N FIFA Congress									T2
Events									
N Football animations during Host City local events					selection of events per Host City				
N Toolkit distributed to all Host City local events					link with selected events per Host City				
N 1,000 days to go event						T1			
I Talks on international summit	according to programme: WEF, African Summit, UNICEF								
I Matches on international summits	selection of one international event per year								
G FIFA eWorld Cup™									
G Organisation of Soccerex									
G 500 days to go event								T1	
A Special youth operations					T1		T1		T1
Official Campaigns									
G How Football Moves			S1						
G How Football Engages						S1			
G Focus ticketing								both years	
A Focus volunteers								both years	
G How Football Celebrates							S2		T3

	Raise interest and build awareness					Engage		Celebrate	
Partnerships	2018	2019	2020	2021	2022	2023	2024	2025	2026
N Launch of all partnerships									
G Launch of all partnerships									
Data & Market measures									
N Local surveys		yearly							
A Youth Football usages & attitudes									
N Monitoring		yearly							

Legend : G - Global A - Africa I - International N - National

## 15.3 Outdoor media

The FRMF hereby confirms that it has secured and will provide to FIFA outdoor media at key locations in the venues, before and during the competition and for the Competition-related Events as set out in the Annexe 2 of the Host City Agreement, via the signature of the Host City Agreements. The outdoor media inventory has been additionally secured by supporting letters signed by several Moroccan media agencies confirming their agreement to:

- Secure and provide to FIFA their outdoor media inventory as set out in Annexe 2 of the Host City Agreement;
- Secure and provide to FIFA additional inventory they will be granted the right to exploit during the periods defined above.

Once a proposed city has become an official Host City of the FIFA World Cup™, the Host City will develop, in close collaboration with FIFA and FRMF, a specific plan to offer additional inventories, fixed or temporary. A specific contact person will be appointed within each Host City and each plan will be submitted to FIFA for discussion and approval.

Outdoor media space will be reserved throughout the entire competition (a minimum of 14 days prior to the start of the competition until a minimum of 48 hours after the competition) as well as prior to and during the main Competition-related Events as requested in the FIFA Hosting Requirements.

Secured outdoor media					
Cities	Stadiums 2-km radius	Transit routes	FIFA Fan Fest™: 100m-radius	Competition-related Events: 500m-radius	Airports and train stations key locations
Casablanca	10	220	82	97	151
Marrakesh	26	250	0	0	52
Agadir	19	42	5	2	11
Fez	26	96	16	N/A	14
Rabat	71	179	0	0	22
Tangier	53	116	16	N/A	34
El Jadida	6	22	0	N/A	3
Meknes	11	74	4	N/A	7
Nador	3	13	6	N/A	7
Ouarzazate	2	5	4	N/A	0
Oujda	8	67	9	N/A	26
Tetouan	10	31	5	N/A	0



# 16.17

## FIFA FAN FEST AND HOST CITY FAN SERVICES

# 16.17

## EXECUTIVE SUMMARY

The FIFA Fan Fest™ will celebrate its 20<sup>th</sup> anniversary in 2026, following its introduction by FIFA at the 2006 tournament in Germany. Morocco is determined to mark this milestone by offering its most iconic locations as stages for unforgettable celebrations. The FIFA Fan Fests™ will be located at the heart of Morocco's Host Cities, easily accessible via public transport from the stadiums and the main residential areas – open to all local people and international fans, who will come to share their culture and their love of football with the local population. Visitor experience will be further enhanced by extensive city and public transport dressing to create an immersive, magical and distinctive tournament atmosphere.

## 16.1 An unforgettable live and digital experience, shared with the world

The sites will be open every day, from 10 a.m. to midnight. They will allow all visitors to watch 80 live match broadcasts and also enjoy traditional and innovative cultural, sports and entertainment events, all free of charge. The sites will accommodate an average of 40,000 people – ranging from 15,000 people in the world-famous Place Jemaa El Fna in Marrakesh to potentially more than 135,000 on the Corniche in Tangier.

Each FIFA Fan Fest™ will offer experiences drawing on each city's specific local sports and cultural heritage. Locations will all be broadband connected, with innovative digital services ensuring a fan experience and emotions that can be shared throughout the world.

City	Location of site	Size of site (total m <sup>2</sup> )	Max. capacity of site <sup>(1)</sup>
Casablanca	Corniche Sindibad	60,000	90,000
	Place Mohammed V	45,000	67,500
Marrakesh	Place Jemaa el Fna	10,000	15,000
	Place Bad Jdid	45,000	67,500
Agadir	Place Al Amal	16,000	24,000
	Place Al Wahda	15,000	22,500
Fez	Place Boujloud	19,000	28,500
	Bab Al Makina	10,000	15,000
Rabat	Quai de Bouregreg	13,000	19,500
	Place OLM	30,000	45,000
Tangier	Place Al Massira	10,000	15,000
	Corniche Malabata	90,000	135,000
El Jadida	Place Al Breija	16,000	24,000
	Hippodrome Lalla Malika	40,000	60,000
Meknes	Place Lahdim	10,000	15,000
	Bassin de l'Agdal	53,000	79,500
Nador	La Corniche	28,000	42,000
	Esplanade du port	18,000	27,000
Ouarzazate	Kasbah de Taourirt	10,000	15,000
	Place Al-Mouahidine	10,000	15,000
Oujda	Place du 3 mars	21,000	31,500
	Place Complexe Moulay Hassan	21,000	31,500
Tetouan	Place du Théâtre Al Wilaya	14,000	21,000
	Place Avenue du Prince Héritier - Martil	11,000	16,500

<sup>(1)</sup>Based on a ratio of 1.5 people/m<sup>2</sup> taking into consideration the setup of the screen, the stage, sponsors' booth, food and beverage, VIP lounge, security centre, etc.

## 16.2 Moroccan hospitality and generosity for all

Morocco is renowned for its tradition of authentic hospitality. The 2026 FIFA World Cup™ will provide an unprecedented opportunity to showcase these assets, guaranteeing every visitor an exceptional tournament experience. In line with its unique FIFA World Cup™ identity and vision, each Host City will create an event programme combining festive, cultural and sports events, entertainment, as well as community initiatives to encourage social cohesion.



Each Host City will also create a dedicated Volunteer Programme for welcoming visitors, with training provided under the umbrella of the overarching tournament Welcome programme. It will be known as "Ibtissam", the Arabic word for "smile". In close collaboration with the Royal Moroccan Football Federation and the FWC Entity, the Host Cities will establish visitor welcome and orientation facilities in all key locations, including:

- "Welcome Desks" in airports and train stations, FIFA Fan Fests™ and Host City centres;
- "Fan Embassies", developed in collaboration with the fan associations and local authorities;
- Guides positioned in all main streets and distribution of "city guide" booklets including

- a city map, tourism locations, cultural activities, and other relevant information;
- An official digital platform offering secure accommodation search and booking; city transport, tourism and event programme information;
- A media centre in each city centre, in close proximity to the FIFA Fan Fest™ site, staffed by Host City volunteers and open to both accredited and travelling non-accredited media, who will also play an important role in sharing Morocco's "best of football" celebration with the world.

Quality of appropriate infrastructure and willingness to implement ambitious visitor servicing programme were key criteria in the Host City selection process.

Visitor experience will be further enhanced by extensive city and public transport dressing to create an immersive, magical and distinctive tournament atmosphere, which every visiting fan will feel from the moment they arrive. It will include:

- Dressing of airports, train and bus stations, and other public transport;
- Full dressing of key locations within the city;
- City beautification programme;
- Dressing of the Host City's media centre, "Fan Embassies", "Welcome Desks", etc.





# 16.17

## 16.3 FIFA Fan Fests™ at the heart of the country's most beautiful and iconic sites

### 16.3.1 Casablanca

#### Corniche Sindibad

At the heart of Casablanca's booming metropolis, the Corniche Sindibad (Promenade) is an oasis of greenery boasting unique natural heritage. A place for relaxation and entertainment, currently being renovated, it is

ideally located on Casablanca's most beautiful beach. More than 90,000 people (60,000 m<sup>2</sup>) will be able to watch live match broadcasts with their feet in the sand and against the spectacular backdrop of the Atlantic Ocean. Dedicated areas will also offer visitors the chance to try beach soccer.

Size of site (total m <sup>2</sup> )	60,000
Max. capacity of site	90,000
Distance to city centre	11 km
Distance to Grand Stade de Casablanca	54 km
Distance to Casablanca Stadium	30 km



#### Place Mohammed V

Located at the heart of Casablanca, in front of the future Grand Théâtre, the Place Mohammed V has previously hosted concerts and is currently being renovated. The project is intended to transform the existing area into a large pedestrian square. Designed as a place for living and strolling around, the new 45,000 m<sup>2</sup>

square will be able to accommodate open-air concerts for 67,500 people. The square is designed around a large central fountain and dotted with palm trees. It is situated next to the courthouse and prefecture, overlooked by the latter's 50m-tall tower. Standing between the two buildings is a statue commemorating Maréchal Lyautey, who built the port of Casablanca.

Size of site (total m <sup>2</sup> )	45,000
Max. capacity of site	67,500
Distance to city centre	0 km
Distance to Grand Stade de Casablanca	42 km
Distance to Casablanca Stadium	19 km



### 16.3.2 Marrakesh

#### Place Jemaa el Fna

An emblematic and traditional site that attracts more than one million visitors every year, the Place Jemaa el Fna is the city's most popular and lively location, animated year-round by storytellers, dancers and snake

charmers. The site has been protected since 1922, as part of Morocco's artistic heritage. In 2008 it became a protected UNESCO World Heritage Site. Today, the square is one of Marrakesh's most powerful icons. It covers approximately 10,000 m<sup>2</sup> and can accommodate more than 15,000 people.

Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	0 km
Distance to Grand Stade de Marrakech	12 km
Distance to Marrakech Stadium	13 km



#### Place Bab Jdid

The iconic Place Bab Jdid is located in the historic centre of Marrakesh, near the most popular ramparts of the Medina, "La Mamounia" palace and the Hivernage neighbourhood. It is also home to the Bab Jdid Olive Grove, known by the name of Ghabat Echabab (forest of youth), an immense olive grove that stretches from the ramparts alongside the Mamounia and the Ménara garden. More than 700,000 olive

trees have been planted in this area covering approximately 130 hectares. Alongside the garden are sports fields and large open spaces where people come to wander around, take part in sports, and where, especially, young people often gather to play football. With an area of approximately 45,000 m<sup>2</sup>, this site is regularly used for the largest events and concerts, and can accommodate 67,500 people.

Size of site (total m <sup>2</sup> )	45,000
Max. capacity of site	67,500
Distance to city centre	3 km
Distance to Grand Stade de Marrakech	13 km
Distance to Marrakech Stadium	12 km



# 16.17

## 16.3.3 Agadir

### Place Al Amal

Covering approximately 16,000 m<sup>2</sup>, the Place Al Amal is one of the largest esplanades in the city. Every year it serves as the venue for the famous “Timitar” music festival, where

some of the world’s greatest artists perform in front of more than 24,000 people. This square is also near the famous Vallée des Oiseaux (Bird Valley).

Size of site (total m <sup>2</sup> )	16,000
Max. capacity of site	24,000
Distance to city centre	0 km
Distance to stadium	9 km



### Place Al Wahda

The Place Al Wahda is ideally located on the seafront, offering a magnificent view of the Bay of Agadir, the famous Talborg Mountain, and direct access to the white, sandy

beach where everyone plays football. A regular venue for fairs, concerts and major exhibitions, this 15,000 m<sup>2</sup> site can accommodate more than 22,000 people.

Size of site (total m <sup>2</sup> )	15,000
Max. capacity of site	22,500
Distance to city centre	1 km
Distance to stadium	9 km



## 16.3.4 Fez

### Place Boujloud

A UNESCO heritage site, the Place Boujloud is the main entrance of the Fez medina, long occupied by the city’s street vendors. An iconic location, whose walls have been recently restored, its area of approximately

19,000 m<sup>2</sup> can accommodate 28,500 people. Every year, the square plays host to the Festival of World Sacred Music, which is now recognised as one of Morocco’s most important cultural events.

Size of site (total m <sup>2</sup> )	19,000
Max. capacity of site	28,500
Distance to city centre	0 km
Distance to stadium	11 km



### Place Bab Al Makina

The Place Bab Al Makina is famous for its monumental gate built in 1886 under the reign of Moulay Al Hassan, that serves as the main entrance to the Royal Palace. It leads to two

squares known “Mechouar”, where many official ceremonies were held. This square is also used for the Fez Festival of World Sacred Music, and can accommodate approximately 15,000 people (10,000 m<sup>2</sup>).

Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	1 km
Distance to stadium	11 km



# 16.17

## 16.3.5 Rabat

### Quai de Bouregreg

The Quai de Bouregreg was transformed into an attractive promenade in 2007, and is popular with tourists for its restaurants and cafés, while also offering mooring points for all types of boat. A central location in the city,

close to the medina, it offers a breathtaking view of the sea and the Kasbah of the Udayas. This venue is regularly used for the Mawazine music festival and can accommodate nearly 20,000 people (13,000 m<sup>2</sup>).

Size of site (total m <sup>2</sup> )	13,000
Max. capacity of site	19,500
Distance to city centre	0 km
Distance to stadium	12 km



### Place OLM

Also a regular location for the Mawazine music festival, the Place OLM can accommodate approximately 45,000 people (30,000 m<sup>2</sup>). Located in one of the city's most attractive neighbourhoods, this square is considered

to be the go-to venue for international music in Morocco, and the main venue for Rabat's biggest events. Shakira, Justin Timberlake Lauryn Hill and Chris Brown have performed here.

Size of site (total m <sup>2</sup> )	30,000
Max. capacity of site	45,000
Distance to city centre	6 km
Distance to stadium	9 km



## 16.3.6 Tangier

### Place Al Massira

Ideally located in the city centre, near the medina, the port and the beaches of Tangier, the Place Al Massira has an area of 10,000 m<sup>2</sup> that can accommodate more

than 15,000 people. Essential passage point between Africa and Europe, this site offers a magnificent view of the Strait of Gibraltar and the Spanish coast.

Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	0 km
Distance to stadium	8 km



### Corniche Malabata

An essential site for tourists, Malabata Beach also offers an exceptional view of the city, the bay of Tangier, the Strait of Gibraltar and the Spanish coast.

Recently renovated, the Corniche Malabata includes a huge embankment of more than 90,000 m<sup>2</sup> that can accommodate more than 135,000 people.

Size of site (total m <sup>2</sup> )	90,000
Max. capacity of site	135,000
Distance to city centre	4 km
Distance to stadium	9 km



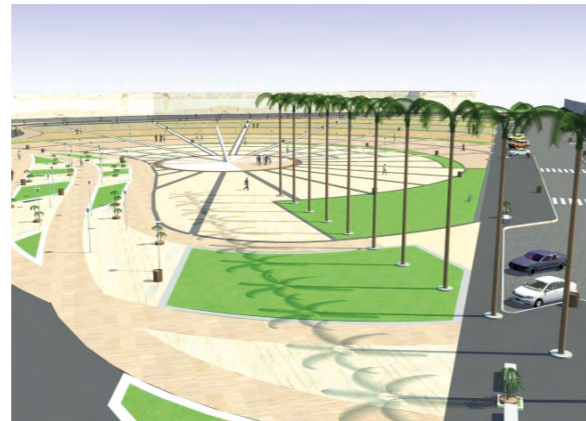
# 16.17

## 16.3.7 El Jadida

### Place Al Breija

Located at the Port of El Jadida, the Place Al Breija is undergoing renovation. This large esplanade overlooking the sea is ideal for walkers and hikers. The square will be a landmark of the city, from an infrastructural

and a tourist point of view. Its area of more than 16,000 m<sup>2</sup> will be able to accommodate more than 24,000 people during large events. Fans will have the opportunity to stumble on some of top attractions and architectural marvels of this ancient portuguese city.



Size of site (total m <sup>2</sup> )	16,000
Max. capacity of site	24,000
Distance to city centre	0 km
Distance to stadium	9 km

### Hippodrome Lalla Malika

The regular venue for the Jawhara music festival, the Hippodrome Lalla Malika is located at the entrance to the city. It provides a green and attractive setting for sports and

leisure activities. Its recently renovated area of 40,000 m<sup>2</sup> can accommodate nearly 60,000 people in a secure space that frequently plays host to large events.



Size of site (total m <sup>2</sup> )	40,000
Max. capacity of site	60,000
Distance to city centre	5 km
Distance to stadium	5 km

## 16.3.8 Meknes

### Place Lahdim

The Place Lahdim is the most famous square of the old medina in Meknes. It is an iconic site, known for the beautiful architecture of its two Ismaili walls and exceptionally popular with both tourists and locals. The square

has recently been reconfigured to allow it to host events of all kinds, notably cultural entertainment. It covers 10,000 m<sup>2</sup> and can accommodate more than 15,000 people.



Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	0 km
Distance to stadium	7 km

### Bassin de l'Agdal

The Bassin de l'Agdal is a large artificial water reservoir located in Meknes. It was built by Moulay Ismail in the 18<sup>th</sup> century and intended to irrigate the gardens of the city's palaces. Located in the heart of the imperial city, the venue includes the historical site

of Sahrij Souani. The Bassin de l'Agdal is impressive thanks to its magnificence and architectural beauty. It hosts a major annual International Agricultural Fair within its area of 53,000 m<sup>2</sup>, which can accommodate more than 79,000 people.



Size of site (total m <sup>2</sup> )	53,000
Max. capacity of site	79,500
Distance to city centre	2 km
Distance to stadium	8 km

# 16.17

## 16.3.9 Nador

### La Corniche

The Corniche in Nador is the most popular destination in the city for visitors, an ideal place for friends to meet up for an evening stroll or for family excursions during the daytime. The recent regeneration of the seafront has

entirely reinvented the location, which today is a go-to seaside destination within the local area. This location is also the regular venue for a beach music festival attracting more than 40,000 people (28,000 m<sup>2</sup>).



Size of site (total m <sup>2</sup> )	28,000
Max. capacity of site	42,000
Distance to city centre	0 km
Distance to stadium	27 km

### Esplanade du port

The port of Nador is currently being reconverted to a stunning marina, as the ancient commercial port is being moved, and will become the Nador Med port. It is located near the city centre and provide a wonderful

view of the Bay of Betoia. The FIFA Fan Fest™ will be located on the esplanade, which is an area of 18,000 m<sup>2</sup>. The site can accommodate more than 27,000 people.



Size of site (total m <sup>2</sup> )	18,000
Max. capacity of site	27,000
Distance to city centre	1 km
Distance to stadium	26 km

## 16.3.10 Ouarzazate

### Kasbah de Taourirt

The Kasbah of Taourirt was constructed in the 17<sup>th</sup> century by the Glaoui tribe and owes its fame to its age. For many years, the Kasbah was the residence of the Pasha of Marrakesh, a high official in the Moroccan Kingdom. Tourists can enjoy the monument's external architecture, that gives the appearance of

sand castles: bronze-red walls stretching up to the sky with crenelated towers at each corner. The Kasbah is among the most precious icons of Moroccan culture, listed as a UNESCO World Heritage Site. Located in the city centre, it provides a venue for many artistic and cultural events. Examples include the Solar Festival attracting more than 15,000 people (10,000 m<sup>2</sup>).



Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	2 km
Distance to stadium	4 km

### Place Al-Mouahidine

The Place Al-Mouahidine is located at the centre of Ouarzazate, and has become the heart of the city life. It is located in the tourist area, near the city's main hotels, and is the site of the central market. The square

was formerly a venue for the Morocco Solar Festival and has recently been renovated, providing an ideal leisure destination. Covering 10,000 m<sup>2</sup>, this site can accommodate approximately 15,000 people.



Size of site (total m <sup>2</sup> )	10,000
Max. capacity of site	15,000
Distance to city centre	0 km
Distance to stadium	6 km

# 16.17

## 16.3.11 Oujda

### Place du 3 mars

A central and iconic location, situated in front of the Mohammed VI Théâtre, the Place du 3 mars can accommodate nearly 31,500 people (21,000 m<sup>2</sup>).

For many years, this site has been the venue for the Raï Festival, which promotes the region's raï identity and heritage.

Size of site (total m <sup>2</sup> )	21,000
Max. capacity of site	31,500
Distance to city centre	0 km
Distance to stadium	8 km



### Place du complexe Moulay Hassan

The Place du complexe Moulay Hassan is the venue for the main stage of the Raï International Festival. Covering an area of 21,000 m<sup>2</sup>, this site can accommodate more than 31,500 people. It forms part of a sports complex whose

facilities will support secure and smooth FIFA Fan Fest™ operations, including venues for housing the security station, volunteer centre and Host City media centre.

Size of site (total m <sup>2</sup> )	21,000
Max. capacity of site	31,500
Distance to city centre	2 km
Distance to stadium	9 km



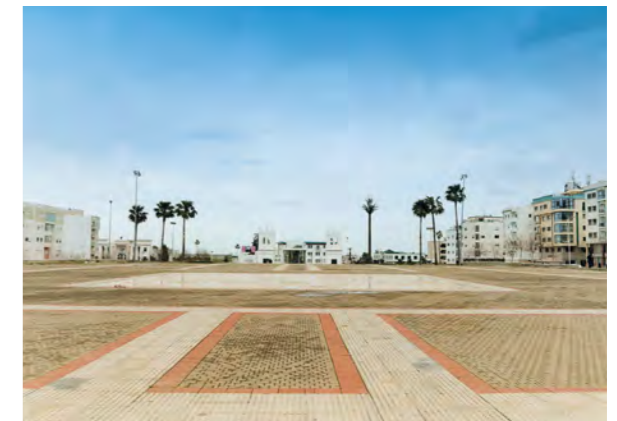
## 16.3.12 Tetouan

### Place du Théâtre Al Wilaya

Boasting an outdoor arena, this iconic square has a central location in front of the Théâtre Al Wilaya. The square was constructed in 2010 and has since been used for many festivals

and concerts. It is regularly the stage for the “Voix des Femmes” music festival and can accommodate nearly 21,000 people (14,000 m<sup>2</sup>).

Size of site (total m <sup>2</sup> )	14,000
Max. capacity of site	21,000
Distance to city centre	0 km
Distance to stadium	10 km



### Place Avenue du Prince Héritier - Martil

The site is located a few kilometres from Tetouan, in the city's beach and port area, known as Martil. The area benefits from excellent transport access in addition to a wide range of tourist facilities, reflecting its popular appeal among Tetouan's residents

and visitors alike. The square itself is located by the mouth of the Oued Martil river. It covers 11,000 m<sup>2</sup> and can accommodate more than 16,000 people. The lively promenade, with its restaurants, ice cream parlours and cafés, will provide a festive environment in which to celebrate the best of football.

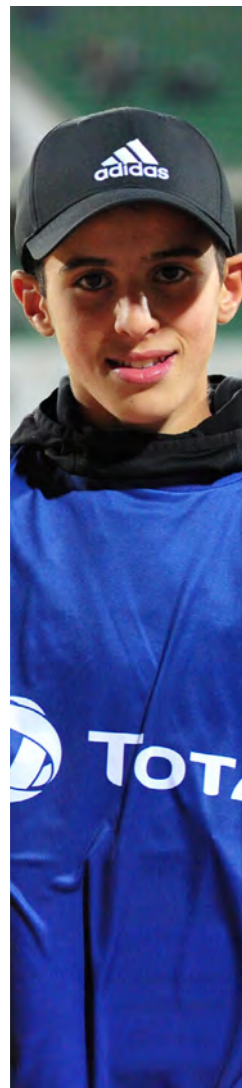
Size of site (total m <sup>2</sup> )	11,000
Max. capacity of site	16,500
Distance to city centre	9 km
Distance to stadium	11 km





# 18.

## VOLUNTEERS



### EXECUTIVE SUMMARY

Volunteers will be crucial in making the 2026 FIFA World Cup™ a success that demonstrates the best of football. The FRMF is planning to recruit 20,000 volunteers who will be the face of the tournament. They will act as the first point of contact for spectators, guests and media, setting the tone for a joyful celebration, while supporting smooth tournament operations. A high priority will therefore be placed on recruiting and training sufficient numbers of enthusiastic local and international volunteers, supported by high-quality services and facilities. After the tournament, these resources will leave a lasting legacy for Morocco and Africa.

### 18.1 “Ibtissam” programme to welcome the world

Volunteers will embody, promote and share Morocco’s passion for football as the first point of contact for all participants: spectators, paid employees, providers, officials, media and delegations. A key goal of the Volunteer Programme is to build a real spirit of teamwork and friendship, inspiring a culture within the group that will help them spread Morocco’s values of openness, tolerance and hospitality. Together with other stakeholders, the volunteers will be responsible for implementing the Morocco 2026 FIFA World Cup™ welcome programme. It will be known as the “Ibtissam” programme, after the Arabic word for “smile”, and will embody this key mission of hosting the world with enthusiasm and happiness.

The general Volunteer Programme plans set out in this section are designed to fulfill the needs of the 2026 FIFA World Cup™ Entity. In addition, the FRMF and the Host Cities will develop their own volunteer plans to support Fan Services activities. The same overarching concept will be used to ensure equal service standards and a coherent look and approach for the benefit of spectators.

### 18.2 Young people as a central pillar of the Volunteer Programme

Young people, aged between 15 and 29, represent 30% of Morocco’s population. The living standards and development of these 8.4 million people represent a major policy focus for the Moroccan Government. This is reflected in the National Youth 2030 Strategy, launched in 2014. The plan identifies voluntary activities as a major lever for youth development, which can expand creative and innovation potential while supporting Morocco’s social, economic,

cultural and political development. In line with the Government’s strong support for volunteering, specific legislation is planned to increase and facilitate the development of volunteer programmes in the country.

Two million of Morocco’s young people are currently in education. The country’s student base offers a ready supply of knowledgeable, curious, flexible and multilingual talent, whose search for new and exciting experiences will make them ideal candidates for the Morocco 2026 FIFA World Cup™ volunteer force. The FRMF will be able to rely on Moroccan schools’ exclusive databases to support volunteer recruitment.

The event will moreover take place during the summer vacation period, ensuring students’ availability and offering them meaningful and valuable professional experience to complement their term-time studies.

Many Moroccan events already rely on Morocco’s dynamic youth population to support their organisation. The 2013 FIFA Club World Cup™ used 1,200 such volunteers, while the 2014 edition attracted more than 4,000 local applications with 2,000 places available. The 2018 African Nations Championship also depended on 1,000 volunteers across four host cities. This track-record demonstrates the strong appetite of young people to participate in football events. It is also a testament to Morocco’s unique expertise in the training and management of young volunteers.

While young people will sit at the core of the programme, everyone in Morocco will be invited to apply to be part of the country’s greatest event, whether they are registered players, officials, fans or simply Moroccan patriots.



# 18.

Finally, the Volunteer Programme represents an unrivalled platform for the FRMF's priority social programmes forming part of its sustainable development strategy (see section 22). In close collaboration with specific NGOs, the FRMF will:

- Deliver a fully gender-equal volunteer programme;
- Integrate 5% of people with disabilities in the volunteer force;
- Develop partnerships or associations that will enable the integration of disadvantaged people as volunteers.

## 18.3 An unprecedented multicultural experience

The FRMF is committed to attracting volunteers from outside Morocco, especially from Africa in partnership with other African Member Associations. The experience and motivation of overseas volunteers will also deliver enormous added value to the programme and offer an international dimension benefitting the atmosphere of the event as well as Moroccan society.

The ambition is also to offer to every volunteer a rewarding experience, based on shared multicultural values and passion of football. The programme will give all international volunteers numerous opportunities for social exchange, both with local people and spectators, before, during and after the tournament, via group training sessions, test events, an international volunteer week, meet-ups, social network communities, a welcome event and daily activities.

Particular focus will be given to the recruitment of African volunteers. The FRMF's federal strategy includes an objective to help develop volunteering skills across the African continent. The aim is to build knowledge

in sport and football event organisation in Africa, strengthening the continent's capabilities and attractiveness as a host for major international events, while also furthering cooperation between African federations.



## 18.4 Moroccan hospitality at the service of all the volunteers

Recognising their crucial role in the success of the 2026 FIFA World Cup™, volunteers will benefit from top-of-the-range services and facilities before and during the event. Giving them the best-possible conditions to deliver the highest quality of services, supported by excellent communication from the recruitment phase will be the programme top-priority.

Volunteers requiring accommodation will have access to the Morocco 2026 accommodation online platform (detailed in section 10). It will include hosting options enabling a true Moroccan living experience:

- **Local home-stay programme.** Moroccan people living around competition venues will have the opportunity to demonstrate authentic hospitality by hosting volunteers from overseas or other parts of Morocco. Volunteers will benefit from the opportunity to live a real human experience, fully integrated in the Moroccan lifestyle with access to the best local help, tips and information;

- **Volunteer base camps.** University campuses or camp sites will also be proposed to volunteers, allowing them to live and share this amazing experience together and with all necessary amenities.

Efficient transportation in Host Cities as well as a wide range of quality food and beverages will be available, free of charge, to volunteers on the days when they are on duty. They will also enjoy dedicated spaces at the stadiums and at the Volunteer Centres, which will serve as headquarters for volunteers to meet, relax, enjoy activities, get their schedules and any information on their mission, management and logistics. These spaces will be the heartbeat of the joyful tournament atmosphere.

Additional benefits offered to volunteers will include premium quality clothing and equipment, small souvenir gifts and merchandise, money-can't-buy experiences, meet-up events, high-quality training and skilled managerial staff.

A special recognition event and certification of their service will also be granted to all participants.



### 18.5 Clear and efficient recruitment and training plan

A transparent and organised recruitment plan following the requirements and objectives defined in the 2026 FIFA World Cup™ Hosting Requirements will be critical in delivering and training sufficient numbers of volunteers, and creating a good team culture and spirit.

#### 18.5.1 Information and promotion

A major promotional campaign will be launched in every Moroccan city, and worldwide, to maximise awareness of the Volunteer Programme (see section 15). The objective will be to encourage participation by communicating the individual benefits each person can expect to receive.

#### 18.5.2 Registration

Registration will take place on a dedicated digital platform. Information about this process will again be communicated worldwide. The FRMF will target a maximum number of candidates with an emphasis on diversity and inclusion. There will be no discrimination on the basis of age, gender, nationality, ethnic background or religion. Many positions will be adapted for persons with an impairment. All candidates, will benefit from the same opportunities.

#### 18.5.3 Interview-stage

Every candidate will be interviewed individually, after registration, by specially-trained “recruitment volunteers”. This will help create the best possible atmosphere among the volunteer community from the start. Selection criteria will be based on motivation, availability and experience. Candidates not selected will be offered other volunteering opportunities within football, at regional or local competitions, and directed to other ways they can be part of the event.

#### 18.5.4 Communication and team-building

The six months following volunteer selection will be dedicated to building a cohesive culture within the volunteer force. A unique tournament volunteer brand will encourage a specific volunteer force identity beyond just the event. In addition, a mass assembly of tournament volunteers will be organised.

Various digital tools and platforms (including major social networks and dedicated tools such as newsletters) will be maintained to share information between the tournament organisers and volunteers, and to provide a forum for volunteers to communicate and exchange with each other.

#### 18.5.5 Training

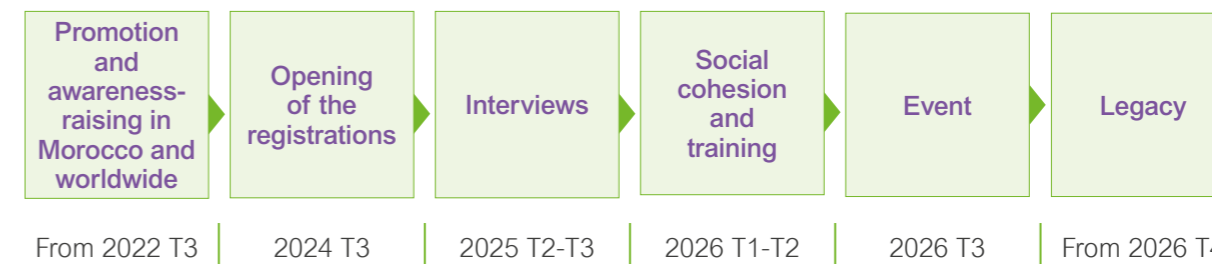
All volunteers will need high-quality and specific training in their allocated functional area. This will take place in close collaboration with FIFA and FIFA World Cup™ Entity. The quality of training and volunteers’ commitment to the sessions will be key to the success of the event. Volunteers will be required to acquire all the important knowledge, to familiarise themselves with the various tools, and to develop an understanding of the processes of all other functional areas. The goal is for volunteers to be as autonomous as possible during the event. Training will include:

- General information about the event (for all);
- Rights, behaviours and obligations (for all);
- Sustainability sessions (for all);
- Experience workshops with Moroccan football organisations (for all);
- Training by functional area (specific);
- Training by venue (specific);
- Language (e.g., english) training (specific).

Training will take place through both face-to-face and e-Learning modules, designed in fun and innovative formats to build additional

knowledge and familiarity with aspects of the tournament, football, and Morocco.

#### Timeline of the Volunteer Programme and recruitment plan



### 18.6 Volunteer Programme legacy aspirations

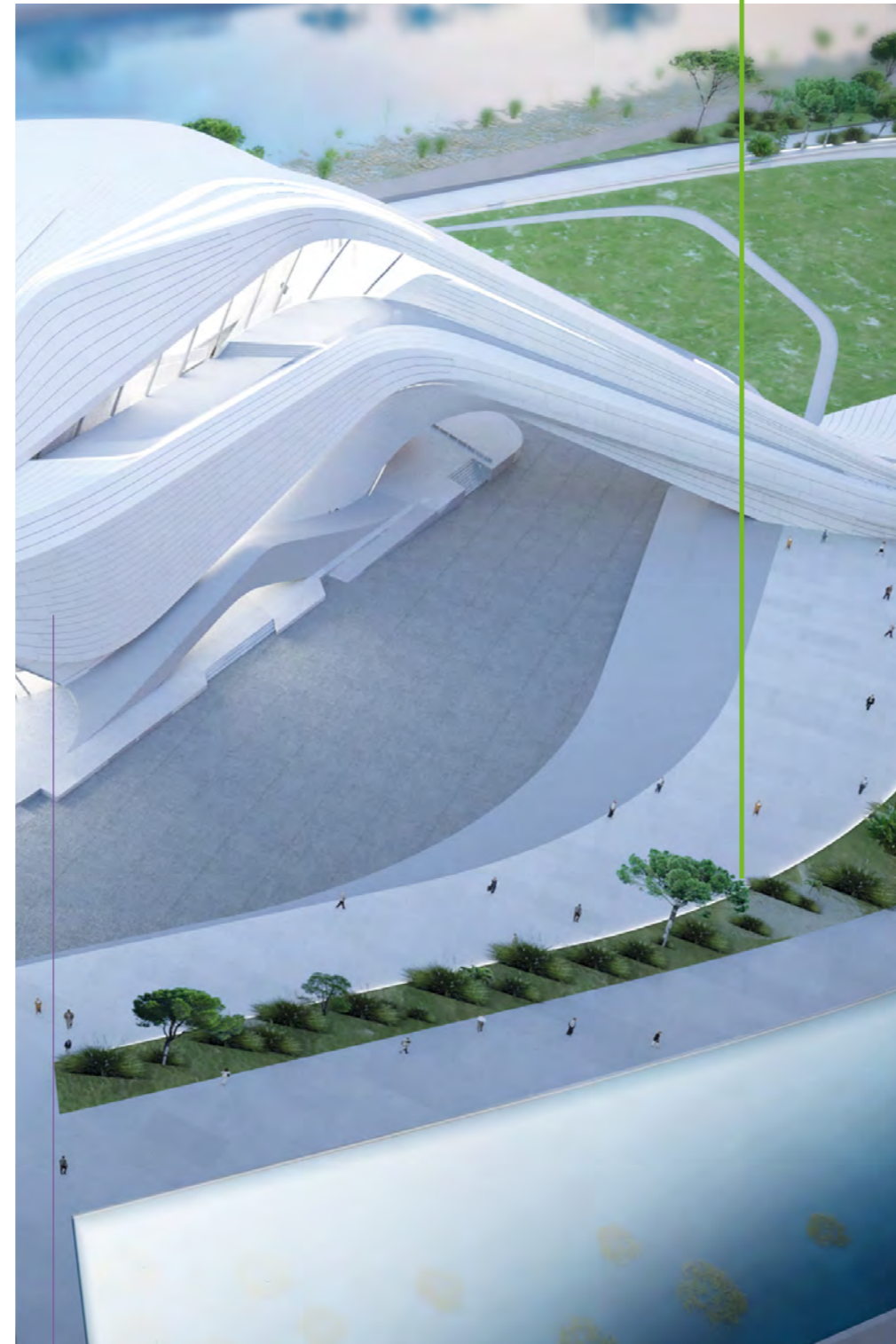
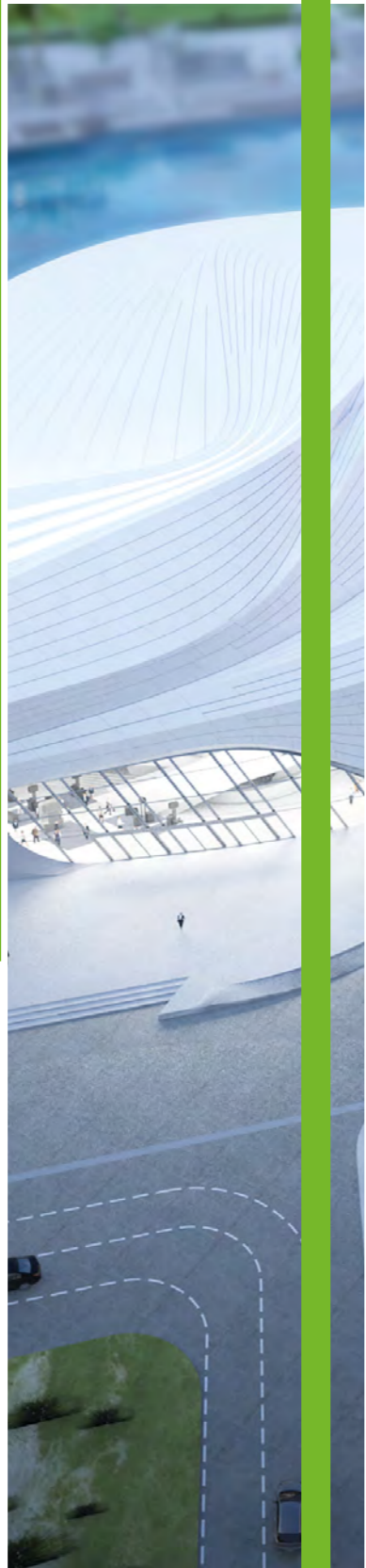
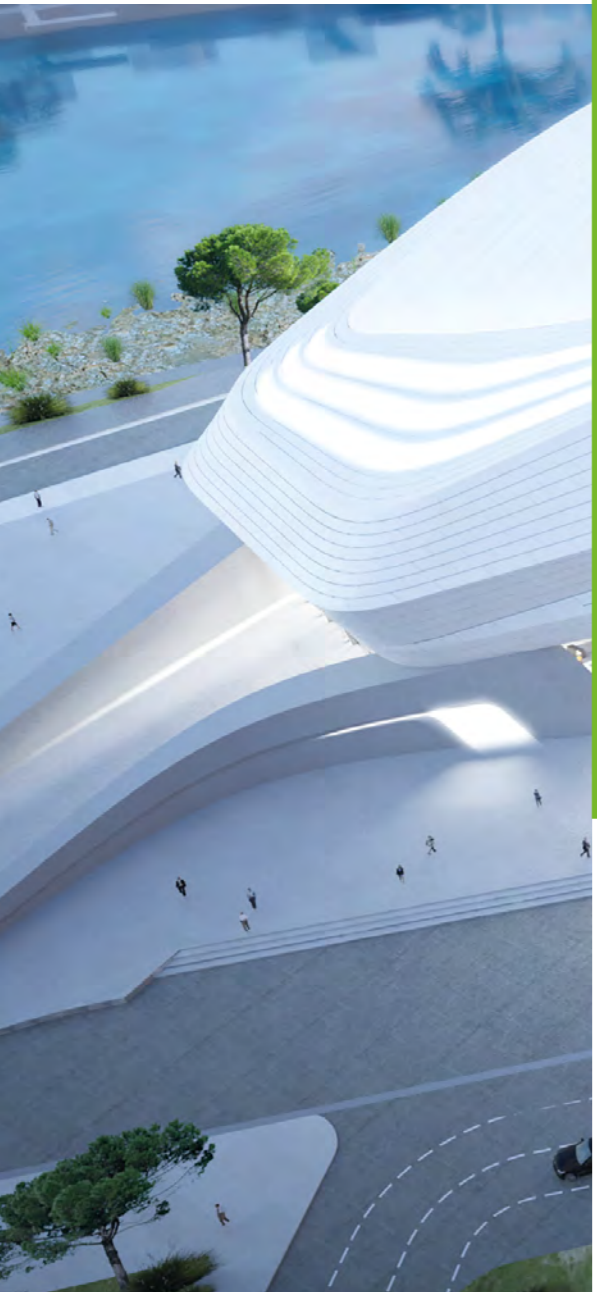
After the event, the FRMF and the Moroccan Government will capitalise on this new network of highly-skilled volunteers to support the social and football development of Morocco. Both legacies are expected to be felt more widely across the continent.

At a human level, participation in the Morocco 2026 FIFA World Cup™ Volunteer Programme will quite simply change people’s lives. This will be achieved:

- By reinforcing the volunteer culture in Morocco and enabling Moroccans to engage in socially meaningful programmes, particularly within football clubs, creating strong solidarity-based communities. A legacy platform connecting all volunteers will be created to maintain cohesion, also serving as a valuable database for other Moroccan and African events;
- By developing skills, especially among participants from disadvantaged groups, in sectors such as hospitality, security, management, foreign languages, event entertainment, communication, logistics and customer relations;

- Through an official 2026 Volunteer Programme diploma, certified by the FRMF and the Government, which can be used to apply for new jobs or academic courses;
- By encouraging a new generation of football and sport professionals with the potential to reshape the national sport sector, leading to further job creation and entrepreneurship growth;
- By delivering 20,000 sustainable development and human rights ambassadors, helping to spread awareness of these issues across Morocco and Africa.

The Volunteer Programme will be implemented in conjunction with local Moroccan clubs as well as Host Cities. A legacy of thousands of passionate volunteers will be ready to support upcoming sport events or get involved on a casual or long-term basis, reinforcing the football community nationwide. In addition, Morocco will benefit from new expertise, procedures, training and tools that can be repurposed for future national or regional sport events.



# 19.

## COMPETITION-RELATED EVENTS

## EXECUTIVE SUMMARY

The Kingdom of Morocco will guarantee iconic and prestigious locations, meeting all FIFA Hosting Requirements for all Competition-related Events. Four cities have been chosen to host these events based on the benefits they offer to all participants: the country's best-connected international airports; an extensive, high-quality accommodation offer; and capability and experience in hosting major global conferences and similar events. Casablanca, Rabat, Agadir and Marrakesh will provide all participants with the highest quality of experience in a magical, truly authentic and unforgettable setting.

### 19.1 Morocco, a major business tourism destination

Morocco is number two in Africa within the business tourism segment, which is a cornerstone of the National Tourism Strategy towards 2020. Significant examples of such events include the United Nations Climate Change Conference (COP22), which saw delegates from more than 200 nations converge to Marrakesh in November 2016. The city also hosts an annual International Film Festival, while Meknes plays host to

an increasingly-important International Agriculture Fair. These events demonstrate Morocco's track record and expertise in delivering international conferences to the highest standards.

### 19.2 Prestigious venues to promote FIFA and launch the FIFA World Cup™

Morocco is well positioned to offer FIFA an outstanding concept for Competition-related Events, benefitting from a wealth of conference centres and exhibition halls as well as the imminent opening of prestigious venues including the Rabat Grand Théâtre, the Casablanca Palais de Congrès and the new Marrakesh Convention Centre. Plans for the Competition-Related events have been developed with the aim of offering FIFA:

- A diverse range of Host Cities, each with a strong and unique cultural identity;
- Locations with excellent international transport connections, supported by a high-end hotel offer;
- Venues that are well adapted to hosting successful related events, providing flexible interior and exterior space, and supported by a large offer of high-end technology.

Related-event	City	Name of site	Status	Owner
Preliminary Draw	Rabat	Grand Théâtre	Under construction	Agence Aménagement Vallée Bouregreg
	Marrakesh	Palais des Congrès Mövenpick	Existing	Mövenpick Hotels and Resort
Final Draw	Marrakesh	Marrakesh Convention and Exhibition Centre (MCEC)	Project	OFEC
	Casablanca	Office des Foires et des Expositions (OFEC)	Existing	OFEC
Team Workshop	Agadir	Palais des Congrès d'Agadir	Under construction	Agadir City Center
	Marrakesh	Palais des Congrès de la Palmeraie	Existing	Palmeraie Resort
FIFA Congress	Casablanca	Palais des Congrès de la Marina	Under construction	CDG
	Casablanca	Office des Foires et des Expositions (OFEC)	Existing	OFEC

## 19.3 Preliminary Draw

### 19.3.1 Proposal 1: Rabat - The Grand Théâtre

Rabat, the capital of Morocco, is situated on the Atlantic coast in the north-west of the country. Located 20 minutes from the airport, the city's new Grand Théâtre, currently under construction, will be completed in early 2019. With a modern design and futuristic architecture by Zaha Hadid, the theatre will offer 47,000 m<sup>2</sup> of exterior and interior spaces including an auditorium with 1,800 seats and an outdoor amphitheatre with 7,000 seats, in addition to numerous reception areas and meeting rooms. In order to meet FIFA Hosting Requirements, almost 10,300 m<sup>2</sup> of temporary space will be set up outside of the theatre.

An alternative proposal will see the team seminar hosted in a separate location: the Amphitrite Palace convention centre. This site offers 1,350 m<sup>2</sup> of space, an auditorium with 528 seats and 330 hotel rooms. The city can comfortably meet overall accommodation demand, with a hotel capacity of 3,106 rooms across 3\*, 4\* and 5\* hotels.



### 19.3.2 Proposal 2: Marrakesh - Palais des Congrès Mövenpick

Marrakesh is situated in the centre of Morocco, at the foot of the Atlas Mountains. The city is world-renowned thanks to its peerless cultural heritage, supported by an exciting entertainment and leisure offer. Today, Marrakesh is also Morocco's leading business tourism destination.



The Mövenpick Palais des Congrès in Marrakesh is the largest conference centre in northern Africa. It is located 10 minutes from the airport and close to the famous Place Jemaa el Fna and the medina. The venue's surface area of 7,450 m<sup>2</sup> includes an exhibition hall of 2,700 m<sup>2</sup>, two auditoriums with 1,489 and 432 seats and multiple meeting rooms. Nearly 4,800 m<sup>2</sup> of additional outdoor space will be created in order to meet Hosting Requirements, providing an area for installations such as the broadcast compound, broadcast areas and accreditation centre. Marrakesh will easily meet accommodation needs for the Preliminary Draw. The city boasts 15,292 rooms in 3, 4 and 5\* hotels. Moreover, the Palais des Congrès is located on the same site as the 500-room 5\* Mansour Hotel.

The Palais des Congrès de la Palmeraie is proposed as an alternative location for the team seminar. It offers more than 7,300 m<sup>2</sup> of modular spaces and almost 1,500 hotel rooms.



## 19.4 Final Draw

### 19.4.1 Proposal 1: Marrakesh - Marrakesh Convention and Exhibition Centre (MCEC)

This new convention centre has been planned in Marrakesh to harness the city's enormous potential and growth as a business tourism destination. It will open in 2022, with infrastructure designed to attract and serve the biggest global conferences and fairs. The complex will include a 10,500 m<sup>2</sup> congress centre, an exhibition area of 10,500 m<sup>2</sup> and two large auditoriums of 2,450 m<sup>2</sup> each. Located just 10 minutes from the airport, the MCEC promises to become the go-to destination in Africa Morocco for international conference organisers. The complex is also proposed as a venue for the IBC.

If preferred, the Team Seminar could also be hosted on a separate site, at the Marrakesh Mövenpick Palais des Congrès (see 19.3.2).



### 19.4.2 Proposal 2: Casablanca - Office des Foires et Expositions (OFEC)

Casablanca is the economic engine of Morocco and the most populous city in Maghreb. It is situated on Morocco's Atlantic coast, and benefits from a large and extremely well-connected international airport. The OFEC, currently Morocco's largest exhibition centre, is located just 30 minutes from the airport and just in front of the city's major landmark, the iconic Hassan II Mosque. The OFEC has already hosted more than 120 trade fairs. A planned extension will see 21,000 m<sup>2</sup>



of new space added by 2022, while 18,000 m<sup>2</sup> of existing indoor space will be totally renovated.

The OFEC has considerable experience in hosting Morocco's biggest exhibitions and conferences – ranging from international sports fairs to international construction shows. This site is also proposed as a venue for the FIFA Congress and the IBC. An alternative option for the Team Seminar will see it take place at a separate location, the new Palais des Congrès de la Marina, which includes an exhibition hall of 4,000 m<sup>2</sup> and 3 hotels (see paragraph 19.6.1).

Casablanca offers more than 7,000 hotel rooms (3, 4 and 5\*), far in excess of the 1,900 rooms required for the Final Draw.



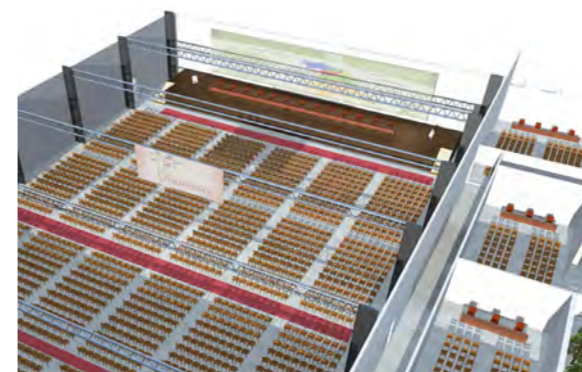
## 19.5 Team Workshop

### 19.5.1 Proposal 1: Agadir - Palais des Congrès d'Agadir

Agadir is Morocco's largest seaside city, situated in the south-west on the country's Atlantic coast. It enjoys exceptionally pleasant, sunny weather all year round. Agadir is easy to access via a well-served international airport and a new, state-of-the-art motorway connecting the city to Tangier. Also a popular business tourism destination, the city is currently building a new exhibition and convention centre, the Palais des Congrès, located 20 minutes from the airport. Work began in December 2017 with the opening scheduled for 2021.

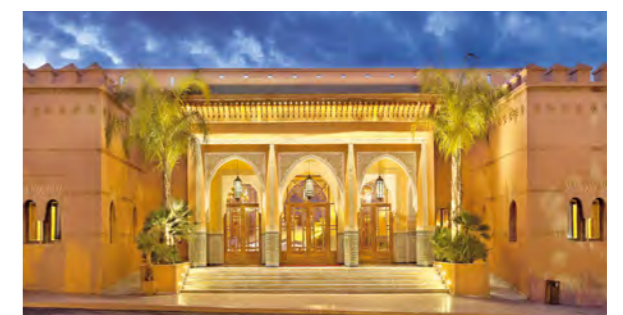


The venue's unique and modular concept will deliver a high level of flexibility. Its 7,935 m<sup>2</sup> can be configured to accommodate all requirements, including an auditorium, exhibition hall and conference facility. Agadir's excellent international connectivity, combined with a hotel inventory comprising 7,000 rooms in 3, 4 and 5\* hotels, will make it an ideal destination, sure to be popular among delegates attending the Team Workshop.



### 19.5.2 Proposal 2: Marrakesh - Palais des Congrès de la Palmeraie

The Palais des Congrès de la Palmeraie enjoys a spectacular setting, complemented by its own distinctive and authentic architecture. Its location could not be better – surrounded by the Golf Palace palm grove, the Hôtel du Golf, the Pavillon du Golf, the Jardins d'Inès and the Palmeraie Village. The venue is both charming and highly desirable, just 20 minutes from Marrakesh airport and the city-centre. It offers high-quality accommodation, meeting rooms, restaurants and activities all on a single site. Facilities include 1,500 beds, 7,300 m<sup>2</sup> of modular meeting and exhibition spaces and 38 seminar rooms.



# 19.

## 19.6 FIFA Congress

### 19.6.1 Proposal 1: Casablanca - Palais des Congrès de la Marina

Currently under construction, the Casablanca Marina is one of the flagship projects in the city's ambitious urban development vision. It is located 30 minutes from the airport and will include nine office towers, a conference centre, a shopping centre and three hotel complexes. The conference centre will accommodate 3,500 people. Its surface area of 4,260 m<sup>2</sup> will comprise a large exhibition hall, a ballroom of 1,000 m<sup>2</sup>, offices (500 m<sup>2</sup>), one auditorium of 780 seats and 560 m<sup>2</sup> of adjacent spaces. This long-awaited facility will help drive Casablanca's growing momentum as a leading international business destination. To meet hosting requirements for the FIFA Congress, nearly 1,500 m<sup>2</sup> of temporary outdoor installations will be added to the site. Casablanca will host the opening match in the FIFA World Cup™ and offers sufficient hotel capacity to accommodate the FIFA Congress in the week preceding the tournament.



### 19.6.2 Proposal 2: Casablanca - Office des Foires et Expositions (OFEC)

The OFEC, currently Morocco's largest exhibition centre, is located just 30 minutes from the airport and in front of the city's major



landmark, the iconic Hassan II Mosque. The OFEC has already hosted more than 120 trade fairs. A planned extension will see 21,000 m<sup>2</sup> of new space added by 2022, while 18,000 m<sup>2</sup> of existing indoor space will be totally renovated. The OFEC has considerable experience in hosting Morocco's biggest exhibitions – ranging from international sports fairs to international construction shows.

This facility is also proposed as a venue for the Final Draw and the IBC. If selected by FIFA as the IBC venue, it will naturally not be available to host the FIFA Congress.





# 20.

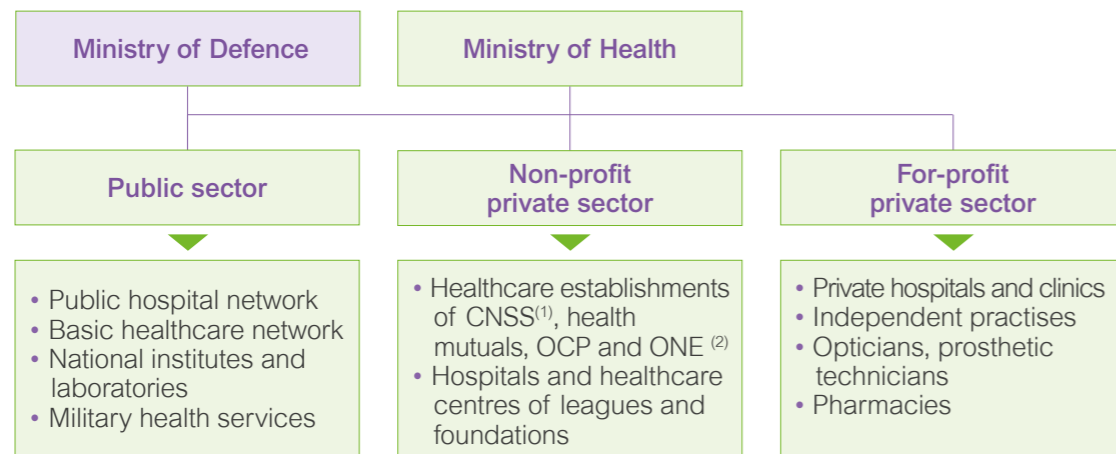
## HEALTH AND MEDICAL SYSTEM

# 20.

## 20.1 A public and private health system in continuous development

Morocco's health system sits under the supervision of the Ministry of Health, centred on a strong public health sector, complemented by private sector providers, both commercial and non-profit.

The ministry's nationwide structures ensure the efficient and continuous operational management of health policies through regional directors in charge of coordinating health development at the regional level, and Ministry Delegates in all Provinces and Prefectures.



<sup>(1)</sup>CNSS: Social Security National Office - <sup>(2)</sup>ONE: Electricity National Office

Building on substantial improvements achieved over the past two decades, Morocco's healthcare system is on a sharp and positive trajectory towards a major transformation that will unlock universal access to efficient and high-quality healthcare for all Moroccans. This ambitious transformation is being fulfilled through a series of action plans such as the 2012-2016 national health strategy that was extended for the current 2017-2021 period as well as a partnership signed with the World Health Organization for the same period.

Healthcare is a top State priority, with tangible impacts already being felt across two main areas.

### Gradual deployment of a universal healthcare coverage system:

- Enshrinement of the right to health in the new constitution enacted in 2011, followed by the framework law relative to the healthcare system and the care offering (law 34-09 enacted by Dahir

(royal decree) 1-11-83 of 2 July 2011);

- Generalisation of the Mandatory Health Insurance scheme (AMO), the Medical Assistance Scheme (RAMED) and private insurance schemes to guarantee access to healthcare for all, leading to a coverage rate of over 60% of Moroccans;
- Very significant increase in healthcare spending per capita (x3.5 since 2000), enabling Morocco to have 2<sup>nd</sup> highest life expectancy in Africa (77.6 years in 2015, an increase of 9 years since 2000).

### Major public and private investment in health infrastructure:

- Construction of new core public university-affiliated hospitals (CHU) at the national level in line with law 70-13 requiring the establishment of at least one major university-affiliated hospital in each Moroccan region. 10 modern university-affiliated hospitals will be available in all major cities by 2021, out of which five are

already operational (Casablanca, Rabat, Oujda, Fez, Marrakesh) and five others in progress (including two opening in 2019 in Tangier and Agadir and three opening by 2021 in Rabat, Beni Mellal and Laayoune);

- Construction of several new hospitals and major hospital renovations at the regional and provincial levels, supported by the investment friendly legal evolution on the ownership of medical facilities: dozens of regional or provincial hospitals have thus been built or upgraded since 2003, 11 more are expected to be built by 2026;
- Significant growth of the private healthcare sector: 490 private health facilities (vs. 373 in 2012) ensure a high-quality complementary offer with cutting-edge general hospitals such as Cheikh Khalifa hospital in Casablanca or Cheikh Zayd hospital in Rabat;
- Expansion of the network of cutting-edge military hospitals to complete the national offer;
- Comprehensive supply of medications and drugs at the highest international standards: ~60% of medicines are manufactured by ~30 local pharmaceutical companies.

As a result, Morocco's current healthcare offer comprises nearly 39,000 beds spread across more than 3,400 healthcare facilities throughout the country. In order to be fully ready for the 2026 FIFA World Cup™, the already-planned healthcare development programme will be accelerated. Morocco is committed to providing sufficient medical facilities and personnel at the highest standards, to satisfy the needs of teams, referees, FIFA constituent groups and the general public in all Host Cities as well as in the cities where Team Base Camps will be located, in full compliance with all FIFA

requirements. To achieve this objective, an extensive audit of medical facilities to be used for the tournament has led to the development of a USD 900 million investment plan to deliver the following:

- Minor upgrades of five hospitals (e.g., building renovation, equipments);
- Major upgrades of 10 hospitals (e.g., services extension, cutting-edge equipments, increased bed capacity);
- Construction of a new university-affiliated hospital (CHU) in Beni-Mellal, already planned, and five new facilities close to Team Base Camps, including one already planned in Al Hoceima.

The FIFA World Cup™ will thereby play a significant role in driving one of the tournament's most powerful human legacies to the benefit of all Moroccans (see template no. 17 for more details).

## 20.2 A safe health environment for all international visitors

No vaccination is required for visitors entering Morocco and no precaution need to be taken before, during or after staying in the country. Morocco has also not experienced any major epidemic development. To date, no risk has been identified in the country. These results are the product of dedicated health programmes conducted by the Moroccan Government, in cooperation with national and international partners.

The Directorate of Epidemiology and Disease Control (DELM) is the Ministry of Health's department responsible for monitoring health and epidemiological risks. Any epidemic disease detected at the borders is subject to an immediate investigation conducted by the medical, port and airport authorities. The DELM Monitoring and Health Safety Centre centralises, communicates and steers the response to any risk of infection. It is supported



by the National Public Health Emergency Operations Centre (CNOUSP), 12 Regional Public Health Emergency Operations Centres and 83 Rapid Intervention Teams (EIR). It should be noted that Morocco was the only country in the region to maintain flights to and from infected countries during the 2014 Ebola outbreak, a decision supported by the establishment of a reliable Emergency Centre, where a disciplined management allowed Morocco to have no known case.

### 20.3 Environmental conditions: low risk and no specific issues

Morocco's environmental conditions do not pose any risk to the health of players and visitors. In terms of weather, average temperatures measured in Morocco for the period of the 2026 FIFA World Cup™ are below 30°C (see template no. 2) with low humidity rates. Although higher peak temperatures may be recorded in Ouarzazate and Marrakesh, the dry climate of these cities will significantly reduce any potential impact when compared to the effects of such temperatures in a humid environment. As major tourist destinations with considerable experience in staging major events at this time of year, all Host Cities are used to explaining vigilance measures and providing fresh water for all in the event of a heat wave.

Similarly, no vigilance is required for air and water quality. All Host Cities offer high-quality drinking water, regularly tested (more than 2,000 tests on average per year per city). Likewise, air-quality measurements show levels well within the international guidelines.

### 20.4 A comprehensive and adapted strategy to cover medical costs for international visitors

The framework law 34-09 relative to the health

system ensures that all foreign visitors staying temporarily in Morocco benefit from access to emergency care when necessary. This includes medical care provided in first aid outposts, emergency departments of public hospitals and transport by fully-equipped emergency vehicles. Morocco will provide spectators and other foreign visitors with full details on how to obtain appropriate medical insurance for their stay in the country. During the 2026 FIFA World Cup™, care provided for the public in stadiums and FIFA Fan Fests™, via the facilities set up for the purpose, will be free of charge for all.

In addition, members of FIFA constituent groups will receive priority and custom care as required, free of charge, both before and during the competition. Players will also have access to the best possible medical care, free of charge, while treatment of specific sports-related conditions will be provided by the most highly-qualified sports physicians and physiotherapists at no additional cost.

### 20.5 Tested medical services, meeting international benchmarks for major sports events

The Ministry of Health departments are systematically mobilised for large-scale events. They have considerable experience in supporting football competitions, including the 2013 and 2014 FIFA Clubs World Cup™ and, more recently, the 2018 African Nations Championship.

All necessary provisions are made by the Ministry of Health to ensure optimal health cover for all participants in a major event. They include: the activation of all health monitoring services to prevent any risk; mobilisation of all national and local stakeholders in the public and private health sector around

the event; coordination of stakeholders and facilities set up for the event within the prefectural command posts headed by the regional health directors in each prefecture and the implementation of a specific crisis management system.

The Royal Moroccan Football Federation's medical commission is collaborating with the Ministry of Health to establish an optimal system and ensure high-quality service in all selected hospitals.

### 20.6 A dedicated plan for teams, officials and the FIFA constituent groups

Specialist sports physicians, selected by the FRMF medical commission in association with the Ministry of Health, will act as liaison officers for each team, referees, tournament officials and FIFA delegations. All English speakers, they will be the interface with local medical and paramedical bodies to facilitate their stay in Morocco. In parallel, the work of the teams' physicians will be enabled by two authorisations: authorisation to practice on Moroccan territory and facilitation of the import of medical equipment.

The healthcare facilities proposed for the FIFA World Cup™ have been subject to an in-depth analysis conducted by the FRMF, in collaboration with the Ministry of Health. Together, they assessed the existing and planned healthcare offer in the Host Cities and Team Base Camp cities, both in terms of the general requirements (reference hospitals, delegation-designated hospitals less than 10 km from the TBC and VSTH, hospitals for the general public) and the required specialist facilities with sports medicine and injury expertise (less than 20 to 50 km from the stadiums). This audit identified a selection of healthcare centres already meeting FIFA's

criteria and others requiring improvements by 2026. An investment of USD 900 million will be made to secure the necessary upgrades (see paragraph 20.1) which will be conducted in the context of a major, nationwide plan to develop healthcare in Morocco. This accelerated delivery will constitute one of the tournament's most significant legacies.

As such, selected facilities will meet the highest international standards in 2026, across all specialist areas. All facilities will be accessible 24/7 and equipped with cutting-edge technical equipment. Beds will be earmarked for the teams, officials and FIFA delegations to ensure priority access to any needed immediate treatment. Furthermore, medical and paramedical personnel will be reinforced for the competition and will benefit from specific training courses. A translation service in every main FIFA language will be set up in all hospitals.

Similarly, appropriate facilities meeting FIFA requirements will be set up at the training sites and Team and Referee Base Camps with the availability of a physician supported by a team of four paramedics and an ambulance at each training session. For all competition venues and Team Base Camps, a medicalised helicopter will be permanently pre-positioned to ensure the fastest possible transfer to the selected facility.

A 24/7 medical centre with highly qualified and well-equipped doctors and medical support staff will be established at the FIFA headquarters throughout the competition. The reference healthcare facilities listed below have been selected in each Host City as a result of an extensive audit and will serve as expert treatment and reference hospitals.

Expert treatment and reference hospital per Host City				
Host City	Public / Private	Hospital	No. of beds	2018 Status
Casablanca	Private	University-affiliated international Hospital Cheikh Khalifa Ibn Zaid	205	Ready
Marrakesh	Public	University-affiliated Hospital (CHU) Mohammed VI	1,548	Minor upgrade planned
Agadir	Public	University-affiliated Hospital (CHU) of Agadir	867	Under Construction
Fez	Public	University-affiliated Hospital (CHU) Hassan II	526	Minor upgrade planned
Rabat	Public	Military Hospital Mohammed V	900	Ready
Tangier	Public	University-affiliated Hospital (CHU) of Tangier	771	Under Construction
El Jadida	Public	Hospital Mohammed V	450	Minor upgrade planned
Meknes	Public	Military Hospital Moulay Ismail	280	Ready
Nador	Public	Provincial Hospital of Nador	250	Under Construction
Ouarzazate	Public	Hospital Sidi Hsain Benacer	224	Major upgrade planned
Oujda	Public	University-affiliated Hospital (CHU) Mohammed VI	380	Ready
Tetouan	Public	Provincial Hospital of Tetouan	380	Major upgrade planned

### 20.7 Highly-coordinated emergency response in every Host City

In close cooperation with the Operational Security Coordination Group (see section 14), an emergency management system meeting FIFA requirements will be implemented by the national authorities to respond to any medical emergency. This system will be supervised by a national unit managed by the Ministry of Health and will involve all key stakeholders Civil Defence, public and private hospitals, military hospitals, Royal Gendarmerie, etc.), in close coordination with the FRMF Medical Committee. Locally, a command post headed by the Wali and the Regional Health Director will be set up in each Host City to ensure direct and efficient coordination. This system

will build on the development of an integrated network of state-of-the-art emergency care facilities (“Réseau Intégré des Soins d’Urgence Médicale” – RISUM) initiated in 2012 with a pilot project in Marrakesh, notably in the stadium.

To ensure the fastest possible response time, the Emergency Medical Assistance Services (SAMU) will be in charge of emergency medical assistance and transport at the front line. They will receive and manage emergency medical calls via the Medical Call Regulation Centre (CRAM) and organise admissions to the healthcare centres. SAMU will be supported by the Mobile Emergency and Resuscitation Services (SMUR) that will ensure primary and secondary emergency interventions.

An appropriately-scaled medical transport system will be deployed in each Host City and all the other cities where Team Base Camps are located, with medical ambulances and helicopters equipped with all necessary emergency and resuscitation equipment.

In addition, a highly qualified and equipped medical team will be mobilised at all key tournament locations, including FIFA HQs, stadiums, Team Base Camps, Referee Base Camp, VSTH, VSTS and Fan Fests™ and all main accommodation sites to ensure prompt treatment of all medical emergencies.

An ambitious technical and linguistic training programme will be provided for emergency teams. It will be accompanied by an investment programme to fit all selected emergency facilities with cutting-edge equipments for the event.

In the event of a large-scale medical emergency, an ORSEC plan (Civil Defence Response Organisation) will be triggered by the Ministry of Interior, defined for each hospital via a Hospital Emergency Plan outlining the guidelines to follow in the event of a massive inflow of victims and involving all emergency units (SAMU, Civil Defence, Police, Royal Gendarmerie, Royal Armed Forces). The ORSEC plan for the FIFA World Cup™ will be tested and fine-tuned in the run-up to the event to ensure a rapid, efficient and coordinated response to all potential major emergencies.

### 20.8 Robust stadium medical care plan for all constituent groups

Specific facilities for the different constituent groups will be set up in the stadiums and directed from the Venue Operational Centre (VOC) where representatives of all relevant agencies will be mobilised, including: the

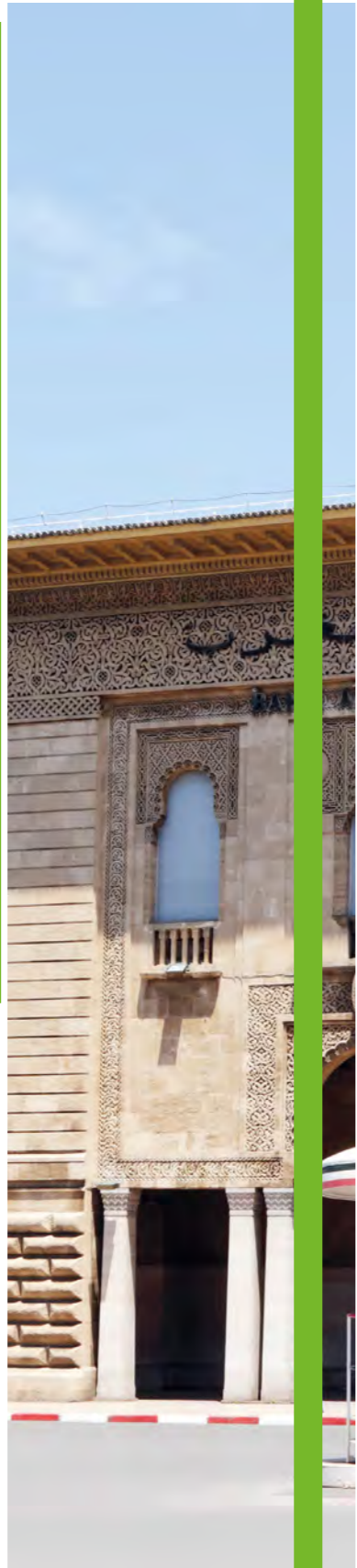
Directorate General of Civil Defence (DGPC), in charge of placing all emergency workers; SAMU for facilitating emergency transport to hospitals; a managing physician in charge of directing all medical services in the stadium, supported by a triage physician. All medical and paramedical personnel will hold emergency intervention qualifications and will be selected by the Ministry of Health.

Evacuation plans for each stadium, existing or new, will be updated ahead of the event according to the venue’s specifications.

In addition, situational exercises will be organised in each of the 2026 FIFA World Cup™ Host Cities to test the system and train the teams (see section 14).

### 20.9 Doping control concept of operations

The fight against doping is a key priority for the Kingdom. As early as 2003, the government ratified the Copenhagen Convention, recognising the world anti-doping code enacted by the World Anti-Doping Agency (AMA) and in 2005, Morocco signed the UNESCO Convention, thus formalising the Government’s commitment. This commitment was concretised in 2017 by the enactment of law 12-97 relative to the fight against doping in sport. In particular, the latter provides for the establishment of a Moroccan anti-doping agency, which will come into being during the second half of 2018. The FRMF has developed its own annual programme to educate and increase the awareness of all stakeholders in Moroccan football. The FRMF has proven experience in implementing anti-doping tests at major events, such as recently at the 2018 African Nations Championship for which the Lausanne laboratory was used.



# 21.

## EXPENDITURE AND TICKET REVENUES

## EXECUTIVE SUMMARY

A 2026 FIFA World Cup™ in Morocco will deliver guaranteed financial success. This will be based on:

- Limited local operational expenditure due to reasonable living costs;
- Maximised revenues from ticketing, broadcast rights and sponsorship, all underpinned by Morocco's proximity to the key markets of Europe, Africa and the Middle East;
- Public authorities have further guaranteed to provide, free of charge, all competition and training venues in line with their strong support for the Morocco 2026 bid.

A study conducted by international consulting firm Roland Berger has estimated a profit for FIFA of at least USD 5 billion from FIFA World Cup™ in Morocco. The tournament is moreover projected to create 110,000 jobs and to generate an economic boost of almost USD 2.7 billion for Morocco from 2019 to 2026.

Morocco will stage a festive event with full stadia and extraordinary atmosphere. Moroccans' renowned passion for football, allied to easy access from all of Europe's major football markets, will enable FIFA to achieve strong ticketing revenue targets.

The Royal Moroccan Football Federation (FRMF) has conducted a detailed analysis in order to build the comprehensive and achievable expenditure budgets presented in this section, reflecting a clear understanding of the split of responsibilities between the Member Association, the FIFA World Cup™ Entity, FIFA and the public authorities.

In terms of infrastructure investment, limited expenditure will be required thanks to a good level of existing general infrastructure in transport and public services.

Proposed investment to build or adapt competition venues and other infrastructure is in line with Morocco's national development strategy and football development plans. It is fully guaranteed by the Government, ensuring no risk to delivery.

Investment to deliver the 2026 FIFA World Cup™ stadiums and training sites will be USD 3 billion (current), representing less than 1% of Morocco's public expenditure over the planning phase.

### 21.1 Expenditure budget

#### 21.1.1 Introduction

The FRMF conducted a full analysis of the various hosting requirements and hosting agreements in order to capture the split of responsibilities between all stakeholders. It has been assisted by local and international financial consultants with expertise in budget planning at international sports events.

The methodology then followed a double approach: a "bottom-up" in line with the various assumptions and a "top-down" check to benchmark and control the budget against other major international sport events, including previous FIFA World Cup™ editions. The result is comprehensive, achievable budgets that are detailed in the templates and supporting information provided to FIFA with this Bid Book.

Overall, Morocco 2026 will offer FIFA an "affordable" World Cup thanks to low living costs and strong support from public authorities, including the provision of venues free of charge (see Stadium and Training Site Agreements).

The proposed budgets have been created in consideration of the current economic environment and are therefore based on 2018 values adjusted for inflation (based on IMF at an average of 2.0% per year as presented in section 6) and following FIFA's methodology to estimate a final cost in 2026 values. The exchange rate used is USD 1 = MAD 9.74.

#### 21.1.2 Expenditure budget – Initial period

The FRMF has assessed all its responsibilities and stands ready to plan and assist in

delivering the 2026 FIFA World Cup™, starting with the initial period from 2018 to 2020 following the election of Morocco as Host Country of the 2026 FIFA World Cup™. The operational budget for these first two years has been prepared and is ready to be approved by FIFA. Details are available in template no. 19. It includes primary staffing and identification of the possible offices for the FIFA World Cup™ operations and planning.

#### Highlight view of the expenditure budget – Initial period (2026 values)

Section	Programme Structure	Morocco 2026 (USD000)	Morocco 2026 (MAD000)
1	Governance	175	1,701
2	Host City management	1	12
3	Project and knowledge management	54	523
4	Legal	78	756
5	Finance and procurement	49	482
6	Workforce management	473	4,605
7	Commercial	26	254
8	Communications	71	688
9	Compliance	188	1,835

#### 21.1.3 Expenditure budget – Competition budget

The competition budget sits mainly under the responsibility of FIFA and the FIFA World Cup™ Entity. The FRMF's responsibilities, delivered through the FIFA World Cup™ Entity, will be related to coordination of public authorities and other stakeholders, national promotion of the event, monitoring of venue development, volunteer recruitment and the management of medical and security services.

The public authorities, confirming their strong support, have guaranteed to provide access to

all venues at no cost for the FIFA World Cup™. This guarantee covers the competition stadiums, training facilities and FIFA Fan Fest™ locations. Medical and security operations will be delivered through a mix of public and private operators in order to cover all areas of risk and services.

The Volunteer Programme will benefit from the availability of university students during the summer vacation period. Their qualifications and international language skills will help Morocco to welcome the world. Details are available in template no.18.

# 21.

## Highlight view of the expenditure budget – Competition budget (2026 values)

Section	Programme Structure	Morocco 2026 (USD000)	Morocco 2026 (MAD000)
12	Marketing operations	2,339	22,779
17	Training sites	1,325	12,907
18	Stadium management	2,089	20,350
28	Volunteers	848	8,258
33	Medical Services and doping Control	3,113	30,322
35	Safety and security	12,498	121,729

### 21.1.4 Expenditure budget – Non-events budget (2020-2026)

Following the initial period, the FRMF will continue to play a supporting role in the planning and delivery of the FIFA World Cup™ within the FIFA World Cup™ Entity.

It will assist in recruiting a qualified and internationally-oriented local workforce; in providing affordable central Headquarters for the FIFA World Cup™ Entity and in developing national communication plans supporting the organisation and ticket sales (see section 15).

## Highlight view of the expenditure budget – Non-events budget (2026 values)

Section	Programme Structure	Morocco 2026 (USD000)	Morocco 2026 (MAD000)
1	Governance	1,240	12,074
2	Host City management	1,437	13,992
3	Project and knowledge management	779	7,583
4	Legal	972	9,464
5	Finance and procurement	369	3,594
6	Workforce management	18,876	183,854
7	Commercial	204	1,987
8	Communications	8,651	84,258
9	Compliance	1,683	16,394

### 21.2 Ticketing market in Morocco

Home and abroad, Moroccans are passionate football fans with an appetite for attending matches that will ensure full stadiums. Attendance at Botola Pro Maroc Telecom D1 matches (in Host Cities with a Premier League club) stands at between 70% and 100%. National team games can attract crowds at 90% to 100% of stadium capacity. Stadium capacities in this bid are in line with FIFA requirements. They include temporary sections, to be financed by the public authorities, which

will be dismantled after the FIFA World Cup™ to downsize stadiums to their final legacy size. All stadiums, in their FIFA World Cup™ configurations, will include hospitality facilities in line with international standards.

The following tables present:

- The capacities of the stadiums used for the ticketing revenue forecast based on the competition schedule;
- The average pricing for comparable domestic and international events.

Morocco 2026 stadium capacities	Gross	Net	No. of stadiums	No. of matches	Cities
Stadium A	93,000	80,648	1	8	Casablanca
Stadium B	69,565	60,071	1	8	Marrakesh
Stadium C	65,000	58,157	1	7	Tangier
Stadium D	45,967 <sup>(1)</sup>	40,477 <sup>(1)</sup>	9	57	Agadir, Casablanca, El Jadida, Fez, Marrakesh, Meknes, Nador, Ouarzazate, Oujda, Rabat, Tetouan

<sup>(1)</sup> Average gross and net

Average pricing for comparable domestic and international events (USD) <sup>(2)</sup>	Min.	Max.
<b>Football events</b>		
2013 and 2014 FIFA Club World Cup™	12	144
2017 National Team matches	3	27
2018 African Nations Championship	3	11
Botola Pro Maroc Telecom D1 (National Premier League Championship)	3	31
<b>International sports events</b>		
Hassan II Golf Trophy	5	16
2017 World Judo Open Championships	5	15
<b>Other events</b>		
Mawazine Music Festival	10	500
Oasis Music Festival	130	200
International singers' concerts	100	165

<sup>(2)</sup> These prices are in line with the proposed tickets prices in the local category (category 4).

### 21.3 Ticketing Revenues

#### 21.3.1 Tickets prices

Following an analysis of the prices proposed for each category and round at previous FIFA World Cup™ tournaments, the ticket pricing grid below has been developed in line with FIFA's methodology and overall ticketing policy. Prices are proposed in 2026 USD values based on the forecast inflation of the American currency (2.1% per year).

Tickets for category 4, starting at USD 27, represent 19% of the overall allocation. These tickets are proposed at accessible prices for local citizens. Overall, the objective is to give as many Moroccans as possible the chance to be part of an extraordinary festival, full of authentic football passion.

Ticket prices for the three first categories (starting at USD 125) are in line with international market prices, particularly those of neighbouring European nations.

All stadiums will provide a hospitality offer aligned with international standards and fully compliant with FIFA requirements, including premium seats and multiple boxes.



# 21.

Ticket price (USD)	Cat.1	Cat.2	Cat.3	Cat.4	Business seats	Skybox seats	Special access seats
Opening match	680	465	295	75	802	1,250	75
Group matches	245	190	125	27	291	450	27
Round of 32	275	210	135	35	322	500	35
Round of 16	305	230	150	50	357	550	50
QF	455	305	225	80	534	800	80
SF	915	605	370	105	1,077	1,650	105
3 <sup>rd</sup> place	455	305	225	80	534	800	80
Final	1,365	900	590	155	1,604	2,450	155

Split by categories per stadium	Cat.1	Cat.2	Cat.3	Cat.4	Business seats	Skybox seats	Special access seats	Total
Stadium A	27%	22%	22%	19%	6%	3%	1%	100%
Stadium B	27%	22%	22%	19%	6%	3%	1%	100%
Stadium C	30%	22%	22%	19%	4%	2%	1%	100%
Stadium D	30%	22%	22%	19%	4%	2%	1%	100%
Grand total	29%	22%	22%	19%	5%	2%	1%	100%

Number of matches	Opening	Group	Round of 32	Round of 16	QF	SF	3 <sup>rd</sup> place	Final	Total
Category A	1	3	2	0	0	1	0	1	8
Category B	0	4	1	1	0	1	1	0	8
Category C	0	4	2	0	1	0	0	0	7
Category D	0	36	11	7	3	0	0	0	57
Grand total	1	47	16	8	4	2	1	1	80

### 21.3.2 Estimation of revenues

In order to estimate the ticketing revenues, the FRMF followed the FIFA requirements set out in template no. 20. It first defined a split of each stadium's capacity between the categories (as shown in 21.3.1) and then applied an average attendance at each game.

Forecast attendance is currently 90% as an overall average. It represents 3.5 million tickets sold on 3.8 million tickets available. This is a conservative forecast and the FRMF is confident that FIFA will surpass this target thanks to enormous local interest (in Morocco but also throughout Africa and the Middle East). Ticket sales will be further boosted by European fans who will enjoy easy access

to Morocco. The country is located within a three-hour journey of most major European cities and offers accommodation options to suit every budget. A planned national and international ticketing campaign, comprising communication and promotional activities, will drive awareness and help maximise sales. At a local level, ticket control strategies will be developed and deployed with the support of the public authorities in order to avoid ticket scalping.

Overall revenues of USD 785 million are forecast from ticket sales. These revenues will not be subject to any taxation nor other legal requirement with the exception of VAT, guaranteed to be levied at 10%

(see Government Legal Statement). The proposed ticketing plan is fully aligned with a legacy vision that aims to avoid white

elephants, while still meeting FIFA's capacity requirements and delivering strong revenues at standard prices.

Average attendance	Opening	Group	Round of 32	Round of 16	QF	SF	3 <sup>rd</sup> place	Final	Total
%	100%	88%	90%	92%	98%	100%	95%	100%	90%

Number of tickets sold		Cat.1	Cat.2	Cat.3	Cat.4	Business seats	Skybox seats	Special access seats	Total
Match type	No. of matches	Quantity of tickets	Quantity of tickets	Quantity of tickets	Quantity of tickets	Quantity of tickets	Quantity of tickets	Quantity of tickets	Quantity of tickets
Opening match	1	21,788	17,740	17,740	15,320	5,210	2,230	620	80,648
Group matches	47	562,247	417,953	417,953	361,060	86,004	36,846	18,463	1,900,525
Round of 32	16	207,160	154,962	154,962	133,866	32,922	14,103	6,660	704,635
Round of 16	8	93,840	69,478	69,478	60,021	13,956	5,980	3,183	315,938
QF	4	53,477	38,700	38,700	33,438	6,963	2,984	1,735	175,996
SF	2	37,919	30,960	30,960	26,730	9,110	3,900	1,140	140,719
3 <sup>rd</sup> place	1	15,325	12,559	12,559	10,840	3,705	1,587	494	57,068
Final	1	21,788	17,740	17,740	15,320	5,210	2,230	620	80,648
Grand total	80	1,013,543	760,092	760,092	656,594	163,080	69,860	32,914	3,456,175

Ticketing forecasted revenues		Cat.1	Cat.2	Cat.3	Cat.4	Business seats	Skybox seats	Special access seats	Total
Match type	No. of stadiums used	Total (USD000)	Total (USD000)	Total (USD000)	Total (USD000)	Total (USD000)	Total (USD000)	Total (USD000)	Total (USD000)
Opening match	1	14,816	8,249	5,233	1,149	4,178	2,788	47	36,459
Group matches	12	137,751	79,411	52,244	9,749	25,051	16,581	498	321,285
Round of 32	12	56,969	32,542	20,920	4,685	10,601	7,052	233	133,002
Round of 16	8	28,621	15,980	10,422	3,001	4,978	3,289	159	66,451
QF	4	24,332	11,804	8,708	2,675	3,717	2,387	139	53,762
SF	2	34,696	18,731	11,455	2,807	9,812	6,435	120	84,055
3 <sup>rd</sup> place	1	6,973	3,830	2,826	867	1,978	1,269	40	17,783
Final	1	29,740	15,966	10,467	2,375	8,357	5,464	96	72,464
Grand total	12	333,897	186,513	122,274	27,307	68,673	45,264	1,331	785,259

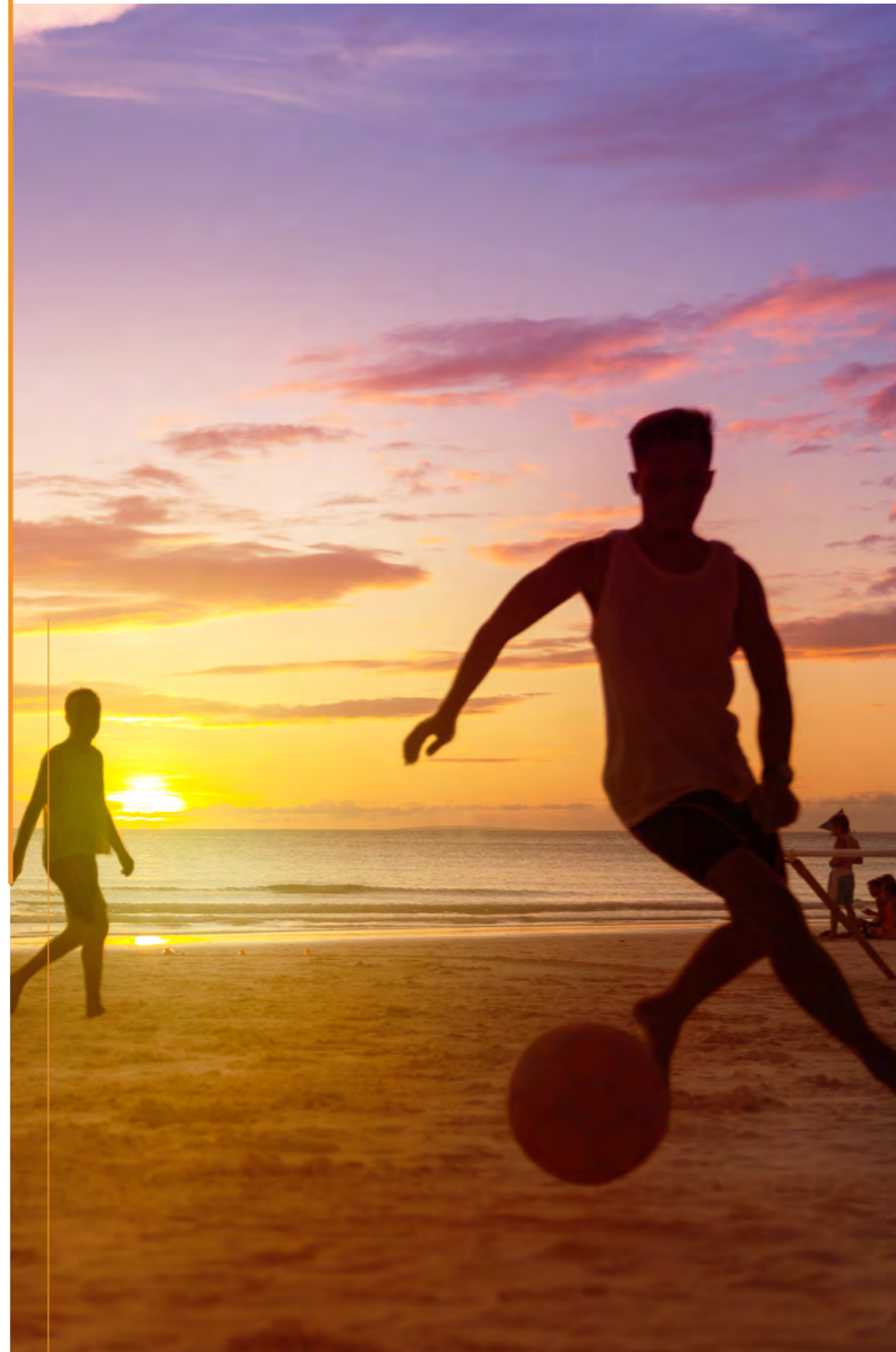
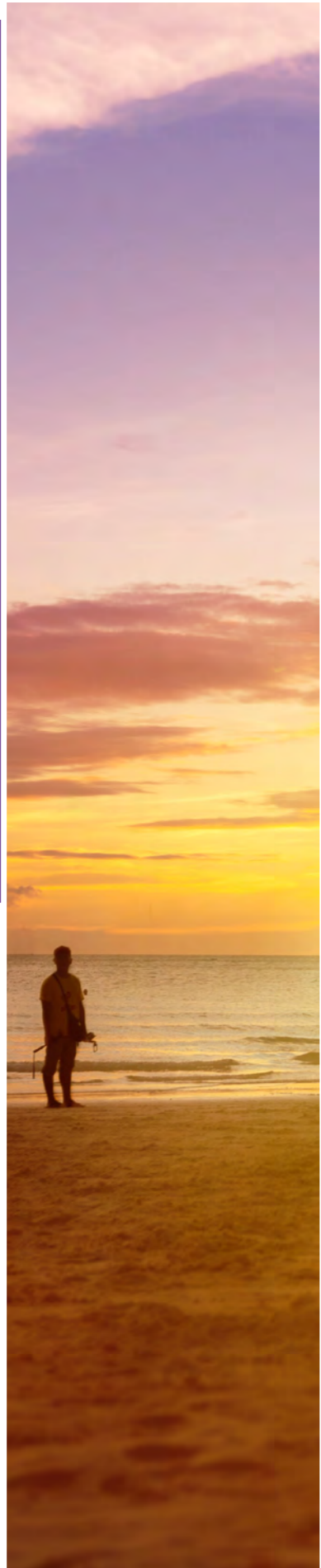
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# CHAPTER E

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# 22.

## SUSTAINABLE EVENT MANAGEMENT



## EXECUTIVE SUMMARY

Morocco is determined to stage a FIFA World Cup™ that will deliver excellence in environmental protection, sustainable management and promotion of human rights, reflecting the country's significant climate and sustainable development commitments.

The Royal Moroccan Football Federation (FRMF) has integrated a sustainable development approach from the start of the bid. It will ensure that bid and tournament operations meet the ISO 20121 standard for sustainable events, supported by a dedicated governance structure involving all stakeholders. The comprehensive plan covers the full range of environmental, social and societal issues related to the tournament. It will support an objective to make the 2026 FIFA World Cup™ a catalyst for sustainable development and human rights progress, ensuring a legacy that will truly benefit all Moroccans.



### 22.1 Commitment to act as a catalyst for sustainable development and human rights

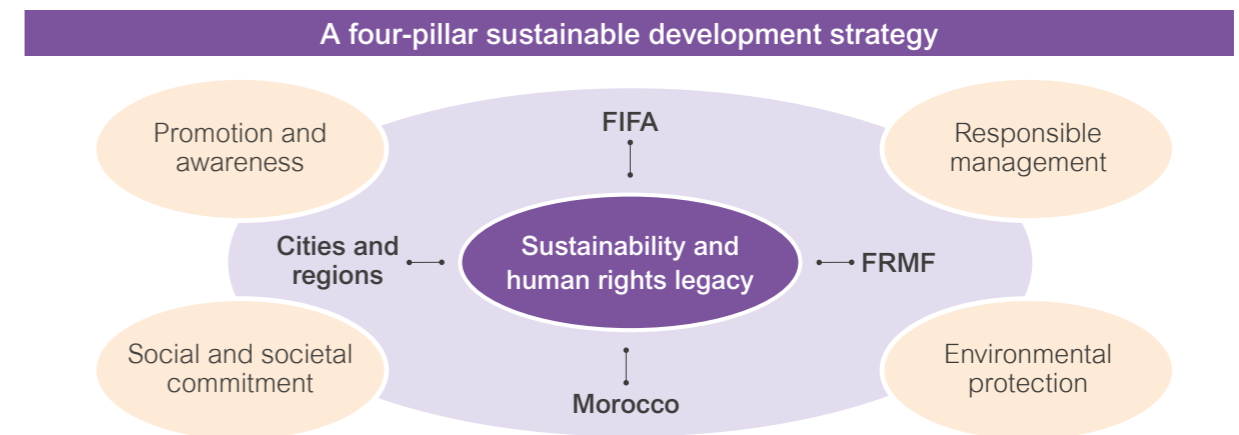
Morocco is a global leader in the areas of climate and sustainable development. The Kingdom is a signatory to the majority of international environmental agreements, including the Paris Agreement. It has committed to increase the share of renewables in its energy mix to 42% by 2020 and to 52% by 2030. In November 2016, Morocco hosted the UN COP22 summit – the first African event to achieve ISO 20121 certification.

Morocco is renowned for its plural identity, social cohesion and values of tolerance. The country has made an exponential leap in the field of human rights over the last two decades, adhering to the vast majority of international human rights agreements. Work is now underway to implement a dedicated national action plan on democracy and human rights (2018-2021).

The FRMF is following the national direction with a vision, shared by all bid stakeholders, to make the 2026 FIFA World Cup™ a tremendous catalyst for sustainable development and progressive policy on human rights. The result will represent a powerful legacy for Morocco, the FRMF, the regions and for FIFA.

To this end, a strategy has been developed based on four key pillars:

1. Responsible management;
2. Environmental protection;
3. Social and societal commitment;
4. Promotion and awareness.



### 22.2 Unprecedented bid-phase commitment

The FRMF shares FIFA's ambition to ensure that the delivery of the 2026 FIFA World Cup™ incorporates best practice in sustainable management and human rights. It is determined to embed the principles of responsible management across the tournament delivery from the start of the bid. This commitment is reflected in:

- The commitment below, co-signed by the President of the FRMF and the Chairman of the Bid Committee, in compliance with FIFA's Code of Ethics;
- A dedicated Sustainable Development and Human rights Charter that includes specific commitments in the areas of sustainable procurement, responsible use of resources and knowledge transfer.

The FRMF has further undertaken to carry out sustainability reporting, in line with the latest Global Reporting Initiative guidelines, on all its bid-phase activities.

A Morocco 2026 Sustainable Development and Human Rights Committee was formally established within the FRMF on 12 February 2018. It is made up of representatives of the public authorities and various civil society groups and organisations. The committee

has played a key role in developing the sustainable development strategy and the wider Morocco 2026 legacy strategy. It will continue to support the work of all parties involved in delivering the tournament, should Morocco be awarded the honour of hosting the 2026 FIFA World Cup™. Indeed, further stakeholders will come on board to help deliver an ambitious legacy programme in the areas of sustainable development and human rights.

The FRMF, as an institution, is already engaged in a transitional process to integrate sustainable management best practice in all of its activities. An in-depth consultation, which began in April 2017, will result in the creation of the FRMF's own sustainable development and human rights strategy.

The overarching goals of this strategy will include: controlling and reducing the FRMF's environmental impact; developing transparent governance and anti-corruption processes; contributing to social inclusion and promoting a human rights culture while also helping to drive inclusive regional and local development. Currently in the preparation and stakeholder consultation phase, the FRMF's strategy will be adopted in June 2018.

COMITÉ  
DE CANDIDATURE  
MAROC 2026



**BIDDING NATION  
MOROCCO**

MOROCCO 2026  
BID COMMITTEE

**Commitment of the Royal Moroccan Football Federation and Morocco 2026 Bid Committee for the 2026 FIFA World Cup**

**CONSIDERING** Morocco's commitments within the national plan for democracy and human rights;

**CONSIDERING** Morocco's commitments within the 2030 National Strategy of Sustainable Development, perfectly consistent with international stakes with regards to human rights, environmental protection and the fight against climate change;

**CONSIDERING** FIFA's commitments against discrimination, defending diversity, education, health, control of environmental impacts, commitments, fair play, especially in responsible event organization;

**CONSIDERING** the FRMF's engagement for a strategy of sustainable football development in Morocco;

**CONVINCED** that through the implementation of these principles by all stakeholders, which we are part of, FIFA WORLD CUP 2026 in Morocco can accelerate progress and generate a considerable legacy in economic, social and societal fields and will have a mastered impact on environment ;

**We, bidding committee, are fully committed to this this bid and have engaged all stakeholders in the challenge of a program oriented towards sustainable development**

In all stages of the competition, including its legacy, we commit to:

- Implementing a certified **Sustainable Event Management system**, and **promoting sustainable development** in Morocco
- **Respecting all internationally recognized Human Rights** in accordance with the UN Guiding Principles, in all aspects of our activities
- **Complying with the relevant domestic environmental regulations** and international agreements in all of our activities
- **Demonstrating the exemplarity** of our bid
- **Engaging a dynamic mobilization** of stakeholders and sports' actors in Morocco on sustainable development

In order to implement this commitment, we invite our entire team to sign the actors' commitment charter and act every day in accordance with these commitments.



**Moulay Hafid Elalamy**  
Chairman of Morocco 2026 Bid Committee



Fédération Royale Marocaine  
de Football  
**Fouzi LEKJAA**  
Président

**Fouzi Lekjaa**  
President FRMF

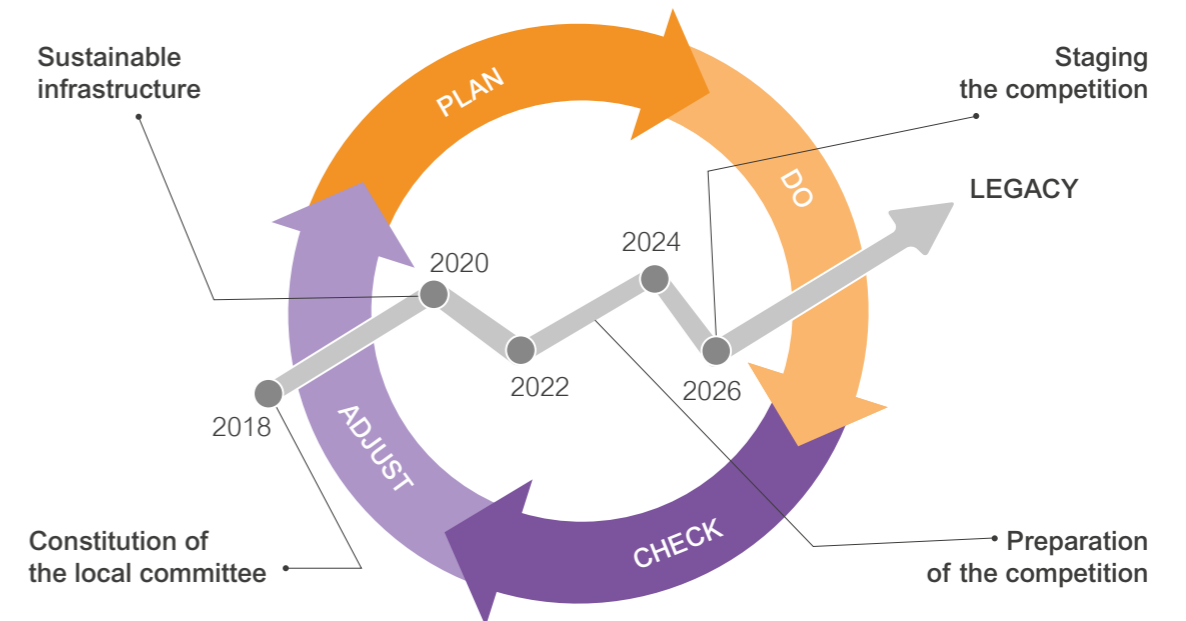
### 22.3 A responsible management strategy certified ISO 20121

In compliance with FIFA requirements and the highest international standards, the FRMF will focus on deploying a responsible management strategy based on the guidelines of the ISO 20121 standard in all its 2026 FIFA World Cup™ activities. This integrated approach will make it possible to:

- Adapt to developments in national and international policies, regulations and stakeholders expectations throughout the tournament preparation and organisation period;
- Manage operational risks;
- Continuously improve performance;
- Deliver a legacy of reliable data thanks to regular assessment and impact measurement.

The proposed approach will be based on the sustainable development principles of vigilance, inclusion, integrity and transparency. It will be implemented via a four-phase cycle with an emphasis on continuous improvement.

1. **Plan:** identification of stakeholders' requirements and expectations, issues evaluation, definition and adaptation of the strategy and action plan. The FRMF will contribute, in particular, to the establishment of the 2026 FIFA World Cup™ Sustainability Policy, Strategy and Action Plan as required by FIFA.
2. **Do:** operational control.
3. **Check:** assessment of actions and check on achievement of objectives (KPIs, dashboards, management reviews, reporting, audits).
4. **Adjust:** integration of lessons learned from assessments in order to improve the system. The FRMF will provide FIFA with the elements required to deliver its 2026 FIFA World Cup™ Sustainability Report.



The first (“Plan”) phase of the Morocco 2026 Sustainable Development and Human rights Strategy included the following elements:

- Study of human rights;
- Analysis of FIFA requirements and benchmarking based on previous tournaments and other major sporting events;
- Meetings with corporate stakeholders and NGOs, consultation of members of the Morocco 2026 Sustainable Development and Human Rights Committee;
- Assessment of environmental impacts, anticipated carbon footprint, assessment of risks of corruption associated with procurement.

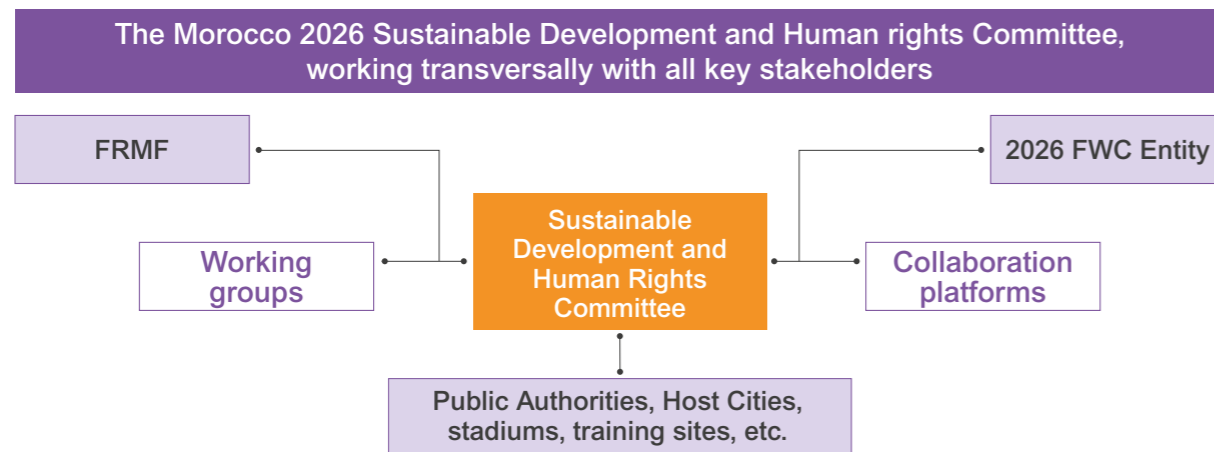
If Morocco is elected Host Country, this work will be completed and deployed via the four phase cycle across the entire preparation and operational periods.

Third-party ISO 20121 certification of the management system will be sought at the start of the preparation phase. Regular audits will be conducted to monitor the system’s compliance and efficiency up to the end of the tournament. The FRMF will meet the FIFA requirements to support FIFA World Cup™ sustainability reporting in line with the Global Reporting Initiative guidelines. The data will provide a valuable legacy to future hosts of major sports events.

## 22.4 Structured governance supporting a co-creation approach

Significant emphasis will be placed on governance, with a structure and processes designed to enable the implementation and regular adaptation of the action plan. The proposed governance model is summarised in the following diagram.

The Morocco 2026 Sustainable Development and Human rights Committee today includes representatives of the FRMF including the Legacy Executive Group, the Secretary of State in charge of Sustainable Development, the Ministry of Youth and Sports, relevant institutions and leading Non-Governmental Organisations in the areas concerned. The role of this committee is two-fold: to provide inputs to the action plan and monitor its implementation. It will work transversally with all key stakeholders: the FRMF, the FIFA World Cup™ Entity, stadium constructors and operators, Host Cities, training sites, etc. Further stakeholder representatives will be added to the committee as required. The committee will also publish a regular report, including performance monitoring data, to ensure the transparency and efficiency of its approach.



In addition, dedicated, executive leads with responsibility for operational integration will be appointed for the following areas: sustainable development, human rights, responsible procurement and integrity.

Finally, and in order to enable a true co-creation approach, thematic working groups will provide a mechanism for relevant stakeholders to contribute to action plans covering a wide range of issues. These are likely to include climate disruption, biodiversity, waste management, accessibility, responsible procurement, integrity, employment and training, circular economy, food and drink, responsible communication, awareness of sustainable development and human rights. Consultation forums will be set up to enable dialogue with stakeholders and key audience groups. Particular focus will be given to positive engagement with people living close to stadium and training site construction projects. Other dedicated platforms will target, for example, volunteers and key service providers.

All stakeholder engagement will be conducted according to the AA1000 Stakeholder Engagement Standard, in line with FIFA requirements.

## 22.5 A strategy in line with international benchmarks

The FRMF’s proposed responsible management strategy and action plan aim to control risks, reduce negative impacts and maximise positive impacts and tournament legacy. They are fully in line with international benchmarks including the UN Sustainable Development Goals, FIFA Green Goals and the work of the UNFCCC<sup>(1)</sup> Climate Action in the sports sector dialogue.

The strategy and the action plan will be implemented as described below.

<sup>(1)</sup> United Nations Climate Change Conference  
<sup>(2)</sup> National Agency for Stadiums Construction and Management  
<sup>(3)</sup> United Nations Office on Drugs and Crime

## 22.5.1 Responsible management in procurement

Optimum project direction will be ensured by a management system that complies with requirements for the ISO 20121 standard. In particular, this will support risk management, ongoing skill development, continuous improvement and agile adaptation of policies, action plans, processes and procedures.

The system will be extended to stadium management via the SONARGES<sup>(2)</sup>, the permanent, long-term operator of all the tournament stadiums. This will ensure that the benefits of the approach will continue to be felt in legacy, making Morocco a world leader in responsible stadium management. The FRMF will likewise adopt the same principles of responsible management in its long-term strategy.

### A responsible procurement policy meeting the latest international standards

In addition to the management, governance and stakeholder consultation procedures described above, significant focus will also be given to responsible and sustainable procurement. A dedicated policy will incorporate environmental, social and ethical concerns.

It will take account of the FIFA Code of Ethics and the UNODC<sup>(3)</sup> handbook "A strategy for safeguarding against corruption in major public events". Moreover the policy will comply with the following two standards:

- ISO 20400 Sustainable procurement - Guidance, which will provide a framework for achieving the objectives set;
- ISO 37001 Anti-bribery management systems, ensuring identification and control of risks.

## Morocco 2026 Sustainable Development and Human Rights Committee



**Mr. Moulay Hafid Elalamy**  
Bid Committee  
**President**



**Mr. Fouzi Lekjaa**  
FRMF  
**President**



**Mr. Rachid Talbi El Alami**  
Ministry of Youth and Sports  
**Ministry**



**Ms. Nezha El Ouafi**  
Ministry of Energy, Mines and  
Sustainable Development  
**Secretary of State in charge  
of Sustainable Development**



**Mr. Driss Yazami**  
National Human Rights Council  
(CNDH)  
**President**



**Mr. Nizar Baraka**  
Economic, Social and  
Environmental Council (CESE)  
**President**



**Mr. Said Belkhayat**  
Mohammed VI Foundation for  
Sport Champions  
**Executive Director**



**Mr. Mohamed Boudra**  
Moroccan Association of Presidents  
of Municipal Councils (AMPCC)  
**President**



**Ms. Ihsane Merouani**  
Mohammed VI Foundation for  
Environmental Protection  
**Designated Representative**



**Mr. Jamal El Amrani**  
Jeune Chambre Internationale  
**President**



**Ms. Yousra Madani**  
WWF Maroc  
**Coordinator**



**Mr. Abderrahim Ksiri**  
Moroccan Alliance for Climate and  
Sustainable Development  
**Coordinator**



**Mr. Kamal Lahbib**  
Moroccan Coalition  
for Climate Justice  
**Coordinator**



**Mr. Abdelmajid Makni**  
Disability rights group  
**General Secretary**



**Mr. Hicham El Amrani**  
Bid Committee  
**CEO**

The application of these two standards, in addition to the ISO 20121, extended to the National Agency for General Infrastructure in charge of stadiums and training sites construction, will ensure the FRMF sustainable development principles and the core objectives of its sustainable development policy are spread to the tournament supply chain including sub-contractors and involved third-parties.

### Concrete anti-corruption measures

An assessment of corruption risks related to the tournament's planning and delivery has been conducted by PricewaterhouseCoopers, in line with FIFA's expectations. The report identified the following principal risks: orientation of assessment criteria for awarding contracts, abuse of non-competition methods, arrangements between bidders or extortion for statements of acceptance.

Accordingly, the FRMF has developed a strategy with the following objectives: improving the procurement process, promoting ethical standards internally and with partners, managing conflicts of interest and improving levels of integrity and transparency. Examples of concrete measures to be implemented are detailed below.

- **Tender notices incorporating ethical and environmental standards:** suppliers and providers will be required to provide evidence of appropriate policies relating to ethical conduct, environmental and social practices in line with international standards, and supported by methods to monitor compliance as a key performance criteria;
- **Accountability in contracting:** introduction of clauses restricting access to markets for companies belonging to members of the FRMF or close relatives (anti-collusion clauses);
- **Control actions:** procurement notices

and contact awards to be published on the FRMF website; establishment of an appeals process for tenders; detailed human resources procedures ensuring fairness and transparency in recruitment; identification of politically-exposed persons linked to the organisation; definition of measures to manage potential conflicts of interest;

- **Awareness-raising actions:** dedicated FRMF internal and external communication plan designed to build understanding of the importance of integrity and ethics and to warn of the penalties and sanctions applicable in the event of non-compliance.

A responsible procurement and ethics manager will be appointed to implement this programme. He will be responsible for ensuring the full implementation, monitoring and continuous improvement of the policy.

The same sustainable procurement practices will be extended across the public bodies involved in stadium and other tournament infrastructure development in addition to the FIFA World Cup™ Entity. This will ensure the implementation of good ethical practices throughout the supply-chain and across all stakeholders, especially in the construction and development of sports and infrastructure. It will deliver a valuable legacy for Morocco by creating a best practice benchmark and strong ethical momentum for ongoing policy development.

### 22.5.2 Environmental protection

The proposed 2026 FIFA World Cup™ environmental policy is described in section 24.

### 22.5.3 Social and societal commitment

The social commitment of the 2026 FIFA World Cup™ will be reflected in the prevention of human rights-related risks. A dedicated action plan (described in chapter 23) will seek to protect diversity and equality,

while preventing any form of discrimination, reflecting the FRMF willingness to make the 2026 FIFA World Cup™ a powerful catalyst for social inclusion.

#### **Social inclusion, a core objective of the tournament Volunteer Programme**

The 2026 FIFA World Cup™ will celebrate the values of solidarity, universality and diversity. The tournament volunteers will be the most visible representation of this commitment (see section no. 18). The FRMF tournament Volunteer Programme will:

- Aim for male / female parity in recruitment;
- Promote the inclusion of less advantaged groups;
- Include a significant proportion of people with disabilities.

A highly transparent recruitment process will be matched by a commitment to deliver an inclusive and meaningful experience for every volunteer, founded on the best values of solidarity, friendship and cultural understanding through sport.

#### **Women at the heart of the 2026 FIFA World Cup™**

The FRMF engages to put women at the heart of the 2026 FIFA World Cup™, with the principle of gender equality enshrined in all tournament plans. Women of all ages and backgrounds will be encouraged and enabled to play an active part in the tournament's success and its legacy, whether they are paid employees, volunteers or simply spectators. Three-quarters of women in Morocco describe themselves as football fans<sup>(1)</sup>.

#### **A FIFA World Cup™ for everyone**

Emphasis will also be given to the inclusion of people from less advantaged

communities. Many will be given the chance to attend matches thanks to a State ticket purchasing initiative. Children living close to training sites will also be invited to attend open sessions, benefitting from a once-in-a-lifetime opportunity to watch the world's greatest players on their own doorstep.

#### **A highly accessible tournament**

Accessible signage and other measures to enhance the experience of people with impairments will be implemented at all key venues and other tournament-related locations including airports, hotels, FIFA Fan Fests™, training sites and locations. Highly trained volunteers will also play a key role in supporting and enabling the full inclusion of fans and other visitors with reduced mobility and other impairments. Accessibility infrastructure, training and processes implemented for the FIFA World Cup™ will offer an important legacy to Morocco, to be rolled-out nationwide.

#### **Promoting healthy living**

Commitment to active, healthy living will be a cornerstone of the 2026 FIFA World Cup™. Stadiums and training grounds will all be non-smoking sites and every opportunity will be taken to use the platform and inspiration of the tournament to promote active lifestyle and healthy eating habits.

#### **Football for Hope Festival: football as a social development tool**

The FRMF will make available to FIFA all the resources necessary for hosting the Football For Hope Festival in Morocco: event sites, meeting places, volunteer recruitment, etc. This event will consolidate the powerful social and societal legacy of the 2026 FIFA World Cup™ in Morocco.

<sup>(1)</sup> IFOP Survey - February 2018.

#### **22.5.4 Promotion and awareness**

The 2026 FIFA World Cup™ represents an unrivalled platform to drive awareness and understanding across a broad range of social issues. In particular, the core themes of environmental protection and respect for human rights themes will be central to tournament-related training programmes and promotional campaigns.

#### **Comprehensive stakeholder training**

Training in sustainable and human rights awareness will be systematically rolled out across all public-facing agencies and their personnel, from customs officers and stadium managers to volunteers and security personnel, supported by members of the Sustainable Development and Human rights Committee. Training will take place across all phases of the hosting period.

It will deliver benefits for each participant, while helping to spread understanding and awareness, supporting a culture of sustainable development and respect for human rights. Every individual who receives training will leave as a potential ambassador within their own community.

#### **Partner activation**

Commercial partners will have the opportunity to promote their support, expertise and engagement by participating actively in sustainable tournament operations and legacy programmes. They will be offered operational activation opportunities coherent with their field of activity, and where they can deliver real added value, supporting the sustainable development plan for the 2026 FIFA World Cup™.

#### **Driving public awareness**

Ongoing public communication programmes will harness the profile and impact of the

tournament to drive awareness and behaviour change, particularly related to environmentally-responsible practices, among millions of Moroccans. A dedicated campaign will support the launch of a new waste sorting and recycling system to be introduced in the context of the FIFA World Cup™. The aim will be to maximise uptake of the system and so support active, citizen-led environmental protection as a powerful tournament legacy.

As part of the Volunteer Programme, a "Green Team" of volunteer ambassadors attached to partner NGOs will be tasked with delivering sustainable messages on the ground. This dynamic group will be trained to share their enthusiasm for football and the environment. Tournament visitors will leave with a greater understanding of how they can play their part in making the 2026 FIFA World Cup™ a driver for social, economic, sustainable and inclusive development.

#### **Sharing best practice with Africa and the world**

The 2026 FIFA World Cup™ in Morocco will deliver an important new benchmark and model for staging sustainable sports events, in line with the latest requirements and new global expectations. It promises to inspire other new hosts, particularly in Africa and emerging nations worldwide.

Morocco is determined to share its experience in hosting a sustainable, responsible and inclusive tournament through the creation of a new, first-ever African football knowledge-hub. The International Centre of Excellence in Casablanca will offer knowledge-transfer and training programmes related to sustainable event management and human rights as part of its offer to delegates from other nations worldwide.



# 23.

## HUMAN RIGHTS AND LABOUR STANDARDS

## EXECUTIVE SUMMARY

Morocco has been engaged, since the turn of the century, in a continuous process to improve the level of human rights. As a result, the country complies with the highest international standards – as well as with its own historical and multicultural references in the field.

In the context of its 2026 FIFA World Cup™, the FRMF (Royal Moroccan Football Federation) has undertaken its own initiative in line with the national movement. It has consulted with many stakeholders and notably collaborated with the National Human Rights Council (CNDH) in order to implement a relevant and effective human rights strategy.

An in-depth assessment has led to the creation of an action plan including human, technical and technological mechanisms designed to mitigate and manage all risks. The FRMF is consequently able to guarantee that the 2026 FIFA World Cup™ will be delivered with exemplary standards in regards to human rights, showcasing Morocco's core values of tolerance, fairness, inclusivity and equality to the world.

The tournament will establish best practices, which will deliver a positive legacy of increased knowledge and understanding, helping Morocco to continue placing human rights at the heart of its concerns and its large-scale sports events.

### 23.1 Morocco's action in the field of human rights

#### 23.1.1 A long-standing commitment to human rights

Since its independence, Morocco has progressively targeted key milestones towards

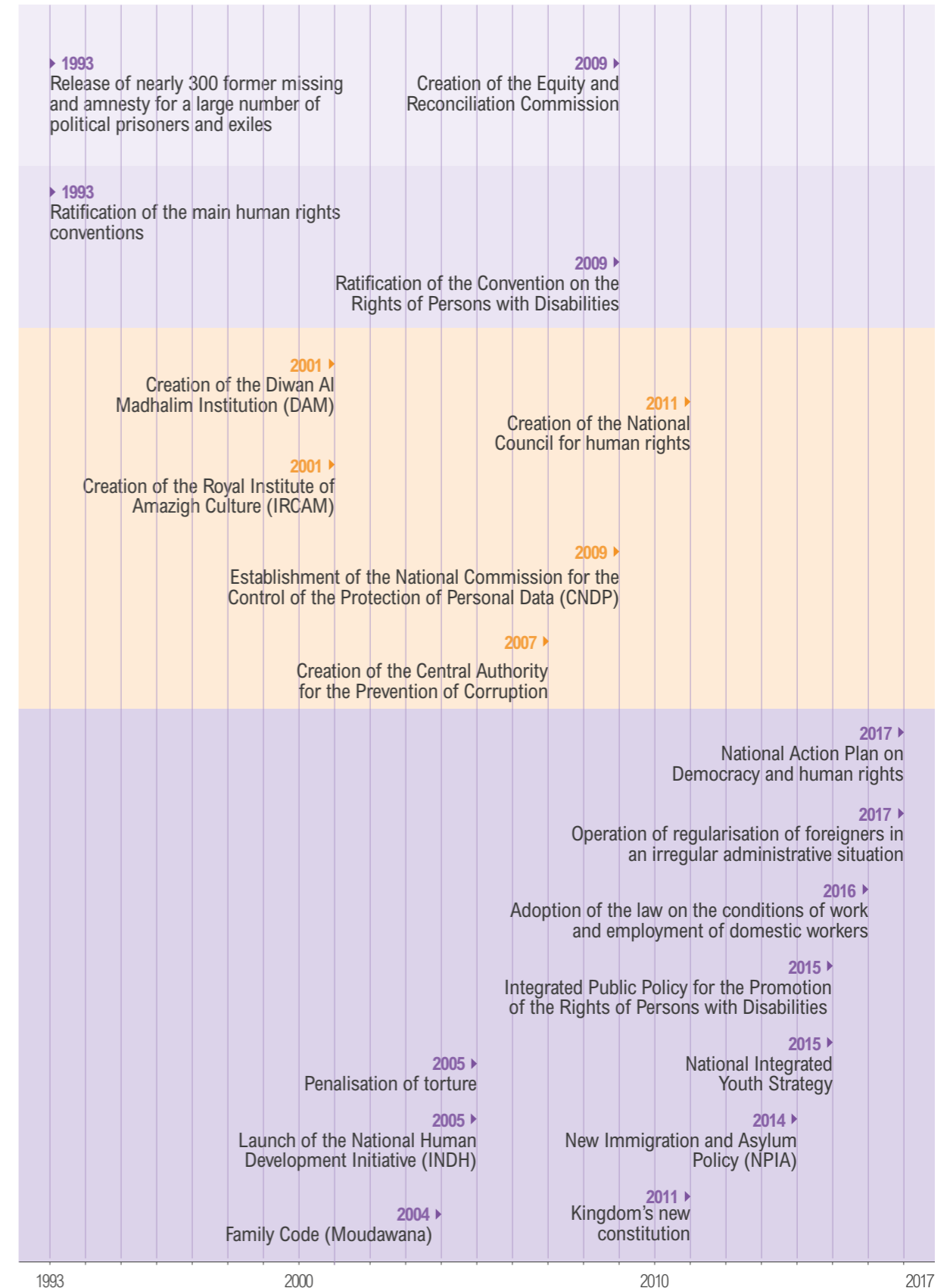
becoming a modern State in which human rights are given their full emphasis. Benefitting from its political openness, the country has signed up to the vast majority of international human rights agreements and adopted several laws and legislative texts that consolidate the Kingdom's irreversible choice to ensure that respect for human rights is a fundamental principle and a daily reality.

In order to continue to consolidate Morocco's system of democracy and the rule of law, His Majesty King Mohammed VI has undertaken several major actions:

- Creation of "Diwan Al Madhalim" (DAM), an institution intended to support the work of bodies active in the field of human rights, and to encourage government departments to promote this movement;
- Creation of the IRCAM (Royal Amazigh Culture Institute) as part of the integration of cultural and linguistic rights into the public policy agenda;
- Creation of the CNDP (National Personal Data Protection Oversight Commission);
- An ongoing process of ratifying international conventions including, in 2009, the Convention on the Rights of Persons with Disabilities;
- Affirmation of women's rights, notably via the enactment of the new family code (Moudawana) and the labour code; the criminalisation of sexual harassment; the legislative elections that brought 35 women into Parliament in 2002, and the appointment of seven female ministers;
- Launch of the INDH (National Human Development Initiative) in 2005, intended to provide assistance to persons in vulnerable situations, which led to the extension of access to economic and social rights in order to combat poverty and exclusion.

## Evolution of Morocco's commitment to human rights

- ▬ Transitional justice
- ▬ Legal framework
- ▬ Governance structures
- ▬ International commitment



### 23.1.2 Adoption of the Kingdom's new constitution in 2011

In 2011, Morocco's efforts led to the adoption of a new constitution that enshrined all the human rights resulting from the 1948 Universal Declaration on Human Rights; established the primacy of the international agreements ratified by Morocco over national legislation; and asserted the country's commitment to adopt all measures in order to comply with these agreements.

The document, a genuine "Human Rights Charter", recognises and guarantees a range of political, economic and social rights for all citizens, individuals or groups. This confirmation of human rights also resulted in the continuation of the ratification process for international agreements, which included addressing all reservations related to the Convention on the Elimination of Discrimination against Women.

Several organic laws were enacted in order to strengthen the principles of participatory democracy. A further key development saw was the strengthening of the normative authority of Parliament with the extension of its legislative prerogatives to further domains, but also the recognition of its exclusive competence with regard to enacting laws, a competence previously shared with the Monarch.

The judicial system also made major advances in terms of independence, notably by the adoption of laws relative to the Conseil Supérieur du Pouvoir Judiciaire (High Council for Judicial Power) and the status of judges, and the overall reform of military justice that confirms its independence and the guarantee of a fair trial.

The integration of respect for human rights in public policies and strategies also led to sectoral policies being implemented in order to consolidate human rights and to devote a special place to vulnerable categories.

#### 23.1.3 Extension of the culture of human rights to all of society

Morocco currently has a legal framework with human rights as its linchpin. This strategy consists of 26 sub-axes and 430 actions, while identifying the stakeholders and objectives to be attained according to a timetable that runs from 2018 to 2021.

In only a few years and under the impetus of His Majesty the King, Morocco has made major steps with regard to human rights. The impact is felt throughout the country, which is recognised for its tolerance and openness, and the culture of human rights has firmly taken root throughout Moroccan society.

The country nevertheless continues to strive for an ideal. Citizen participation, increasingly a component of institutional and political practices, contributes to accelerating projects and implementing new ones, at both national and local levels.

#### 23.2 A specific FRMF Human Rights Commitment developed with the support of all relevant stakeholders

The FRMF President signed an explicit public commitment to ensure that the FIFA World Cup™ will be an exemplary event from a human rights standpoint, in compliance with all FIFA and other international requirements. This document has been developed in close collaboration with all the relevant stakeholders.

FEDERATION ROYALE  
MAROCAINE DE FOOTBALL



الجامعة الملكية  
المغربية لكرة القدم

**Commitment with regard to human rights**

1. The FRMF undertakes to observe, in all aspects of its activities relating to the hosting and staging of the 2026 FIFA World Cup™, including legacy and post-event related activities, all internationally recognised human rights and, as a priority, the ones listed in the International Bill of Human Rights and the ILO Tripartite Declaration of Principles on multinational companies and social policy, while fully complying with the United Nations Guiding Principles on Business and Human Rights.
2. Given the nature of its activities, the FRMF will concentrate its attention and efforts on the following priority subjects:
  - Labour law: The FRMF will strive to apply the most demanding international standards with regard to labour law, notably the eight ILO fundamental conventions on forced labour, child labour, non-discrimination, occupational health and safety, freedom of association and collective bargaining. The FRMF will strive to ensure that its economic partners comply with these standards, notably within its supply chain.
  - Discrimination: In connection with its activities, the FRMF will work to combat all forms of discrimination, characterised by unfair and unfavourable treatment of certain individuals or groups of individuals on the basis of their origin, sex, age, handicap, sexual orientation or identity, or their political, religious or trade union affiliation.

The FRMF also undertakes to make every effort in order to promote diversity in football and to combat all forms of discrimination.

  - Safety: The FRMF undertakes to work with government authorities and the relevant stakeholders in order to prevent and mitigate any risks relating to the security and fundamental rights of persons in connection with its activities, such as the right to peaceful assembly, respect for freedom of expression and privacy.
3. The FRMF will ensure that the existing internal policies and procedures are consistent with the content of this commitment, and will strive to integrate respect for human rights upstream of its management processes.
4. The FRMF undertakes to display continuous and reasonable diligence in order to identify, prevent, mitigate and report regarding risks of negative impacts on human rights, in connection with its activities.
5. The FRMF undertakes to implement or take part in legitimate and appropriate processes intended to remedy any negative impacts on human rights, when it has caused or contributed to such impacts.
6. This commitment applies to all FRMF employees, commercial partners and other parties linked to it through its activities, products and services, and it represents a minimum standard that everyone must observe.
7. The FRMF will see to it that this commitment is accessible to the public and disseminated to all of its employees and commercial partners.



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### 23.2.1 Internal consultation to identify challenges and risks

To identify the potential negative human rights impacts of the 2026 FIFA World Cup™, the FRMF held six internal meetings, engaging its legal and human resources departments. The FRMF teams mapped, studied and identified the nature of all disputes, in order to establish an efficient action and prevention policy.

The FRMF also assessed its own internal policies and commitments in collaboration with the relevant services, while devoting special attention to their follow-up and/or effective implementation. The aim was to identify situations in which these commitments might be compromised and to determine the most appropriate means to address such challenges. A code of ethics and conduct was created, which set out core values and basic principles of behaviour and conduct within the FRMF. The same standards are applicable to external stakeholders with respect to: duties, unwarranted benefits, protection of personal rights, integrity of matches and competitions.

### 23.2.2 Close collaboration with the National human rights Council (CNDH)

The FRMF has initiated a collaboration with the National Human Rights Council (CNDH), an independent institution recognised by the constitution, and which holds “A status” accreditation in compliance with the Paris Principles. It has also relied on reports from sources including the United Nations and the International Labour Organisation (ILO).

With the help of the CNDH, the FRMF has selected civil society organisations and institutions to be included in the stakeholder dialogue process. It has conducted seven

meetings with the CNDH teams in order to draft an inventory of best practices to be adopted for the identification and prevention of potential negative impacts.

### 23.2.3 In-depth dialogue with stakeholders

To consider the expectations of stakeholders, the FRMF has set up a Sustainable Development and Human Rights Committee that includes several organisations from civil society, institutions and groups of individuals, in compliance with the provisions of the AA1000 AS standard. This group has been consulted in order to share its expectations as well as offer solutions on human rights-related issues.

The FRMF is also in the process of preparing, in collaboration with civil society and independent institutions such as the CESE (Economic, Social and Environmental Council) and the CNDH, a stakeholder mapping that is as exhaustive and representative as possible, in order to broaden this committee and/or to create other more specific ones, notably involving the representatives of potential victims, in keeping with the progress of the organisation.

Following this consultation effort, the FRMF has already received the support of four NGOs that are willing to help make the 2026 FIFA World Cup™ a springboard for improving human rights within Moroccan society (see section 3).

## Support of NGOs

### Collective for the promotion of rights for people with disabilities in Morocco



### Moroccan Association of Community Council Presidents



### Jeune Chambre Internationale



### Mohammed VI Sports Champions Foundation



### 23.3 An ambitious strategy to defend and promote human rights

#### 23.3.1 Two studies to analyse and to treat the potential negative tournament impacts

To build its strategy on solid pillars, the FRMF has ordered, as required by FIFA, an independent study on the human rights situation in Morocco. This study was conducted and co-signed by the CNDH and by the National Centre for Human Rights (NCHR) of Jordan, also an A-status accredited national human rights institution (see appendix).

Based on the expertise of the CNDH, the FRMF has also prepared its own report, entitled

#### “Human Rights Strategy in the framework of the 2026 FIFA World Cup™” (available as an appendix).

It considers all of the standards and international guidelines recommended by FIFA, and includes the following elements:

- An analysis of the risks related to the preparation and organisation of the 2026 FIFA World Cup™;
- An action plan;
- The outlines of a reasonable diligence programme.

The report identifies the potential impacts on human rights inherent to the preparation and hosting of an event of the size of the 2026 FIFA World Cup™, the interactions between

the Moroccan State and international human rights mechanisms and the existing and planned means of control. The main topics addressed by the study are discriminations, safety and the integrity of persons, civil liberties, property rights, labour rights and potential risks in the tournament value chain.

### 23.3.2 Existing or programmed means of control in order to mitigate risks

In addition to a highly developed national legal arsenal, the effective implementation of the National Action Plan on Democracy and Human Rights 2018-2021 (PANDDH) will make a significant contribution to mitigating and preventing a significant proportion of the risks identified with regard to human rights.

Indeed, the report calls for the preparation of a National Action Plan on business and human rights (PAN), that implements the relevant United Nations Guiding Principles. Its adoption will represent a major step forward for Morocco. It will also help drive the country's support for the Agenda 2030 for Sustainable Development, and particularly its objectives to promote shared and sustainable economic growth in addition to meaningful employment for all.

### 23.3.3 The FRMF Human Rights Strategy for the 2026 FIFA World Cup™

The Human Rights Strategy presented here reflects the FRMF's commitments with regard to respecting all internationally recognised human rights, within all aspects of its activities related to the tournament preparation and hosting. As such, the FRMF will at least comply with the international standards required by FIFA: IFC Performance Standards related to human rights, FIDIC's Standard Bidding Documents for Procurement of Construction Works, FIDIC's General Conditions of

Contract for Construction, the international Code of Conduct for Private Security Service Providers with respect to use of private security firms, ILO Code of Practice on Safety and Health in Construction (1992), UNICEF Children's Rights and Business Principles and UN Women's Empowerment Principles.

After consulting with stakeholders and in collaboration with the CNDH, the FRMF has developed an action plan for the best possible response to the potential risks to human rights during the preparation and hosting of the 2026 FIFA World Cup™.

#### A training programme to combat discrimination

In an effort to combat all forms of discrimination, notably affecting women and vulnerable groups (children, disabled persons, migrants, etc.), the FRMF plans to carry out human rights training. To this end, it will work with government authorities, associations defending persons and groups that have been the victim of discrimination, and the CNDH, notably through its INFDH (National Human Rights Training Institute).

These awareness-raising and training seminars will be intended for the broadest possible audience, most specifically public agents in contact with these vulnerable categories. The FRMF will also ensure the set-up of appropriate technical systems for real-time monitoring during tournaments time.

The FRMF will moreover draw on :

- The adoption, in February 2018, of law 103-13 relative to the fight against violence against women and the forthcoming implementation of the Authority for Equality and Anti-Discrimination (APALD);

- The future CNDH prerogatives related to the National grievance mechanism for child victims of human rights violations;
- Framework law 97/13 relative to the protection and promotion of rights of people with disabilities.

#### Security of persons: training as a supplement to legal arrangements

To counter potential threats to the security and integrity of persons, the FRMF, in collaboration with the CNDH, plans to provide human rights training to law enforcement agencies and security agents. Several draft laws currently scheduled for enactment have been identified as efficient control means in this regard. The CNDH will for example have the power to visit any place of deprivation of liberty and to address any recommendation to the relevant administrations.

#### Public liberties during the 2026 FIFA World Cup™

The FRMF will make the authorities aware of the importance of using discretionary administrative powers and the need to strengthen the role of judicial authority in this regard. Government authorities will also be encouraged to prepare and adopt a code of conduct for the agents in charge of applying the law.

#### Basic labour rights: awareness-raising, control and audit measures as a complement to the national plan

The threats to basic labour rights can be managed by ensuring compliance with the highest international standards. With the collaboration of the Sustainable Development and Human Rights Committee, awareness raising, control and audit measures will be implemented.

The preparation of a National Action Plan on business and human rights (PAN) will provide an additional guarantee to the implementation of best practices while guaranteeing the basic rights of workers.

In particular, the FRMF will commit to:

- Identify and privilege socially-responsible businesses, in particular those having achieved specific certifications related to employment rights and security;
- Implement, in collaboration with the key contractors, awareness-raising activities across all organisations involved in tournament infrastructure development and the tournament as a whole;
- Ensure that all tournament suppliers contracts guarantee respect for employment rights;
- Work closely with employment standards authorities.

#### A certified procurement policy in order to limit employment-related risks

The risks of negative impacts on human rights in the value chain will be mitigated by the FRMF's procurement policy that will be implemented in line with the ISO 20400 standard Sustainable procurement - Guidance and with the legal and contractual means applied in order to involve all stakeholders. The FRMF will also carry out support programmes in order to help its subcontractors to implement the relevant best practices.

#### A suitable process for controlling potential risks to property rights

All of the land on which the main sites will be built – notably stadiums and training sites – is already owned by the public authorities. As such, the expropriation risks are negligible.

These risks will nevertheless be considered in the action plan proposed by the FRMF. In addition to sensitising the relevant authorities, the FRMF has implemented conditions for a true process of free, prior and informed consent, intended for groups potentially affected by the hosting of the FIFA World Cup™. The FRMF has also worked with stakeholders in relation to reasonable diligence, with particular attention to providing fair and equitable compensation.

#### Reasonable diligence programme proposed by the FRMF

In April 2017, the FRMF began rolling out its own Human Rights Strategy, which is already beginning to convey messages internally in order to encourage a more widespread culture of human rights. In addition to these messages, training and awareness-raising campaigns will be provided for its directors and employees, while dissuasion measures will sanction any behaviour that is contrary to human rights. In addition, the FRMF plans to introduce contractual provisions in order to encourage external stakeholders to respect human rights.

Through the creation of dedicated working groups and the collaboration of the Sustainable Development and Human Rights Committee, the FRMF plans to implement a continuous reasonable diligence process in order to identify, prevent and mitigate any risks to human rights, while also reporting on how the organisation plans to manage its impacts throughout the hosting cycle.

The FRMF has put in place the conditions needed to establish a dialogue with stakeholders, and it undertakes to comply with internationally-recognised human rights in the event of contrary national legal

obligations. The FRMF will also set up a dialogue with government authorities in order to sensitise them to the need to adopt and apply standards that comply with the ones recognised internationally.

Reliable indicators will be identified for monitoring the effectiveness of the measures to identify and combat the main threats to human rights. The FRMF has also undertaken to respect freedom of expression and peaceful assembly, and to promote the protection and freedom of defenders of human rights and media.

The FRMF plans to establish and cooperate with the complaint and recourse mechanisms available to persons and communities whose human rights could be impacted by its activities and by the preparation and organisation of the 2026 FIFA World Cup™. In full transparency, the FRMF will indicate how it plans to meet its commitments with regard to internationally recognised human rights.

The FRMF, building on Morocco's desire to consolidate its culture of human rights, and thanks to its own strategic commitment that draws on the expertise of certain relevant stakeholders, will adopt and comply with the internationally relevant standards and best practices applicable to the management of direct and indirect social impacts throughout the period of the 2026 FIFA World Cup™.

This consolidation of the culture of human rights will also be a significant legacy of the 2026 FIFA World Cup™.

#### 23.4 Stakeholders at the heart of the human rights strategy

The FRMF has developed several measures to engage its stakeholders and effectively implement its human rights strategy.

These measures include:

- A clear and public statement of the FRMF team's commitment and implementation of a responsible procurement policy;
- Transcription of commitments into contracts with suppliers and suppliers;
- Promotion of CGEM's CSR label and support of the main suppliers for the implementation of good practices;
- Identification and selection of socially responsible companies;
- Establishment of internal alert systems and disciplinary sanctions in case of abuse;
- Creation of an online dialogue system and an operational grievance mechanism that will allow stakeholders to raise their concerns;
- Close collaboration with extrajudicial redress mechanisms;
- Creation of a committee that will expand to include further stakeholders;

- Participation and encouragement of awareness and training operations;
- Signature of a collective agreement on social dialogue with trade union organisations;
- Awareness-raising and anti-discrimination training in collaboration with government authorities, associations for the defence of victims of discrimination or the CNDH, particularly through its National Institute for Human Rights Training (INFDH);
- Establishment of a specific monitoring system to prevent, detect and treat any discriminatory behaviour in the stadiums as quickly as possible;
- Creation of a "Youth and Sport" committee to involve young people in the conversation around reducing class-based discrimination regarding access to sport;
- Creation of working groups and workshops on the prevention of discrimination; and
- Commitment of SONARGES<sup>(1)</sup> and the public authorities responsible for works and regional planning in responsible procurement policies in accordance with the ISO20400 standard.

<sup>(1)</sup>National Agency for Stadiums Construction and Management





# 24.

## ENVIRONMENTAL PROTECTION

## EXECUTIVE SUMMARY

Morocco is placing an increasing emphasis on sustainable development, reflected in a national strategy that underpins tournament plans. In this context, the Royal Moroccan Football Federation (FRMF) has conducted a detailed impact and risk assessment in order to develop a strategy and action plan designed to limit the environmental footprint of the 2026 FIFA World Cup™.

The plan includes core innovations, such as the Legacy Modular Stadium (LMS) concept, and major initiatives in areas such as waste sorting and the circular economy. It is intended to be further developed and extended into a stakeholder co-creation process.

The FIFA World Cup™ will play an important role in engaging stakeholders and accelerating public policy on environmental issues. It will leave a legacy of physical infrastructure meeting the highest international environmental standards, while also helping to embed good practice in the daily life of all Moroccans.

### 24.1 Morocco committed to facing environmental challenges

Morocco has been firmly asserting its commitment to environmental protection since the turn of the century, in particular through the ratification of a large number of international agreements. The country is now committed to a strategy founded on the principles of inclusive and sustainable development and supported by action plans enabling its widespread implementation.

#### 24.1.1 Foundations of the Moroccan sustainable development model

Over the last 20 years, the Kingdom has

initiated major institutional reforms across various aspects of environmental protection and sustainable development. This response to the country's environmental, climatic and human development challenges began in the mid-1990s and accelerated through the 2000s.

In 2011, the new constitution ratified each Moroccan citizen's right to sustainable development and a healthy environment. The constitution was reinforced in 2014 by the adoption of a new framework law establishing the National Environment and Sustainable Development Charter. This document determines the commitments of all stakeholders with regard to sustainability, inclusion and resiliency, while also establishing environmental responsibility and the right to access environmental information.

#### 24.1.2 2016: a major turning point for sustainable development in Morocco

A major turning point for sustainable development in Morocco came in 2016 with the commissioning of "Noor I", the African's largest solar power plant. This landmark initiative demonstrates Morocco's commitment to increasing the share of renewables in its energy mix to 52% by 2030.

In July 2016, Morocco also expressed its National Determined Contribution (NDC) to reducing Greenhouse Gas emissions (GHG) in connection with the Paris Agreement signed in December 2015 and ratified by Morocco in July 2016. Morocco's commitment will see the country reduce its GHG emissions by 42% by 2030, relative to the total projected emissions at that time. The NGO Climate Action Tracker (CAT) ranked Morocco as Role Model, his higher classification.

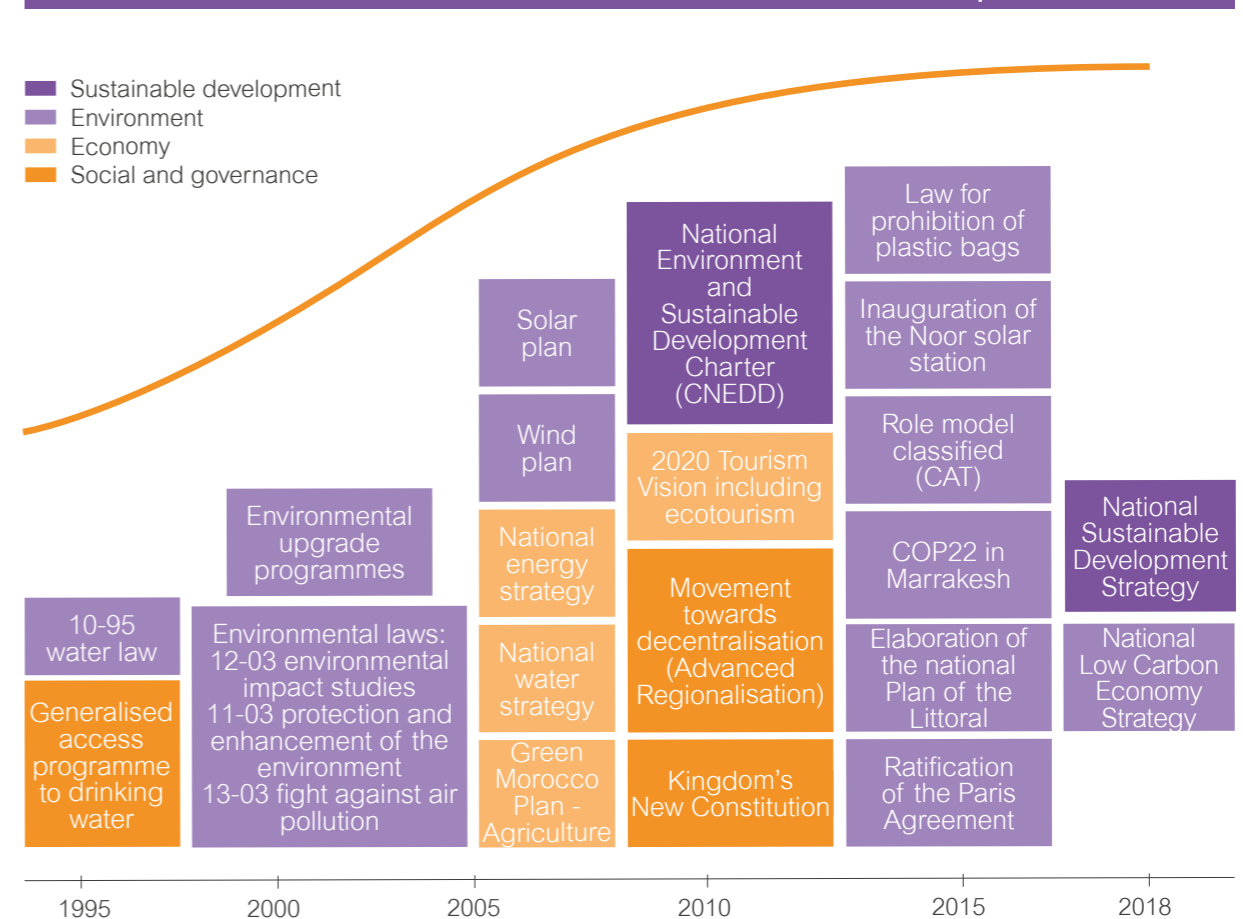
Finally, in November 2016, the city of Marrakesh played host the 22<sup>nd</sup> session

of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP22). More than 60 Heads of State and Government participated in this landmark conference, which included a large African presence. A major COP22 highlight was the staging of the 1<sup>st</sup> Africa Action Summit, chaired by His Majesty King

Mohammed VI, and involving representatives from 50 countries in the continent.

In 2017, Morocco's wide-ranging efforts to support the planet were recognised with the prestigious Energy Efficiency Visionary Award, awarded in Washington to His Majesty King Mohammed VI.

Evolution of Morocco's commitment to sustainable development



#### 24.1.3 National Sustainable Development Strategy: towards the collective consolidation of a cross-cutting commitment

The launch of the National Sustainable Development Strategy, adopted by the Council of Ministers on 25 June 2017, was the crowning achievement of the Kingdom's various environmental undertakings.

The Government is now initiating the prioritisation of measures and the

contractualisation phases with the various stakeholders involved, and notably the Government and Morocco's 12 regions, in line with Advanced Regionalisation process.

To optimise the follow-up and validation of the choices included in the strategy, a cross-disciplinary team including the Government Council and non-governmental stakeholders now makes up an Implementation Steering Committee.

# 24.

The National Sustainable Development Strategy will be implemented in compliance with Morocco's new international commitments and the international agreements that it has ratified. These include:

- The Sustainable Development Objectives (United Nations);
- Morocco's National Contribution relative to climate change;
- The Paris Agreements on climate change;
- The international agreement on biodiversity and its associated protocols;
- The international agreement on the efforts to combat desertification and its associated protocols.

## 24.1.4 2030 target for a green and inclusive economy

The new UN Agenda, with its 17 Universal Objectives and 169 related targets, will provide the context for worldwide sustainable development efforts over the next 15 years, across all member states.

Morocco proposes to place the 17 Universal Objectives of Agenda 2030 at the heart of its development policy towards 2030. The country is also proud to have honoured its commitments with respect to the UN Millennium Development Goals. This programme, which was almost entirely achieved by its conclusion in 2015, has been central to the country's unparalleled progress and momentum in the past 15 years.

## 24.1.5 A leader in Africa

Morocco has the second richest biodiversity of any country in the Mediterranean basin, which has inspired its global leadership in the field of environmental protection. It is one of the few countries worldwide to have reversed the trend of deforestation, and is also highly advanced in its approach to

combating desertification, mainly with strong results in the prevention of forest fires.

The Kingdom of Morocco is Africa's leader in terms of promoting the environment and sustainable development, deeply committed to sharing its expertise within the framework of increasing "South-South" cooperation. The Kingdom has signed several cooperation agreements with African and emerging countries in field of environment, sustainable development and combating climate change.

Morocco has succeeded in making sustainable development a lever for the development of a green and inclusive economy. The country is now considered to be a model of participatory sustainable development, committed to the climate, for the benefit of Africa and for its own development. It will continue to pursue this vision of excellence, through engagement with all of Moroccan society, building particularly on its new low-carbon development model.



## 24.2 FRMF commitment from the bid phase

The FRMF has committed to ensuring that all tournament preparations and operations will comply with the national regulations and international agreements. A public commitment to this effect (see section 22) has been co-signed by the Chairman of the Bid Committee and by the President of the FRMF.

The FRMF will moreover seek to align all aspects of tournament delivery with the nation-wide momentum in environmental protection. In this way, it will ensure that the tournament serves as a powerful catalyst to this important movement of change.

## 24.3 Meeting tournament-related environmental challenges

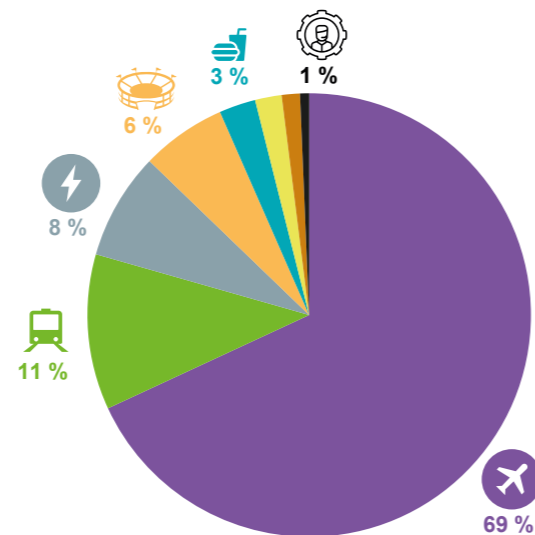
In order to comply with FIFA requirements, the FRMF commissioned the Bureau Veritas institute to produce an environmental impact assessment and carbon footprint assessment. These prospective studies identified, in line with the applicable legislation, environmental impacts related to the preparation, delivery and operations of the 2026 FIFA World Cup™ in Morocco. A document combining the two studies (see appendix) includes suggested actions to reduce the tournament's environmental impact.

## Reducing carbon footprint – even with 48 teams

The carbon footprint projection identifies the bulk of greenhouse gas emissions connected to the tournament's preparation and delivery.

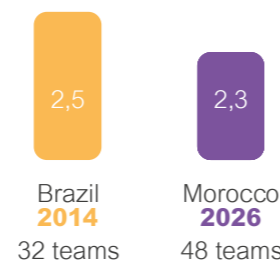
The forecasted total footprint is 2.3 million tonnes of CO2 equivalent, of which 80% will be generated by travel.

Projected carbon footprint of the 2026 FIFA World Cup™ (million tonnes eqCO2)



The two other significant CO2 equivalent sources identified are energy consumption (based on the current energy mix) and fixed assets, especially the renovation and construction of stadiums and training sites, as well as temporary installations.

Carbon impact (eqCO2, in million tonnes)



Despite the increased number of participating teams in 2026, Morocco will significantly reduce the carbon footprint of the FIFA World Cup™, thanks to:

- The Kingdom's central geography, near Europe, which will minimise air traffic;
- A highly compact overall tournament plan;
- High-quality public transport infrastructure connecting the 12 Host Cities and including Rapid Transit Buses, high-speed rail and modern intra-urban tramway networks.

## Mitigating environmental impacts across phases

The report's environmental analysis identifies the main sources of environmental impact and rates them according to a scale of risks. Two significant types of impact are identified:

- Consumption of resources, energy and raw materials, and waste generation during the renovation and construction phase for stadiums and training sites;
- Consumption of water and resources as well as waste generation (catering, layout and decoration of the sites) during the operational period of the stadiums and FIFA Fan Fests™.

This initial study led to the identification of priorities for the action plan targeting a maximum reduction of these main risks.

## 24.4 An action plan co-created with stakeholders

The action plan proposed below presents the key areas in which the FRMF will focus in order to ensure the tournament serves as a benchmark of best practice in sustainable

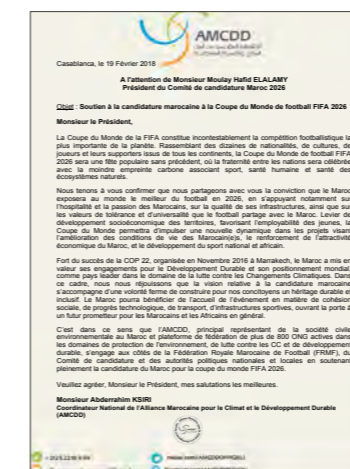
development. The plan will be continually refined throughout the hosting cycle, in line with a core philosophy of stakeholder co-creation, fundamental to the strategy and ISO 20121 responsible management system outlined in section 22.

This process will be overseen by the Sustainable Development and Human Rights Committee, whose governance structure is detailed in paragraph 22.4, and via corresponding stakeholder engagement and management tools such as sustainable development authority, thematic working groups focussing on environmental challenges, collaborative platforms, responsible procurement policy, etc.

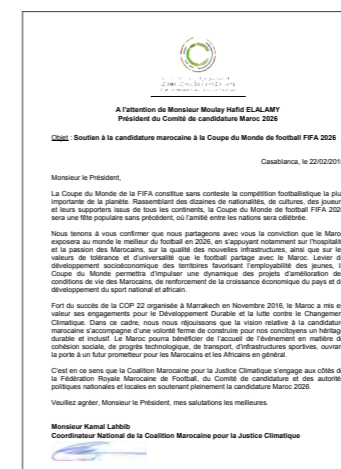
Bid-phase engagement has already resulted in numerous formal commitments of support from major Moroccan NGOs. The FRMF proposes to expand the working group to include international NGOs, should Morocco be awarded the honour of hosting the 2026 FIFA World Cup™.

## Support of environmental NGOs

### Moroccan Alliance for Climate and Sustainable Development



### Moroccan Coalition for Climate Justice



### Mohammed VI Foundation for Environmental Protection



### 24.5 An action plan helping to drive the national sustainable development strategy

The FRMF's environmental action plan will be fully aligned with FIFA's core environmental objectives (zero waste, carbon neutrality, green stadiums, protection of water resources and biodiversity). The FRMF ensure that all environmental certificates required pursuant to applicable laws and regulations are obtained. Also, the action plan serve as a catalyst for Morocco's flagship National Sustainable Development Strategy, by activating policy tools and programmes in the context of the tournament's delivery.

#### 24.5.1 Climate policy delivering a significant carbon footprint reduction

The Moroccan climate policy, the first tangible product of ongoing programmes, will be implemented in accordance with the Paris Agreement. It will result in a total reduction of 108,950 tCO<sub>2</sub>e, approximately 17% of the overall emissions of the 2026 FIFA World Cup™ excluding air transport.

#### 24.5.2 Responsible procurement controlling impacts through the supply chain

The purchasing policy described in section 22 is an umbrella policy integrating social, ethical and environmental considerations. In compliance with the guidelines of the ISO 20400 standard Sustainable procurement - Guidance, it will enable the FRMF to ensure that suppliers and subcontractors involved in the preparation and delivery of the FIFA World Cup™ comply the national regulations and the standards set out in international agreements, and so contribute to the objectives of the environmental policy. This same approach will be extended to the National Agency for Stadiums Construction and Management, the National Agency for General Infrastructure (sites construction) and the local FIFA World Cup™ Entity, ensuring that

all subcontractors, especially those involved in infrastructure construction, renovation and operation comply with identical guidelines.

In addition to the ethical measures covered in section 22, the following key measures will support compliance with the environmental policy through the supply chain:

- Integration of environmental criteria in all requests for interest, based on international standards;
- Performance criteria including a mechanism to compliance.

#### 24.5.3 Sustainable stadiums and training sites

##### Double BREEAM and HQE certification for all Stadiums

In line with FIFA requirements and international best practice, the new and renovated stadiums will be designed to achieve at least a "Good" level of BREEAM certification. At a later stage, the specific requirements of the HPE labels (Energy High Performance and bio-sourced buildings) and of the HQE® (High Environmental Quality) will be integrated in the detailed plans.

Moreover, all new and renovated stadiums will undergo verification testing and validation of energy standards and performance, in order to guarantee optimal operations.

Finally, all 130 training sites, whether existing, renovated or new, will also integrate the BREEAM and HQE certification standards, as part of a long-term ambition to extend these standards across all of Morocco's football and public infrastructure.

In this way, the FIFA World Cup™ will serve to accelerate the objectives of the national sustainable development strategy with regard to the certification of public buildings, while also increasing stakeholder competence in the area.

#### Legacy Modular Stadiums: a symbol of a truly sustainable FIFA World Cup™

Six Legacy Modular Stadiums (LMS) are proposed to host matches in the 2026 FIFA World Cup™. The innovative concept offers many advantages supporting a truly sustainable tournament. These start with a common core design which will serve to reduce construction costs, while integrating all the FIFA Hosting Requirements. After the tournament, the higher-level stands can be dismantled for re-use in other stadium projects, leaving a legacy venue that is accurately scaled to local football demand. Most importantly, the concept offers the potential to reconfigure redundant space for a variety of post-tournament community uses. The aim is to deliver a legacy venue that will truly serve local people – and encourage and enable their participation across a broad range of sports, cultural and civic activities.

The LMS will therefore offer a truly lasting and meaningful legacy, perfectly adapted to the local realities and needs. The concept promises to deliver a new benchmark of sustainable design for major sports events.

#### Stadiums at the cutting-edge of environmental performance

The stadiums of the 2026 FIFA World Cup™ will be models of sustainable design, placing particular emphasis on two crucial environmental challenges: energy and water.

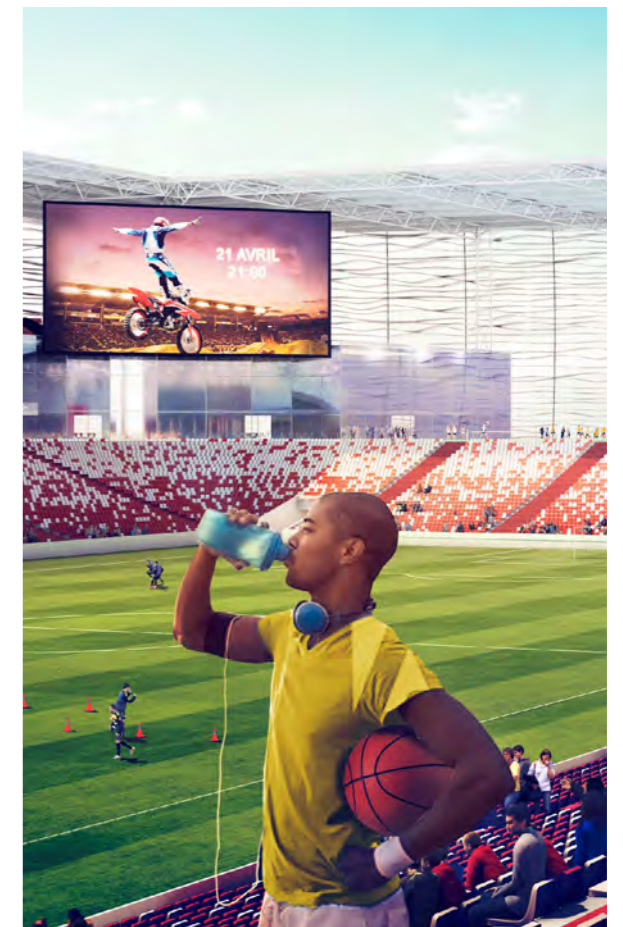
First, the FRMF and the public authorities undertake that, during the competition, all stadiums and training sites will be supplied with 100% renewable energy. This significant measure will result in a reduction of 389 TeqCO<sub>2</sub>.

In addition, the bioclimatic design of all stadiums will include natural ventilation

systems, work on the orientation and grouping of rooms, natural lighting, LED lighting systems and photovoltaic installations on the roofs of the car park structures.

With regard to water, plumbing hardware designed to reduce water use will be installed (time-controlled taps, flow limiters, waterless urinals, etc.). In addition, and depending on the venue, rainwater storage systems on the roofs of the stadiums will be used to provide water for sanitary facilities and pitch irrigation. Water recycling systems (showers) will also be investigated.

The ecological design of the stadiums will therefore ensure both a reduced environmental impact during the construction and renovation phase and a legacy of highly resource-efficient infrastructure for the benefit of Morocco and its citizens.





#### 24.5.4 The circular economy as a central principle

The 2026 FIFA World Cup™ will be prepared and delivered using the circular economy principle, targeting efficient use of resources and minimal environmental impact across all tournament phases and tournament-related activities.

##### Venue operations

The stadiums and FIFA Fan Fests™, as the main spectator gathering areas, but also team and draw venues, will offer an ideal platform to implement and showcase environmental best practice, helping to raise awareness among the tournament's participants and encouraging behaviour change. Examples of initiatives proposed to be undertaken include:

- Renting of tournament overlay materials wherever possible, in order to avoid one-off usage, or the use of recyclable materials as an alternative if required, according to sustainable event management principles;
- Commitment of service providers to recycle and reclaim waste at the end of the event;
- Commitment of cleaning service providers to use eco-labelled products;
- Awareness-raising among spectators and participants with respect to environmentally-responsible behaviour (teams of dedicated "Green Dream Team" volunteers, appropriate signage, exhibitions, etc.);
- Reusable or recyclable signage;
- Inclusion of environmental clauses in the contracts of service providers in order to limit derivative products and to promote locally-sourced and environmentally-responsible solutions.

#### Development of a waste sorting and reclamation system in Host Cities

Thanks to the 2026 FIFA World Cup™, inclusive waste sorting and reclamation systems will be installed in the 12 Host Cities (at stadiums and FIFA Fan Fest™ sites) - in advance of the timetable established by the 2017-2030 National Sustainable Development Strategy. This will represent a major legacy of the 2026 FIFA World Cup™ in Morocco.

To achieve this objective, the Sustainable Development and Human Rights Committee, supported by the Secretary of State for Sustainable Development and in collaboration with the relevant stakeholders, will develop an overall program identifying the necessary steps and provisions to implement a waste sorting and recovery sector.

The process will consider a potential role for Morocco's "ragmen", a term that describes a disadvantaged group currently working, on an informal basis, in recovery activities. An official role for this group within the new sorting and reclamation system will ensure their access to a work environment meeting the standards for labour regulations and human rights.

This project, a direct legacy of the FIFA World Cup™, is intended to be extended to other cities in the Kingdom. Parallel awareness campaigns will be implemented to familiarise households with the sorting-at-source process and the need to promote a culture of recycling, reduction and reuse.

#### Development of eco-friendly transport

The national low-carbon transition policy applied to transportation will be extended to include actions with a high ecological potential.

These include:

- Development of an intra-urban travel plan that promotes public transit, the use of clean vehicles, as well as car and taxi sharing;
- Proposal for pedestrian and bicycle paths (for example bike sharing in Marrakesh) for spectator travel to the stadiums;
- Use of optimum eco-responsible fleets for official tournament vehicles, using the latest technologies available in 2026;
- Promotion of rail and other eco-friendly transport methods, nationally and internationally, including the possibility of ticket-and-transport packages (potential reduction of 200,000 tCO<sub>2</sub>eq).



#### Healthy food and drink – for people and the environment

Catering is a key success factor for every major international event. All food and drink service providers will be contractually required to meet environmental commitments including specifications related to the geographical origin and quality of the products, as well as a reduction of packaging and of materials used for dishwashing (reusable cups, recyclable packaging, etc.).

#### 24.5.5 Biodiversity and adaptation to climate change

The construction of the Grand Stade de Casablanca will require the felling of Eucalyptus trees, accordingly to current regulation. In order to compensate for their removal, the Kingdom has undertaken to plant two new trees for each Eucalyptus felled. The choice of trees to be replanted will focus on native species (for example: thuja, Atlas cedar, Argan, Atlas Fir) which absorb significantly less water than Eucalyptus, are more resilient to climate change and better promote development and adaptation of local biodiversity.

#### 24.5.6 Carbon offsetting

As an extension of FIFA's contribution to carbon offsetting during the 2014 FIFA World Cup™ and its commitments for the 2018 FIFA World Cup™, the FRMF proposes the implementation of a similar system that aligns with the National Sustainable Development Strategy.

FIFA and the FIFA World Cup™ Entity will be invited to offset all of the operational emissions under their direct control: travel and accommodation of all personnel, officials, teams, etc.

In parallel, FIFA and the FIFA World Cup™ Entity could initiate a campaign encouraging fans to take part in a contest intended to offset their travel-related carbon emissions. Such a programme would draw on the resources of the Mohammed VI Foundation for Environmental Protection, which notably carried out offsetting actions during the COP22. All such projects will be approved by the UN.

Beyond its effects on the climate and on best practice development in Morocco, this programme will also serve to raise awareness and drive broader behaviour change in the interest of the planet.