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Specialization in "Tourism, Hospitality & Food Studies"

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Implementation and development of sustainable practices and CSR policies in the tourism and hospitality sectors of Morocco

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GENERAL INTRODUCTION

When confronted with the fact that I had to work on a dissertation for the first time, I immediately started wondering about a topic that would both interest me and challenge me. Besides, after discussing it with my supervisor, Mrs. Anne Marcoul-Brune, I realized that I had to understand in which context research was needed to address a current issue and bring about a contribution. I knew that it would be around the tourism and hospitality sectors, which I am passionate about, but I needed a more specific context. Morocco was the immediate choice, as its tourism sector is fervent, dynamic and in continuous evolution, trying to competitively adapt to current trends and the market. I have realized that Morocco is striving to do better in terms of sustainability, and as, globally, the tourism and hospitality industries are trying to answer the strategic demand for sustainable development, I figured this was the perfect topic and context to address with my research paper.

Indeed, studying the implementation and development of sustainable practices and CSR policies in the tourism and hospitality sectors of Morocco is what I deemed pertinent for both my academic research and my professional project. Morocco, as a developing nation with growing economic and environmental demands, still has substantial potential for improvement. Exploring how Morocco can enhance its sustainability efforts is crucial to addressing challenges such as resource management, social equity, and environmental preservation. This research aims to identify gaps in current strategies and propose actionable solutions, contributing to a deeper understanding of how Morocco can achieve more inclusive and impactful sustainable development in the face of global and local challenges. Furthermore, issues such as over-tourism, limited local communities' involvement, and weak governmental support for eco-friendly projects are also deeply connected to the topic chosen and constitute key perspectives to take into consideration and investigate. Sustainable tourism development for Morocco is both an economic strategy and a necessity, as the country and the population have been facing severe drought, limited access to water resources, environmental degradation, and increasing pressure on natural and cultural heritage sites.

In the Moroccan context, a specific determinant that is currently challenging the two sectors is certainly the hosting of the 2030 World Cup, which is why my

problematization is revolving around this mega-event. Mega-events are defined by Müller (2015) as “ambulatory occasions of a fixed duration that attract (1) a large number of visitors, (2) have a large mediated reach, (3) come with large costs, and (4) have large impacts on the built environment and the population.” (Müller, 2015). Number 4 is what my research is mainly focusing on, and more precisely, my aim is to understand how to limit the negative impacts and maximize the positive ones while managing and organizing a large-scale international event.

The research question posed is, therefore, the following:

How can Morocco improve its CSR strategies and sustainability policies within the hospitality and tourism industries to address the challenges of sustainable tourism, specifically in the context of large-scale international events such as the 2025 AFCON and the 2030 FIFA World Cup?

This line of inquiry will guide my research and approach, based on the exploration of three hypotheses:

1. Involving local communities ensures sustainable benefits during major events.
2. Collaboration between public and private stakeholders boosts sustainability.
3. Compliance with AFCON & FIFA CSR policies promotes stricter standards and accountability.

The first part of the dissertation will explore Morocco as a tourism destination, the second part will analyze the theoretical framework while addressing the three hypotheses, and finally, the third part will present the research methodology.

PART I - Literature review: Exploring the scope of research: Morocco as a Tourism Destination

Introduction of Part I

Sustainable development has become a central concern in global tourism, particularly in Morocco, where the industry plays a crucial role in economic growth, cultural preservation, and regional development. As a country with a rich history, diverse landscapes, and a strategic geographic location, Morocco has long been a major player in international tourism. However, the rapid expansion of tourism, hospitality, and infrastructure has created both opportunities and challenges, particularly in terms of environmental impact and socio-economic balance. As these sectors continue to grow, the need for sustainable practices becomes increasingly important.

To fully grasp the challenges and opportunities of sustainable tourism in Morocco, I will first examine the country's tourism industry, hospitality sector, and infrastructure. These three interconnected pillars not only shape visitor experiences but also influence Morocco's long-term sustainability by having an impact on both the natural and socio-cultural environment (El Azyzy and Ekiz, 2021).

This first part will present Morocco as a field of research, exploring the evolution of its tourism sector, the development of its hospitality industry, and the role of infrastructure in supporting tourism growth. By analyzing historical trends, statistical data, and existing research, I aim to establish a solid foundation for assessing Morocco's sustainability efforts. As I engage with this research, several fundamental questions arise: How did tourism in Morocco develop? What types of accommodations exist, and how have they evolved? How does infrastructure impact tourism accessibility and sustainability? These questions will guide my exploration of the existing literature and help frame the discussion on sustainable development in Moroccan tourism.

Ultimately, this section will serve as a theoretical foundation for the dissertation, bridging the gap between existing research and the practical implications of sustainable tourism development in Morocco.

Chapter 1 – Exploring tourism-related concepts and understanding the Moroccan tourism landscape: History and Evolution

1. Historical Background

1.1 Colonial Period

Before delving into the main topic addressed, it is crucial to lay the groundwork through a synthetic yet comprehensive exploration of the main sectors analyzed: tourism, hospitality, and infrastructure viewed through the lens of sustainable development. This approach will not only enhance my mastery of the research field but also allow readers to gain essential knowledge, enabling them to fully understand the context and significance of the research topic.

The roots of tourism in Morocco can be traced back to its early civilizations, where the country served as a pivotal trade hub connecting Africa with Europe and the Middle East. As the country occupies a strategic position (Fig. 1), which is the northwestern corner of Africa —where the Mediterranean Sea meets the Atlantic Ocean (Kapera and Kapera, 2023), it has always been an intermingling center.



Figure 1: Map of Morocco, source: <https://w.wiki/DAT5>

In the 11th century, the establishment of the Almoravid dynasty—a Berber Muslim dynasty founded by ‘Abd Allāh ibn Yasin¹, marked the beginning of significant cultural exchanges, attracting scholars, traders, and explorers. The establishment of Al Quaraouiyine², recognized as one of the oldest universities in the world, further solidified Morocco’s role as a hub for intellectual and cultural exchange. Travelers seeking religious education or knowledge in fields like astronomy, medicine, and philosophy frequently visited Morocco.

During the colonial period, particularly from the early 20th century until independence in 1956, Morocco experienced a transformation in its tourism landscape. French and Spanish colonial authorities recognized the potential of Morocco as a tourist destination and began developing infrastructure to support this sector. Roads were constructed, and hotels were established, particularly in cities like Marrakech, which became synonymous with exoticism and adventure. As noted by researcher J.G.M. Steenbruggen, "Although travelers had already visited Morocco during the 19th century, real tourism began after 1912 during the period of the French Protectorate. [...] Morocco was positioned as a tourism destination mainly for the French." (Steenbruggen, 2014). Recognizing Morocco’s appeal as an exotic destination for European travelers, the colonial administration invested in tourism infrastructure, particularly in Casablanca, Marrakech, Rabat, and Tangier, cities that still today attract the highest number of tourists.

1.2 Post-colonial period and Independence

After independence, Morocco's government focused on promoting tourism as a key driver of economic growth. The establishment of the Ministry of Tourism in 1965 signified a commitment to developing this sector strategically. The Moroccan government has since implemented policies aimed at enhancing the country's appeal, such as the “Vision 2010,” “Vision 2020,” and “Vision 2030” plans, which seek not only to increase the number of international visitors but also to promote sustainable tourism practices. If the main goal of *Vision 2010* (2001) was to reach 10 million visitors by 2010 (Steenbruggen, 2014), *Vision 2020* emphasizes the importance of cultural preservation, community involvement, and environmental sustainability, aligning with global trends in tourism

¹ The Editors of Encyclopaedia Britannica. "Almoravid dynasty summary." Encyclopedia Britannica, July 24, 2021. <https://www.britannica.com/summary/Almoravids>.

² Embassy of Morocco in China, "Al Quaraouiyine University: The Timeless Heart of Knowledge in Fes" <https://embassyofmoroccoinchina.com/al-quaraouiyine-university-the-timeless-heart-of-knowledge-in-fes/>

(Roudies, 2013). As for *Vision 2030*, this plan is all about technological advancement and sustainable development, highlighting “the country’s dedication to develop vital industries for sustained economic growth”, through policymaking (Chehbouni, 2024). These, among others, are some of the milestones that mark the evolution of the Moroccan tourism industry (Fig. 2).

Figure 2: Evolution of Tourism in Morocco, source: Steenbruggen, 2014

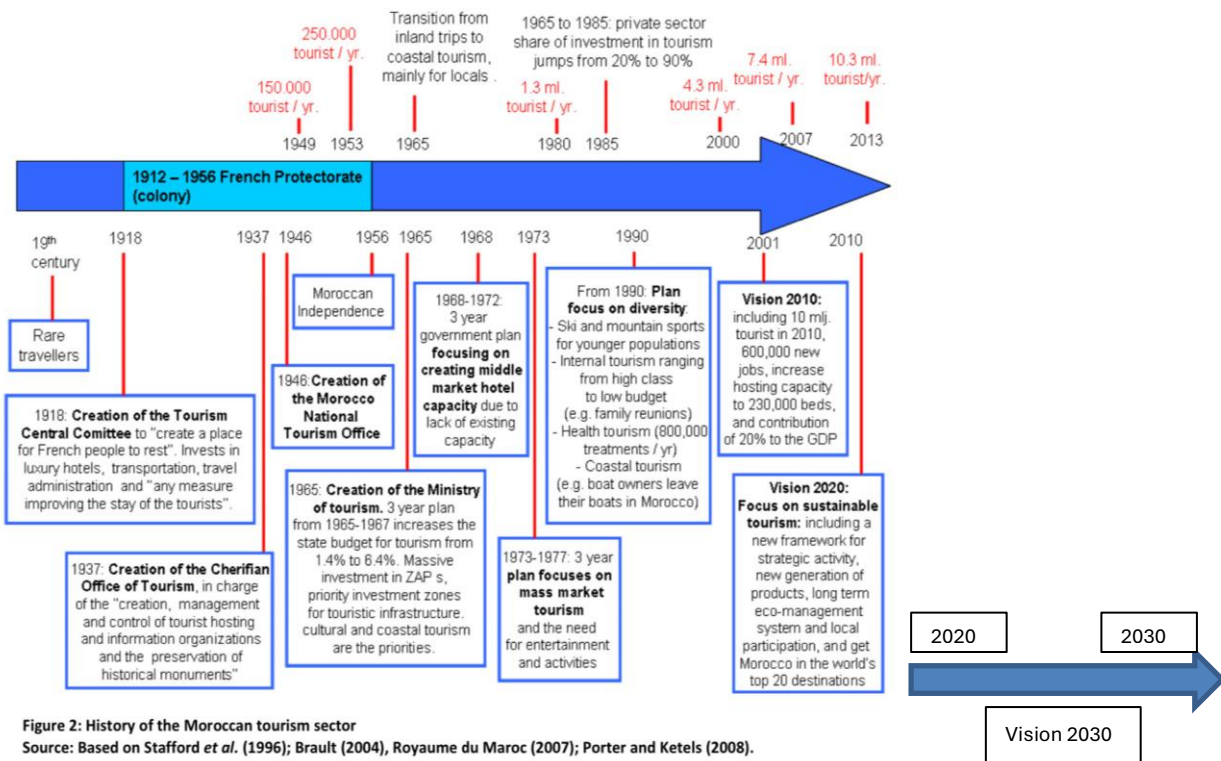


Figure 2: History of the Moroccan tourism sector
Source: Based on Stafford et al. (1996); Brault (2004), Royaume du Maroc (2007); Porter and Ketels (2008).

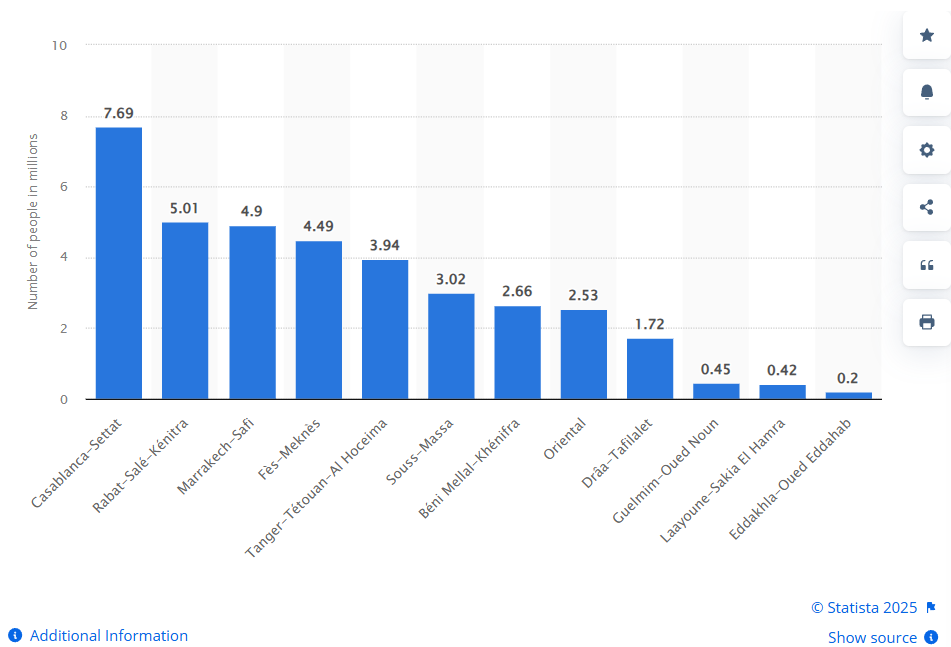
2. Main tourism attractions and major regions

2.1 Urbanization, Regional Tourism Clusters and Cultural Heritage

Currently, Morocco counts a population of over 37 million people, of which more than 50% live in urban areas because of a mega-urbanization trend started during the 2000s. Even if Casablanca is the largest city (as shown in fig. 3), which is also considered the economic capital, Rabat is the actual political capital; while, as Steenbruggen mentions: “Fès is Morocco's oldest imperial city and is [...] perceived as the ‘symbolic heart’ of Morocco. Marrakech, the exotic medieval-style city with a reputation for high

cultural authenticity (also known as the ‘Red City’), is the most important of Morocco's imperial cities and attracts the highest number of tourists (Minca, 2006; Wagner and Minca, 2012).” Indeed, Fès is considered the spiritual capital of Morocco (Alami, El Khazzan and Souab, 2017), while Marrakech is the cultural one.

Figure 3: Population in Morocco as of 2023, by region, source: [Statista](#)



Tourism in Morocco has a regional dimension, as it can be categorized under three clusters: cultural, coastal, and nature-based. The country’s diverse geography and rich cultural heritage offer a wide array of tourism experiences, catering to various interests and preferences (Kapera and Kapera, 2023). Furthermore, 9 sites are listed by UNESCO as world heritage, in addition to Moroccan craftsmanship, which is recognized as intangible heritage. These 9 sites are:

- Archaeological Site of Volubilis (1997)
- Historic City of Meknes (1996)
- Ksar of Ait-Ben-Haddou (1987)
- Medina of Essaouira (formerly Mogador) (2001)
- Medina of Fez (1981)
- Medina of Marrakesh (1985)
- Medina of Tétouan (formerly known as Titawin) (1997)
- Portuguese City of Mazagan (El Jadida) (2004)
- Rabat, Modern Capital and Historic City: A Shared Heritage (2012)

Morocco's intangible cultural heritage is a vital part of its national identity, encompassing oral traditions, performing arts, social practices, rituals, and craftsmanship. Recognized by UNESCO, Moroccan intangible heritage includes Gnawa music, a fusion of African, Berber, and Arab influences; Al Aita, a traditional form of sung poetry; and the Moussem of Tan-Tan, a nomadic festival celebrating Saharan culture. Additionally, Moroccan craftsmanship, such as zellige (mosaic tilework), leather tanning, and Amazigh silver jewelry making, reflects centuries-old artisanal traditions passed down through generations. These cultural expressions not only contribute to Morocco's tourism appeal but also serve as living testimonies to the country's diverse and multi-ethnic heritage (UNESCO, 2025).³

Intangible and tangible cultural heritages are particularly important in Morocco; indeed, the three primary categories that drive the tourism industry are, first, cultural tourism, then coastal tourism, and then nature-based tourism, which is what this section will explore. In fact, each of these segments plays a crucial role in defining Morocco's tourism identity and contributes significantly to its overall economic and social development.

2.2 The imperial cities and cultural tourism

Cultural tourism is mainly associated with the imperial cities, which are Marrakech, Fez, Meknes, and Rabat, and it is at the heart of Morocco's appeal. In my literature review, I noticed that even if the Kingdom is trying to diversify its tourism offer, by promoting alternative destinations —such as Chefchaouen and the southern regions (Boujrouf, 2014), there is still a focus on Medinas and cultural heritage immersion (Moroccan National Tourism Office, 2025), as this is what mostly attracts tourists. When traveling, people want to discover a new culture, and the more it is different from their own, the more appealing it is. Morocco's rich history, architectural marvels, and vibrant traditions and customs have always been drawing tourists seeking an authentic experience (Wagner and Minca, 2012) and these cities, which once served as the capitals of powerful dynasties, are renowned for their well-preserved medinas, palaces, and religious monuments, which makes them stand out.

³ “UNESCO - Morocco.” <https://ich.unesco.org/en/state>.

More precisely, Marrakech has always held the role of the real soul of Morocco (Minca, 2006), which is why today it is the most visited city in Morocco, with nearly 4 million visitors as of 2024.⁴ The “red city” captivates visitors with its bustling souks, the grand Koutoubia Mosque, and the historic Saadian Tombs. The city’s famous Jemaa el-Fnaa square is a dynamic hub of cultural expression, where storytellers, musicians, and traditional performers keep Morocco’s oral heritage alive. Fes, considered the spiritual and intellectual center of the country, is home to Al Quaraouiyine University, the world’s oldest continuously operating university, as well as the labyrinthine Fes el-Bali medina, where artisans practice centuries-old crafts, such as leather tanning and zellige (Alami, El Khazzan, and Souab, 2017). Meknes, known for its blend of Moorish and European architectural influences, boasts impressive monuments such as Bab Mansour and the granaries of Heri es-Souani.⁵ Rabat, Morocco’s modern capital, seamlessly integrates historical and contemporary elements, featuring landmarks like the Kasbah of the Oudayas and Hassan Tower.⁶ Collectively, these imperial cities serve as living museums, offering visitors a glimpse into Morocco’s royal past and enduring cultural legacy. Through their historic sites, bustling markets, and centuries-old traditions, they provide an unparalleled opportunity for cultural immersion, allowing travelers to experience the richness of Moroccan heritage firsthand while contributing to its preservation for future generations.

2.3 Coastal and beach tourism

Coastal and beach tourism has been evolving a lot during the last decade, which I personally witnessed. Even if Agadir, Casablanca, and Tangier remain the centers of tourist activity (Kapera and Kapera, 2023), there has been a significant tourism movement—both domestic and inbound, towards the northeastern region (Al Hoceima, Nador, and Saidia) and Essaouira. (Tekken and Kropp, 2015).

⁴ Marrakech Breaks Tourism Record, Welcoming Nearly 4 Million Visitors in 2024 <https://www.moroccoworldnews.com/2025/01/166021/marrakech-breaks-tourism-record-welcoming-nearly-4-million-visitors-in-2024/>

⁵ Discover the Laid-back and Historic City of Meknes, Moroccan Hidden Gems and Visit the Mausoleum of Moulay Ismail <https://www.encounterstravel.com/blog/meknes>

⁶ Rabat, a modern capital with deep-rooted history <https://www.visitmorocco.com/en/travel/rabat>

The Mediterranean coast, featuring destinations like Tangier, Nador, Al Hoceima, and Saïdia, is known for its calm waters and relaxed ambiance, making it ideal for family vacations. These cities are also distinguished by their Spanish influence and lively atmosphere, with predominantly white architecture and European-style buildings that reflect their colonial past. In recent years, I have observed a surge in mass tourism to this area, especially in 2023, as my last visit to Tangier and Tétouan.

Meanwhile, the Atlantic coast attracts surfers and water sports enthusiasts with its stronger waves. Agadir, a modern resort city, is popular for its sandy beaches and luxury accommodations, and especially Taghazout is nowadays extremely popular among young people and adventure-seeking travelers; on the other hand, Essaouira offers a similar surfing experience at a lower cost, with its artistic medina adding to its charm.

Further south, Dakhla, where the desert meets the ocean, has become a hotspot for all sorts of water sports, such as kitesurfing and windsurfing. Dakhla, with its mild weather throughout the year, has become the predilect place for sports professionals who come to train⁷; in fact, it hosts the World Championship of Kitesurfing. This high-potential city is also known for sand golf, which follows international ecological criteria.⁸ Coastal tourism is also growing among domestic travelers, with El Jadida — a UNESCO World Heritage Site— gaining popularity for its mix of historic sites, such as the Portuguese city, and scenic beaches, such as Sidi Bouzid.⁹

2.4 Desert, mountains, and ecotourism

Morocco's diverse geography presents a unique case for the study of nature-based tourism, encompassing mountain ranges, lush valleys, and vast desert landscapes. During my research, I found that the Atlas Mountains, which stretch across the country, serve as both a natural barrier and a vital tourism asset.¹⁰ The High Atlas, home to Mount Toubkal—the highest peak in North Africa at 4,167 meters—attracts trekkers from around the world, offering well-established routes and opportunities to engage with Berber

⁷ Dakhla as soon as possible, Visit Morocco https://youtu.be/nOuwkQT5qrE?si=k_Un5ofb9XmnUxkU

⁸ Jihane-Hachicho. "Dakhla: The Pearl of the Sahara." Morocco World News (blog), February 15, 2024. <https://www.moroccoworldnews.com/2024/02/21333/dakhla-the-pearl-of-the-sahara/>.

⁹ videos, All the. "El Jadida- Mazagan, the New Mazagan | Moroccan National Tourist Office." <https://www.visitmorocco.com/en/travel/el-jadida-mazagan>.

¹⁰ Kilimanjaro, Ultimate. "The Atlas Mountains: Everything You Need To Know." Ultimate Kilimanjaro, June 5, 2024. <https://www.ultimatekilimanjaro.com/the-atlas-mountains-everything-you-need-to-know/>.

communities that have maintained their traditional way of life for centuries (El Azyzy and Ekiz, 2021). The Middle Atlas, in contrast, features a more temperate climate and dense cedar forests, particularly around Ifrane, a town often referred to as “Little Switzerland” due to its European architectural influence and cold winters. The presence of Barbary macaques¹¹ in the region highlights Morocco’s rich biodiversity, which plays a crucial role in ecotourism development (Cherkaoui et al., 2020). Indeed, protected areas such as Toubkal National Park and Ifrane National Park not only attract a considerable number of tourists but also promote ecotourism and conservation efforts.

One of the most significant natural attractions I personally visited is the Ouzoud Valley, home to Morocco’s highest waterfalls, which plunge over 100 meters into a green, wildlife-rich environment. This area exemplifies the country’s potential for sustainable tourism, offering hiking, wildlife observation, and local eco-friendly initiatives. Further south, the Sahara Desert emerges as one of Morocco’s most iconic landscapes, with the dunes of Erg Chebbi near Merzouga providing a prime location for immersive desert experiences. Studies indicate that desert tourism significantly contributes to Morocco’s economy, as visitors seek authentic experiences such as camel trekking, sandboarding, and stargazing in remote desert camps. Emerging trends such as sand therapy and psammotourism (sand baths) are also contributing to the attractiveness of this area (Gagnol et Landel, 2016). Another important desert region is Ouarzazate, often called the “Door of the desert”¹² or “Gateway to the Desert,” which combines cultural heritage with natural landscapes. The UNESCO-listed Ait Benhaddou, an ancient ksar (fortified village), is proof of the architectural adaptation to arid environments and has become a major attraction not only for tourists but also for the film industry. The town’s strategic location makes it a focal point for desert expeditions and eco-friendly tourism.

In contrast to the arid south, the Rif Mountains in northern Morocco present a completely different ecosystem, characterized by lush greenery, rugged terrain, and hidden valleys. The town of Chefchaouen, famous for its distinctive, blue-painted streets, has become a key ecotourism destination, offering access to the surrounding mountains and providing a base for sustainable tourism initiatives. Throughout my research, I observed that Morocco’s government and private stakeholders are increasingly focusing

¹¹ Magazine. “Monkeys of Morocco,” March 15, 2025. <https://www.nationalgeographic.com/magazine/article/barbary-macaques>.

¹² “Gateway to the Sahara Desert - Ouarzazate, Morocco - HolidayMonk | Luxury Family and Tour Packages,” February 26, 2024. <https://www.holidaymonk.com/gateway-to-the-sahara-desert-ouarzazate-morocco/>.

on conservation efforts and sustainable tourism policies to preserve these landscapes; alongside UNESCO, they are working on a preservation project, the UNESCO Global Geopark, which covers 42 sites of geological significance around Chefchaouen.¹³ The country's natural diversity, coupled with its commitment to responsible tourism development, positions it as a leading destination for nature-based tourism in North Africa.

3. Statistics and economic impact

3.1 Key Tourism Statistics and Trends

The tourism industry is a major economic driver in Morocco, contributing to the national GDP by 7.3%, with a tourism revenue of about 10 billion US dollars¹⁴. While working on my literature review, I was incredibly surprised and pleased to find out that Morocco has become the leading destination in the context of international tourism in Africa, becoming the most visited country. Morocco has welcomed 17.4 million international tourists in 2024, a 20% increase over 2023, surpassing Egypt and South Africa.¹⁵ Interestingly, reaching this number of tourists was Morocco's 2026 goal, which was reached 2 years ahead, proving that the country is putting efforts and investing in developing this sector, clearly through the support of both public and private stakeholders as well. The international tourism expenditure has reached 2.36 billion US dollars in 2023¹⁶, as per the latest available data, and is expected to increase even more in the next few years.

The tourism sector also represents one of the main sources of employment, with more than 550,000 direct jobs as of 2019 (The New Development Model, 2021), which, however, fluctuates a lot as the tourism sector is subjected to seasonality. It generates

¹³ "Chefchaouen Aspiring for UNESCO Global Geopark: The Blue Pearl of Morocco | UNESCO." Accessed March 15, 2025. <https://www.unesco.org/en/articles/chefchaouen-aspiring-unesco-global-geopark-blue-pearl-morocco>.

¹⁴ AW. "Morocco Draws 17 Million Visitors in 2024, More than \$10 Billion in Tourism Revenue |." <https://thearabweekly.com/morocco-draws-17-million-visitors-2024-more-10-billion-tourism-revenue>.

¹⁵ "UN Tourism in Morocco: Driving Investments and Celebrating Innovation in Africa's Most-Visited Destination." Accessed March 23, 2025. <http://www.unwto.org/news/un-tourism-in-morocco-driving-investments-and-celebrating-innovation-in-africa-s-most-visited-destination>.

¹⁶ "Global and Regional Tourism Performance." Accessed March 26, 2025. <https://www.unwto.org/tourism-data/global-and-regional-tourism-performance>.

extensive employment opportunities as well, indirectly, in industries such as transportation, handicrafts, and agriculture.

As mentioned, Morocco’s tourism sector experiences strong seasonality, with peak travel periods occurring during spring and autumn when the climate is most favorable. Sea destinations such as Casablanca, Tangier, and Agadir remain heavily visited also during summer. Tourist spending patterns reveal that visitors contribute significantly to the hospitality, food, and transportation sectors, with luxury tourism and eco-tourism gaining increasing traction. Indeed, these trends highlight the country’s appeal as a diverse and dynamic travel destination.

3.2 Main Markets and potential developments

Morocco’s tourism industry is largely driven by key international markets, with France, Spain, Italy, and the United Kingdom being the primary sources of visitors (Fig. 4). These countries benefit from strong historical, cultural, and economic ties with Morocco, as well as well-established air connectivity. Based on the literature review and my own personal experience, I remarked that in recent years, emerging markets such as China and the United States have shown growing interest and are visiting the country increasingly, likely thanks to the visa-free entry policies and increased promotional efforts.

Figure 4: Top source markets for Moroccan tourism, source: [UNWTO](#)

Top source markets

(in 1000)

Country	2022		2010	
	in thousand	% share	in thousands	% share
Other Countries	5.807	53 %	4.383	47 %
France	1.505	14 %	1.827	20 %
Spain	902	8 %	727	8 %
United Kingdom	482	4 %	338	4 %
Italy	240	2 %	233	3 %
United States	231	2 %	135	1 %
Belgium	173	2 %	221	2 %
Germany	171	2 %	205	2 %
Netherlands	130	1 %	175	2 %
Portugal	96	1 %	63	1 %

Investments in infrastructure, including airport expansions, high-speed rail networks, and luxury resorts, are enhancing the country’s appeal to high-end travelers.

Additionally, the Moroccan government is prioritizing sustainable tourism development (Vision 2020), with projects focusing on ecotourism, coastal tourism, and cultural heritage preservation. These initiatives, combined with rising foreign direct investment in hospitality and real estate, position Morocco as a competitive global destination with strong potential for future growth. In fact, this fast-growing industry has caught the attention of international tourism investors and UN Tourism itself, which not only has strengthened its partnerships with the Kingdom but is also encouraging stakeholders to invest in Morocco as an “exceptional destination”, as journalist and researcher Toutate Issam mentions in the article “UNWTO: Morocco Is a Prime Destination for Tourism Investors”.¹⁷

¹⁷ Toutate, Issam. “UNWTO: Morocco Is a Prime Destination for Tourism Investors.” *Morocco World News* (blog), March 9, 2025. <https://www.moroccoworldnews.com/2025/03/181552/unwto-morocco-is-a-prime-destination-for-tourism-investors/>.

Chapter 2 - Examining the Hospitality Industry, Infrastructure, and their Role in Tourism Development

1. The Hospitality landscape

1.1 Historical Background

Before examining and discussing the hospitality industry of Morocco, I would like to first talk about Moroccan hospitality and friendliness, which are some of the greatest assets of this country. Moroccan people are historically known for their warmth and hospitable affection, and whoever you are, if you knock on someone's door, be sure that you'll be welcomed, fed, and given a place to sleep. Something that never ceases to surprise me is the fact that this would happen everywhere, independent of how well-off the person is; whatever means of sustenance they have, they would share with you. Most of the time, it is those who are most in need that would welcome you the best, with generosity and care. Indeed, a determinant of Moroccan culture is hospitality, which is rooted in the country's traditions and religious customs, as in Islam it is a sacred obligation to welcome guests and treat them well.¹⁸

Of course, the development of the hospitality sector coincides with the establishment of the Tourism Central Committee in 1918, under the French protectorate, an organism that was meant to foster tourism, sponsor Morocco in France as an exotic destination, and manage tourism infrastructures—including the first hotels and accommodations (Steenbruggen, 2014). Major changes and development took place during the French and Spanish protectorates (1912–1956); during this exact period, the *Compagnie Générale Transatlantique*—a French travel company, started organizing trips to Morocco, proposing all-inclusive packages, including transportation, guided tours, and accommodation. Indeed, in order to serve colonial officials and tourists, European-style hotels, cafés, and resorts were established, especially in Casablanca, Tangier, and Rabat, where still today the colonial influence can be perceived, especially in the

¹⁸ PhD, Gilad James. *Introduction to Morocco*. Gilad James Mystery School, n.d.

architectural dimension. Modern luxury hotels like La Mamounia in Marrakech — established in 1923, which came to represent upscale travel, rose to prominence as a result of the blending of traditional Moroccan hospitality with European luxury standards. After 1928, many more luxury hotels started being built to meet the needs of the international wealthy clientele, and by 1936 there were 96 hotels in Morocco (Raffali, 2022).

Morocco made tourism a top economic priority after its independence in 1956, as already back then this sector was generating significant revenue and contributing to the national GDP. To enhance cultural heritage, build infrastructure, and draw tourists from abroad, the government started development plans, such as Vision 2010 and Vision 2020. These strategies further reinforced Morocco's commitment to tourism, positioning it as one of Africa's top travel destinations. The Kingdom gained recognition for its varied hospitality options in the late 20th and early 21st centuries, which ranged from opulent resorts in coastal and desert areas to traditional riads and kasbahs (Gilad, 2023).

1.2 Globalization & Expansion of International Hotel Chains

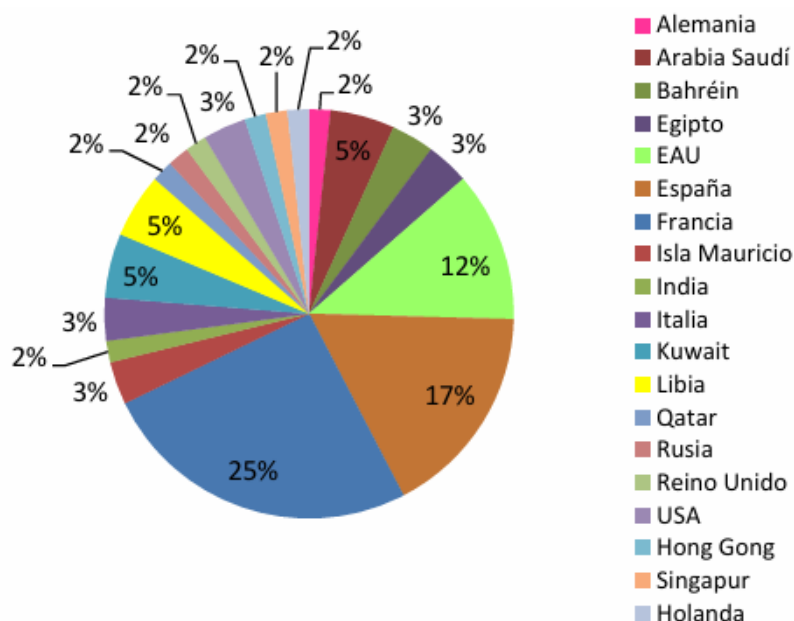
During the 1960s-70s, mass tourism started to rise, especially as the purchasing power of many people increased thanks to the economic boom. Therefore, the Moroccan government started investing public money into accommodation services, and in 1976 the first Moroccan hotel chain was created with more than 20 establishments (Almeida-García, 2017). The influx of foreign private investment also played a significant role, notably with the French chain Club Méditerranée, which established six holiday resorts in Morocco. The first, Club Med Al Hoceima, opened in 1964, followed by another in Agadir in 1965. By 1985, the eight Club Med resorts collectively offered 4,170 bed spaces (Almeida-García, 2017).

It was from that point on that Morocco began attracting global hotel chains, as tourism became a key economic driver. The Moroccan government encouraged foreign investment to modernize the hospitality sector, and chains such as Accor Group were among the first to enter the market in the 1990s, introducing brands like Sofitel, Ibis, and Novotel in cities such as Casablanca, Marrakech, and Agadir.

Since the early 2000s, Morocco has seen a surge in global hotel brands, driven by national tourism strategies like Vision 2010 and Vision 2020. Major developments include Hilton's expansion in key cities, Accor Group's growth with luxury properties, and the entry of Marriott, Meridien, Sheraton, and Ritz-Carlton targeting high-end travelers (Chahine, 2016). Today, more than 286,000 operational beds are present in Morocco's accommodations¹⁹, with a huge portfolio of hotels and hotel chains from more than 20 countries in the world (Fig. 5); France, Spain, and the UAE are the top three hospitality operators (Chahine, 2016). In 2024, the hospitality industry saw an exceptional rise in the number of tourist nights, with a record of 28.7 million nights registered, which corresponds to a significant 12% increase compared to 2023.²⁰

Figure 5: Origin of the hospitality operators present in Morocco, source: [Chahine, 2016](#)

Gráfico 13: Origen de los operadores presentes en Marruecos en los últimos 10 años (2004-2014)



Fuente: SMIT, (2014)

Since 2022, not only has the number of visitors and, therefore, the number of nights spent in the country seen significant growth, but also the number of diverse types of accommodations has exponentially increased. More precisely, the number of 4-star

¹⁹ Le 360 Français. "Tourisme: la capacité d'hébergement s'est renforcée de 1.000 lits supplémentaires au premier trimestre 2023." https://fr.le360.ma/economie/tourisme-la-capacite-dhebergement-sest-renforcee-de-1000-lits-supplementaires-au-premier-trimestre_3UIMQQ5TUNATLEGOJWCORJ7FQ4/.

²⁰ "Chiffres Clés – Ministère du Tourisme, de l'Artisanat et de l'Economie Sociale et Solidaire." Accessed March 28, 2025. <https://mtaess.gov.ma/fr/chiffres-cles/>.

and 5-star hotels grew by 35% and 28%, respectively, while hotel clubs saw a 44% increase. Guest houses experienced the most significant growth, rising by 79%.²¹

Clearly, Morocco has gained even more international attractiveness during the last two years—as numbers prove, and this phenomenon can be attributed to the 2022 World Cup Games. Indeed, the Moroccan team made history as the first Arab and African team to reach the semifinals of the international soccer tournament, a milestone that has significantly boosted the country's appeal as a tourist destination.

1.3 Traditional Accommodation in Morocco: A Legacy of Hospitality

Even if during recent decades the Moroccan hospitality landscape has witnessed a surge in globalization, with international hotel chains establishing a strong presence in the market, I would like to dedicate this small chapter to the deep-rooted traditions that have shaped Moroccan hospitality for centuries. I will be exploring these origins, highlighting how Morocco's unique sense of welcome and service was and still is embodied in riads, caravanserais (fondouks), kasbahs, and traditional guesthouses (Gilad, 2023). These establishments are not just places to stay but also centers of cultural exchange, food sharing, and social interaction, reflecting Morocco's rich heritage of hospitality.

Riads are perhaps the most representative accommodation of Morocco, and of Marrakech more specifically, as it is a peculiar form of architecture that does not exist elsewhere. Riads are traditional houses developed in height, with an interior courtyard or garden and often a fountain in the center of the courtyard²²; these tall buildings are commonly found in old medinas in cities like Marrakech, Fez, and Essaouira. The word "riad" comes from the Arabic word "ryad" (رياض), meaning "garden," and it reflects this idea of open space due to the open roof that characterizes a riad. I believe the beauty of riads lies in the feeling of nature—the sky, encountering architecture, and elevated Moroccan craftsmanship, as they are usually characterized by zellige (tile work), carved wooden doors, plasterwork, and handcrafted furniture. Tourists are often attracted by

²¹ "Morocco Hotel Market Report 2024 - Aninver Development Partners." Accessed March 28, 2025. <https://aninver.com/blog/morocco-hotel-market-report-2024>.

²² Much Better Adventures Magazine. "A Guide to Accommodation in Morocco's Most Adventurous Corners," December 7, 2022. <https://www.muchbetteradventures.com/magazine/accommodation-in-morocco/>.

stays in such accommodation, as it brings them closer to the country's way of living, traditions, and culture.

As for kasbahs, these were traditional fortified citadels found in North Africa, particularly in Morocco. Historically, a kasbah served as a military stronghold, administrative center and residence for rulers or tribal leaders, offering protection against invasions (Salimi, 2022). Built from sun-dried mud bricks or stone, kasbahs feature high defensive walls, watchtowers, narrow alleys, and central courtyards, blending Berber, Arab, and Andalusian influences. Notable examples include the Kasbah of Ait Ben Haddou, a UNESCO World Heritage Site, and the Kasbah of the Udayas in Rabat.²³ Today, many kasbahs have been preserved as cultural landmarks, showcasing Morocco's rich history and architecture (Abyaa et al., 2024). Kasbahs have also become hotels nowadays, welcoming tourists that want to have an authentic and unique experience, often in the middle of the desert or the mountains. While preserving their traditional architecture and cultural essence, modern kasbah hotels cater to high-end travelers with premium amenities, including swimming pools, spas, and gourmet dining. This fusion of heritage and comfort allows visitors to immerse themselves in Morocco's past while enjoying contemporary luxury.

2. The Role of Transportation in Tourism Development

2.1 Air travel

Given Morocco's strategic location at the intersection of Europe, Africa, and the Middle East, well-developed air connectivity has been crucial in positioning Morocco as a leading travel destination. Air travel is essential to the growth and accessibility of a tourism destination, acting as a primary gateway for international visitors and sustaining the tourism industry. As a matter of fact, I remember when I was a child during the 2000s, the only company operating flights from Italy —my home country, to Morocco was Royal Air Maroc; we had to book tickets months in advance, and the fares were significantly expensive. During the years, as flying to Morocco got more accessible, I can say that I

²³ blerdijan. "Kasbah of Udayas | Adventure in Rabat." *STORY Rabat* (blog), February 19, 2024. <https://www.story-rabat.com/kasbah-of-udayas/>.

have witnessed a massive expansion of international airports, the rise of low-cost carriers, and strategic airline partnerships that have significantly boosted tourist arrivals. Today, Morocco counts more than 25 airports; 19 of them are international hubs and connect Morocco with more than 110 destinations around the globe, across about 50 countries (Kapera and Kapera, 2023). I was surprised to find out all this information while reviewing my literature, as I was not completely aware of these numbers. Morocco has been undeniably striving to foster tourism and develop connectivity and accessibility. Partnerships with international airlines are key to this development; indeed, the Kingdom is today collaborating with more than 30 airlines (Fig. 6), and it has set up multiple alliances and codeshare agreements to expand its reach. In April 2020, Royal Air Maroc became a member of the Oneworld Alliance, integrating into a global network of leading airlines and establishing partnerships with airlines all over the world, such as Emirates, American Airlines, British Airways, and Iberia. In November 2024, RAM signed an agreement with GOL Linhas Aéreas, which enhances travel connections between São Paulo and Casablanca, facilitating greater connectivity between Africa and South America. These memberships allow RAM passengers to benefit from coordinated services, shared frequent flyer programs, and access to a vast array of international destinations.²⁴

Table 2. Largest airports in Morocco (based on: <https://www.worlddata.info/africa/morocco/airports.php>)

Name	City	Airlines	Destinations
Mohammed V International Airport	Casablanca	27	87
Menara Airport	Marrakech	18	49
Al Massira Airport	Agadir	12	20
Nador International Airport	Nador	6	12
Ibn Batouta Airport	Tangier	6	12
Saïss Airport	Fes	5	16
Rabat-Salé Airport	Rabat	5	9
Angads Airport	Oujda	3	9
Tan Tan Airport	Tan Tan	1	1
Ouarzazate Airport	Ouarzazate	1	2
Cherif Al Idrissi Airport	Al Hoceima	1	1
Moulay Ali Cherif Airport	Errachidia	n/a	n/a
Mogador Airport	Essaouira	3	2
Beni Mellal Airport	Beni Mellal	n/a	n/a

Figure 6: Largest airports in Morocco, source: [Kapera and Kapera 2023](#)

Nowadays, air transportation is evolving rapidly, and governmental action is taken to facilitate connectivity even in remote areas, such as the southern regions and the

²⁴ “Royal Air Maroc.” In *Wikipedia*, March 29, 2025. https://en.wikipedia.org/w/index.php?title=Royal_Air_Maroc&oldid=1282946272.

Sahara, in cities overly complicated to reach by road transportation, such as Dakhla. Indeed, in this city, Dakhla Airport is operated by Morocco's state-owned Office National Des Aéroports (ONDA); accommodating both civilian and military operations, in this airport, mainly domestic flights are provided by airlines such as Ryanair, Royal Air Maroc, Air Arabia Maroc, and Binter Canarias.²⁵ The southern regions of Morocco have massive and exceptional potential as tourism destinations, offering a diverse and unique blend of natural landscapes, cultural heritage, and adventure opportunities.²⁶ Morocco has been investing in the development of these regions through sustainable models²⁷ since the 2010s, not only to diversify its tourism offerings but also to foster a more sustainable and resilient tourism industry while involving all stakeholders and trying to improve the local communities' lives (Boujrouf, 2014). In the framework of this development, air transport is crucial as it enhances regional tourism by improving access to remote yet culturally and environmentally rich destinations, such as the Sahara, the Atlas Mountains, and coastal retreats. As Morocco continues to promote sustainable tourism, integrating environmentally responsible aviation practices, such as reducing waste and promoting sustainable aviation fuels (SAFs), will be essential to balancing economic growth with ecological conservation.

2.2 Rail networks & Road transportation

The *Office National des Chemins de Fer* (ONCF), Morocco's state-owned railway operator, was established in 1963 to develop and manage the country's rail network. It operates with a dual function, both commercial and industrial, overseeing the transportation of both passengers and goods. As of 2024, ONCF's network spans approximately 3,350 kilometers, connecting major cities and regions across Morocco. (ONCF, 2024). The latest available data indicates that ONCF transported almost 53 million passengers, marking a 15% increase compared to the previous year, while its freight operations handled approximately 36 million tons of goods.²⁸ This significant

²⁵ Campos, Andrés. "Viaje a Dajla, donde el Sáhara y el Atlántico se funden." *El País*, February 26, 2025. <https://elpais.com/elviajero/2025-02-26/viaje-a-dajla-donde-el-sahara-y-el-atlantico-se-funden.html>.

²⁶ videos, All the. "Surf, Diving, Fishing, South Morocco | Moroccan National Tourist Office." Accessed March 30, 2025. <https://www.visitmorocco.com/en/travel/dakhla>.

²⁷ "(3) Morocco Accelerates the Development of Its Southern Provinces: A Vision of Prosperity and Integration MA | LinkedIn." Accessed March 30, 2025. <https://www.linkedin.com/pulse/morocco-accelerates-development-its-southern-vision-agostini-civqe/>.

²⁸ "Rail Transport in Morocco." In Wikipedia, March 30, 2025. https://en.wikipedia.org/w/index.php?title=Rail_transport_in_Morocco&oldid=1283152924.

activity contributed 0.35% to the national GDP, reinforcing ONCF's role as a key player in Morocco's mobility sector. Among its services, the Al Boraq high-speed train — inaugurated in 2018, stood out, carrying over 5 million passengers—a 24% rise from 2022, highlighting the growing demand for efficient rail travel in the country²⁹. This recognized sustainable service³⁰ connects Tangier to Casablanca, reducing travel time from nearly 5 hours to just over 2 hours. The high-speed line includes a 186 km segment from Tangier to Kenitra, allowing speeds up to 320 km/h, and an upgraded 137 km segment from Kenitra to Casablanca, with speeds up to 160 km/h.³¹

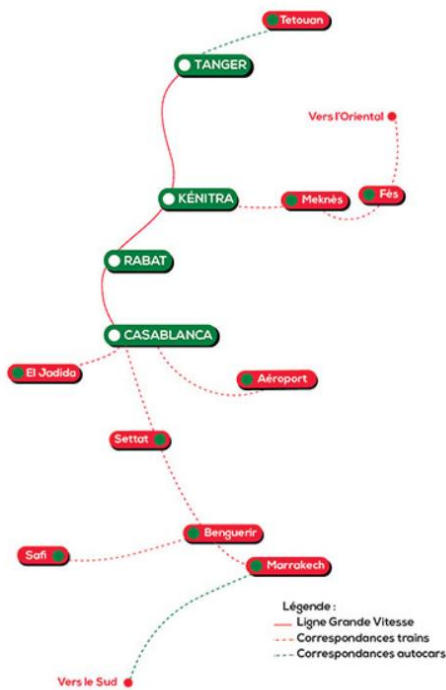
ONCF trains also serve multiple cities across Morocco through connecting routes (Alaoui et al., 2023). In Kenitra, passengers can transfer to long-distance trains traveling to Meknès, Fès, Taza, Oujda, and Nador. At Casablanca Voyageurs, connections are available to Marrakech, Berrechid, Settat, and El Jadida. In Marrakech, ONCF partners with Supratours to provide bus services to southern regions, while in Tangier, Supratours buses offer connections to Tétouan and Martil, ensuring seamless travel across the country (Fig. 7).

²⁹ Smith, Kevin. "ONCF Ridership and Revenue up in 2023." *International Railway Journal*, March 7, 2024. <https://www.railjournal.com/news/oncf-ridership-and-revenue-up-in-2023/>.

³⁰ "Morocco's Al Boraq among Six High Speed Trains Chosen by UN to Celebrate World Sustainable Transport Day – The North Africa Post." Accessed April 1, 2025. <https://northafricapost.com/82141-morocco-al-boraq-among-six-high-speed-trains-chosen-by-un-to-celebrate-world-sustainable-transport-day.html>.

³¹ "Al Boraq." In Wikipedia, March 14, 2025. https://en.wikipedia.org/w/index.php?title=Al_Boraq&oldid=1280495135.

Figure 7: ONCF Service, source: [Destinations](#)



ONCF has embraced sustainable development as a strategic priority, with a strong focus on energy efficiency to minimize environmental impact. In fact, as part of this commitment, over 80% of its trains are electrified (Alaoui et al., 2023), and projects are led to reduce CO₂ emissions and reach Net Zero by 2035³², which reflects its dedication to greener and more sustainable mobility solutions.

2.3 Maritime transportation

Morocco has the chance to be surrounded by water on two sides, the northern side and the western side. It boasts approximately 3,500 km of coastline, including both its Atlantic and Mediterranean coasts. On the western coast, the Atlantic coastline stretches for about 2,934 km, from Tangier in the north to Lagouira in the south. As for the Mediterranean coastline, it extends for about 512 km, from Tangier to Saïdia near the Algerian border. Undeniably, this long coastline contributes significantly to Morocco's tourism, trade, and fishing industries. Indeed, Morocco counts 43 ports, including commercial, fishing, passenger, and recreational ports; the main and biggest ones are three: Tanger Med, Casablanca, and Agadir.³³ These are the three ports that play a key role in tourism, namely in cruise tourism, passenger traffic, and cargo transportation. Through a developed and efficient ferry network, Morocco is connected with Europe's main ports, such as Algeciras, Sète, Marseille, and Genova.³⁴

The Passenger Port of Tanger Med is a leading port in the Mediterranean and Africa, and in 2024 it welcomed more than 3 million passengers, which reflects a 14%

³² "BILAN CARBONNE ONCF : REDUCTION SUBSTANTIELLE DE L'EMPREINTE CARBONE ET CAP VERS LA NEUTRALITE." Accessed April 1, 2025, <https://www.oncf.ma/fr/Actualites/Bilan-carbonne-oncf-reduction-substantielle-de-l-empreinte-carbone-et-cap-vers-la-neutralite2>.

³³ "Port Du Maroc : Tout Savoir." <https://www.maroc-promotion.com/decouverte-du-principal-port-maritime-du-maroc-tour-d-horizon.html>.

³⁴ videos, All the. "Travel Info - How to Get to Morocco | Moroccan National Tourist Office." <https://www.visitmorocco.com/en/travel-info/getting-to-morocco>.

increase compared to 2023.³⁵ Tanger Med Port exemplifies the nation's modern maritime strength; more than a transit hub, it reflects Morocco's strategic vision, serving as a key gateway that efficiently links Africa, Europe, and Asia through ultramodern infrastructure (Erradi, 2024). Especially during peak seasons like summer, when many Moroccans living abroad return home, it serves as an entry point for tourists traveling by car from Europe. As the Tanger Med Special Agency mentions, this massive infrastructure is committed to achieving carbon neutrality across all operations by 2030, with a decarbonization roadmap launched in 2022 and a 2 billion MAD investment focused on renewable energy. The port's commitment to energy efficiency was recognized with ISO 50001 certification in December 2024. These initiatives strengthen Tanger Med's global competitiveness and align with the IMO's 2050 carbon neutrality goals for the maritime sector.³⁶ This port is a pillar in driving economic growth, and interestingly, it is also playing a key role in sustainable development in Morocco while being a source of employment (El Imrani et al., 2016).

In terms of tourism offer —when it comes to coastal tourism, Agadir Marina stands out as one of the most appealing destinations, welcoming tourist boats, cruise ships, and private vessels alike. It offers 300 berths for boats up to 30 meters in length and numerous services, such as refueling, mooring, guarding, and toilet/shower facilities.³⁷ Reviewing the literature available online, I understood that this port is marketed very well as a place to live a full cultural experience, not only by local tourism offices but also at the national level. Agadir Marina is considered a cultural and recreational landmark, as it hosts vibrant festivals, such as the Timitar Music Festival, that celebrate Berber heritage through music, dance, and crafts, attracting diverse audiences. Furthermore, water sports enthusiasts can enjoy activities like jet skiing and windsurfing, thanks to ideal weather and clear waters. Architecturally, the Marina seamlessly fuses Moroccan tradition with contemporary design, while sustainability efforts ensure eco-friendly development, reinforcing its role in responsible tourism (Onamir, 2023).

³⁵ Tanger Med Special Agency. "Ports." <https://www.tangermed.ma/en/ports-and-logistics/port/>.

³⁶ Master, Web. "TANGER MED PORT COMPLEX ACHIEVES 100% GREEN ELECTRICITY SUPPLY." Tanger Med Special Agency, March 17, 2025. <https://www.tangermed.ma/en/tanger-med-port-complex-achieves-100-green-electricity-supply/>.

³⁷ Yacht Digest. "Marina Agadir | Ports." Accessed April 3, 2025. <https://www.yachtdigest.com/en/ports-morocco/marina-agadir/>.

3. Infrastructure Development and Its Influence on Tourism

During my literature review, whether while reading articles or research papers, most—if not all—writers always underlined the necessity of infrastructure development in order to support and foster tourism growth. This is normal—an obvious fact, as for a destination to be able to cater to tourists needs, it has to focus not only on the tourism offer, but firstly and most importantly, the government must invest in maintaining and enhancing sustainable and viable infrastructure such as transportation, accommodation, health and safety, digital, and other basic services such as water and electricity supplies, for instance. Morocco is increasingly attracting tourists, and by December 2025 the number of tourists expected to attend the AFCON (Africa Cup of Nations) is around 500,000³⁸, while for the year of the World Cup, namely 2030, more than 26 million visitors are expected.³⁹ To be able to welcome all these visitors in the best conditions, Morocco is getting ready through key projects and strategic investments.

3.1 Key Infrastructure Projects and investments Supporting Tourism

First, the ONCF is already developing sustainable mobility through an expansion plan of its network to be able to serve 43 cities in total by 2040⁴⁰, which equals doubling the cities it is serving right now and extending the network to reach Southern Morocco, including the Sahara region. The first stage of this plan is the expansion of the high-speed line from Casablanca to Marrakech by 2030 and further south to Agadir, which will be possible thanks to an acquisition and purchase of 18 high-speed trains from Alstom, and France is playing a key role in this transaction, as it has lent Morocco 781 million euros to finance it, as Eljechtimi mentions in his article “Marrakech Express upgrade - French loan to help Morocco buy 18 fast trains ahead of World Cup” (Eljechtimi, 2025). The number of trains bought amounts to 168 in total, not only from France but also from Spain

³⁸ “Il Marocco pronto a superare l’Egitto come principale destinazione turistica dell’Africa nel 2025: ecco le ultime notizie - Travel And Tour World,” December 31, 2024. <https://www.travelandtourworld.it/notizie/articolo/Il-Marocco-pronto-a-superare-l-27Egitto-come-destinazione-turistica-principale-dell-27Africa-nel-2025-ecco-le-ultime-notizie/>.

³⁹ Faouzi, Adil. “Morocco Gears Up for 2030 World Cup Tourism Boom, Wary of Overtourism.” Morocco World News (blog), October 3, 2024. <https://www.morocoworldnews.com/2024/10/13994/morocco-gears-up-for-2030-world-cup-tourism-boom-wary-of-overtourism/>.

⁴⁰ Eljechtimi, Ahmed. “Marrakech Express Upgrade - French Loan to Help Morocco Buy 18 Fast Trains Ahead of World Cup.” Reuters, March 7, 2025, sec. Autos & Transportation. <https://www.reuters.com/business/autos-transportation/marrakech-express-upgrade-french-loan-help-morocco-buy-18-fast-trains-ahead-2025-03-07/>.

and South Korea, due to a 2.9-billion-dollar investment by Morocco.⁴¹ While Spain will be building 40 intercity trains for Morocco, South Korea is committing to deliver 110 urban trains by manufacturer Hyundai Rotem.

ONCF is clearly embarking on a transformative development plan to modernize Morocco's rail network by 2030, in preparation for major events like the 2030 FIFA World Cup. Through these forward-looking investments, ONCF is positioning itself as a catalyst for environmentally responsible infrastructure and long-term national development.⁴²

The overall long-term government investment in urban mobility is around \$10.7 billion⁴³, aiming at facilitating connectivity and boosting economic growth by 2040, with a focus not only on rail transport but also on urban bus transport. The project aspires to add 3,746 new buses across 37 cities by 2029, going from Tangier to Fez and Marrakech, among other cities, through an investment of \$1.1 billion.⁴⁴ A key characteristic of this initiative is ensuring sustainability standards in the context of achieving integrated regional development, as the King himself stated during the second edition of the Advanced Regionalization Conference, held in Tangier in 2024.⁴⁵ Sustainable development remains, therefore, at the core of development projects in Morocco, especially regarding infrastructure, as such a perspective benefits the communities, fosters economic growth, and allows the country to align with United Nations Sustainable Development Goals (Chehbouni, 2024).

3.2 Impact of Infrastructure on Tourism Growth

Investing in sustainable infrastructure, such as transportation, positively influences tourist mobility and the destination's attractiveness, as, according to many authors, there is a strong relationship between the growth of tourism and the development of

⁴¹ Eljehtimi, Ahmed. "Morocco to Buy 168 Trains from France, Spain and South Korea for \$2.9 Bln." Reuters, February 26, 2025, sec. Autos & Transportation. <https://www.reuters.com/business/autos-transportation/morocco-buy-168-trains-france-spain-south-korea-29-bln-2025-02-26/>.

⁴² Naim, Firdaous. "ONCF Targets 57 Million Passengers, \$500 Million in Revenue for 2025." Morocco World News (blog), January 16, 2025. <https://www.morocoworldnews.com/2025/01/165787/oncf-targets-57-million-passengers-500-million-in-revenue-for-2025/>.

⁴³ AW. "Morocco Draws 17 Million Visitors in 2024, More than \$10 Billion in Tourism Revenue |." <https://thearabweekly.com/morocco-draws-17-million-visitors-2024-more-10-billion-tourism-revenue>.

⁴⁴ "Morocco Allocates \$1.1 Bln to New Urban Bus Transport Program | Maroc.Ma."

<https://www.maroc.ma/en/news/morocco-allocates-11-bln-new-urban-bus-transport-program>.

⁴⁵ Daoudi, Asmae. "Morocco Allocates MAD 11 Billion for Transport to Advance Regionalization Efforts." Morocco World News (blog), December 21, 2024. <https://www.morocoworldnews.com/2024/12/166929/morocco-allocates-mad-11-billion-for-transport-to-advance-regionalization-efforts/>.

infrastructure. Tourism infrastructure is seen as a foundational element for both enhancing destination resources and enabling tourism development, as it encompasses essential facilities, services, and equipment required for a destination to function effectively. Even if the country's culture, landscapes, and heritage are appealing, this cannot be the only asset over which the tourism offer is developed. In fact, infrastructure aims to fulfill tourist needs through other essential elements such as accommodations, dining options, recreational venues, and similar amenities, contributing to a destination's overall appeal and competitiveness (Zerouali, Ouariti and Jebrane, 2020).

It is important to note that partnerships between stakeholders are also of utmost relevance, and an interesting initiative is the “Ntla9awfbladna,” which translates to “Let's meet in our country” travel card. Indeed, in 2021, Mohamed Rabie Khlie, General Director of ONCF, and Adel El Fakir, General Director of the National Tourism Office (ONMT), signed a strategic partnership to enhance national mobility and promote domestic tourism in Morocco. This collaboration led to the launch of the travel card right at the beginning of summer to attract local and expatriate Moroccan tourists by offering affordable travel options and encouraging regional exploration.⁴⁶ The campaign included 350,000 discounted tickets priced between 49 and 99 dirhams for travel on Al Boraq and Al Atlas trains, along with group discounts of 50% on Al Atlas and 30% on Al Boraq for groups of two to five people.⁴⁷ This project has been evolving recently, as in 2024 a new campaign has been designed to boost domestic tourism. Key actions include the launch of another discount card, the “Yalla Morocco”, and a collaboration with celebrities and influencers to further promote the initiative.⁴⁸

⁴⁶ Partnership ONCF-ONMT. 2021. <https://www.oncf.ma/fr/Actualites/Partenariat-oncf-onmt-une-complementarite-au-service-du-tourisme-interne>

⁴⁷ 7newsMorocco. “ONCF Announces 200 Trains per Day during the Summer.” 7news Morocco (blog), June 25, 2021. <https://en.7news.ma/oncf-announces-200-trains-per-day-during-the-summer/>.

⁴⁸ Naim, Firdaous. “Boosting National Tourism: ONMT and ONCF Launch a Nationwide Campaign.” *Morocco World News* (blog), July 3, 2024. <https://www.morocoworldnews.com/2024/07/17686/boosting-national-tourism-onmt-and-oncf-launch-a-nationwide-campaign/>.

Conclusion of Part I

In this first part of the dissertation, I explored various aspects of the scope of research, and I got to understand the main concepts and issues related to it while constructing the general yet detailed framework of the Moroccan tourism landscape. I managed to delve into its characteristics, components, and challenges, notably the necessity of sustainable development and the diversification of the tourist offer.

I certainly gained more consciousness about this developing sector, as well as the hospitality industry, and its key players such as the National Tourism Office, the ONCF, the Ministry of Tourism, and the government. If, on the one hand, involvement of stakeholders and partnerships between actors are important to foster viable growth, on the other hand, a focus on strategic investments and infrastructure projects is at the basis of governmental action.

Reviewing existing literature also allowed me to dive into deeper research topics and issues related to tourism in Morocco, both positive and negative. From overtourism-related threats to the emergence of new trends such as ecotourism or wellness tourism, growth opportunities in sight of large-scale football events, and prospects of expansion in the hospitality industry.

PART II - Problem Statement, Theoretical Framework and Hypotheses - Moving from essential concepts to the development of assumptions: Evaluating Sustainability and CSR Frameworks: Strategic Approaches for Sustainable Development and the Management of Large-Scale International Events

Introduction of Part II

This second part of the dissertation will focus on the theoretical framework encompassing the research by moving gradually from mere concepts to the development of assumptions, the establishment of a main line of inquiry, and the formulation of hypotheses.

During the literature review, indeed, sustainable tourism appeared as a key trend, and Morocco has shown commitment to promoting sustainable and culturally respectful tourism practices, especially through the national tourism strategy *Vision 2020*. As Morocco is getting ready to host large-scale international football events, the only way to succeed in doing so seems to be through the implementation of CSR and environmentally conscious approaches. Reading different articles addressing this matter made me wonder about how Morocco is getting ready to host such sports events.

The main research question posed in the general introduction, which was the starting point, is the following:

How can Morocco improve its CSR strategies and sustainability policies within the hospitality and tourism industries to address the challenges of sustainable tourism, specifically in the context of large-scale international events such as the 2025 AFCON and the 2030 FIFA World Cup?

Working on the literature review, and more importantly on the theoretical framework, made me realize that I need to refine the main question, as the work developed and the sources found allowed me to focus primarily on Public Social Responsibility (PSR), rather than only on CSR. Furthermore, I needed to narrow down the scope, as focusing on two large-scale events was not feasible, especially considering that all the mediatic attention is directed towards the FIFA World Cup, which means that literature addressing the 2025 AFCON is extremely limited. Even the Moroccan public opinion and the civil society seem more concerned about the 2030 event due to its Mondial visibility and the challenges it brings about for the country.

Consequently, a more pertinent research question is the following:

How can Morocco improve its CSR and PSR strategies and sustainability policies within the hospitality and tourism industries to address the challenges of sustainable tourism, specifically in the context of large-scale international events such as the 2030 FIFA World Cup?

This research question will guide my research and approach, based on the exploration of three hypotheses:

1. Involving local communities ensures sustainable benefits during major events.
2. Collaboration between public and private stakeholders boosts sustainability.
3. Compliance with FIFA CSR policies promotes stricter standards and accountability.

The first chapter will answer and develop the theoretical framework in relation to hypotheses 1st and 2nd. It will, therefore, explore key challenges and opportunities in sustainable tourism, addressing environmental concerns, socio-economic impacts, and policy initiatives. I will also take into consideration and assess existing organizations & associations, both public and private, and their role in sustainable development.

In the second chapter, I will review best practices from both international case studies and Moroccan success stories in the context of international events management; this part of the dissertation will provide valuable insights into how Morocco can further develop a responsible and resilient tourism industry while leveraging such events in terms of economic benefit and addressing socio-environmental challenges. In the same chapter, I intend to analyze and assess FIFA's sustainability and CSR strategies as well to be able to contextualize and answer the 3rd hypothesis.

Chapter 1 – Assessing Sustainability-Driven Strategies & Policy Frameworks

One of the main and fundamental theories on which the dissertation relies is the Sustainable Development Theory (Brundtland, 1987), developed in “Our Common Future”, also known as the Brundtland Report, published in October 1987 by the World Commission on Environment and Development (WCED) and sponsored by the United Nations. This theory represents the first instance of conceptualizing sustainable development as an attempt at addressing environmental concerns and how these are linked to economic growth and social equity.⁴⁹ It is this commission that defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”, which was a call for a global strategy aimed at seeking development that is, in fact, sustainable and with long-term benefits, not only economic ones but also for the people (Brundtland, 1987). The theory is based on a three-pillar model that encompasses environmental sustainability, economic sustainability, and social sustainability.

This concept was foundational in framing international environmental policy and development strategies, eventually shaping global initiatives such as the United Nations Sustainable Development Goals (SDGs), which Morocco is trying to pursue as a strategic development choice, with goals to be reached by 2030 (Chehbouni, 2024). This venture started with Vision 2020 and is being carried on with Vision 2030, both national strategic frameworks that seek to position the country as a leading sustainable tourism destination. Vision 2030 has an even wider purpose, that of promoting sustainable, inclusive, and resilient development across all sectors, aligned with environmental and social sustainability goals. For the tourism sector, it seeks to enhance Morocco’s global visibility while ensuring that tourism growth contributes meaningfully to long-term national well-being and sustainable event hosting.⁵⁰

⁴⁹ “Brundtland Report | Sustainable Development & Global Environmental Issues | Britannica.” <https://www.britannica.com/topic/Brundtland-Report>.

⁵⁰ KANABI, Mohamed Jaouad EL. “Maroc : Vision 2030 une feuille de route qui tient la route.” Hespresse Français - Actualités du Maroc, March 28, 2024. <https://fr.hespress.com/359692-maroc-vision-2030-une-feuille-de-route-qui-tient-la-route.html>.

In this first part of the chapter, I will try to see what the existing organisms in Morocco are and what role they play in sustainable tourism development while analyzing existent literature to extrapolate and identify theories necessary to the understanding and correlation of the research question.

1. Institutions & Organizations Supporting Local Community Engagement — Within the Framework of The Stakeholder Theory

1.1 The New Development Model

Presented by Chakib Benmoussa —the chairman of Morocco's Special Commission for the Development Model (CSMD)—to King Mohammed VI in 2021, the new development model report was designed between 2019 and 2021. The result of extensive work by the CSMD, an institutional committee created in 2019, the report was commissioned to outline a new comprehensive strategy for the country.⁵¹ This document aims to address systemic challenges and accelerate progress by fostering social and regional equity, enhancing governance, and leveraging citizens' aspirations. It presents a wide framework targeting economic diversification, social inclusion, and sustainable development to meet Morocco's needs and international commitments by 2035. By covering all sectors, the NDM provides a theoretical framework for growth based on a new human-capital-led development model (Benmoussa, 2023). The Moroccan people are at the heart of this model, as inclusivity (especially of young people and women), stakeholders' involvement, and citizens' participation are put forward. The idea is to stimulate economic growth through inclusive employment by creating job opportunities, guaranteeing social protection to all, and promoting talent retention. Indeed, as Chakib Benmoussa mentions, the funding pillars of the NDM are the following:

1. A *prosperous Morocco*, creating wealth and quality jobs to match its potential
2. A *skilled Morocco*, where all citizens have the capacities enabling them to take charge of their lives and contribute to value creation

⁵¹ toms-dumpis. "Morocco's New Development Model Presented to King Mohammed VI." Morocco World News (blog), May 25, 2021. <https://www.morocoworldnews.com/2021/05/58661/moroccos-new-development-model-presented-to-king-mohammed-vi/>.

3. An *inclusive Morocco*, offering opportunities and protection to all, where social ties are consolidated
4. A *sustainable Morocco*, where resources are preserved across all territories
5. A *bold Morocco*, as a regional leader in promising areas of the future (Benmoussa, 2023).

As I previously said, the NDM proposes a strategic approach (Appendix A) that encompasses and can be applied to all sectors, including tourism and hospitality, industries to which a whole chapter is dedicated in the official report (Box 12: Beyond the COVID-19 crisis: A new era for the tourism sector).⁵² For the tourism sector, the NDM proposes the creation of an ecosystem that involves all stakeholders. The core principles for this industry are focusing on human capital and skills development, the diversification of the accommodation offers, the enhancement of infrastructures, support of local entrepreneurship, and boosting sustainability. Sustainability is addressed in terms of the preservation of resources (green economy, blue economy), but also concerning the quality of employment (securing social security for all) and the diversification of the tourism offer with a focus on regional and ecotourism to avoid mass tourism (Commission Spéciale sur le Modèle de Développement, 2021). Indeed, the NDM recognizes tourism as a key sector to boost economic diversification, especially through cultural and ecological tourism. It is seen as a driver for value creation and job generation, particularly in rural and coastal areas, which reconnects to the importance of involving the local communities and stakeholders.

In their research paper entitled “Social Responsibility in the Moroccan Public Sector: Towards a Sustainable Development,” researchers Taibi and Benabdelhadi address the importance of stakeholder engagement through the Stakeholders Theory. The theory, as discussed in the article, emphasizes that organizations should not only focus on profit-making but also consider the interests and impacts on all parties involved—including employees, consumers, communities, and the environment. Introduced by Freeman (1984), this theory defines stakeholders as “individuals, groups, or organizations who are interested in or affected by an organization's activities.” In the context of Morocco, this theory underpins the shift toward responsible public governance, aligning with the sustainable development goals of the UN 2030 agenda. The country has

⁵² The New Development Model General Report <https://www.hcp.ma/attachment/2327998/>

adopted reforms influenced by international standards (like ISO 26000) that incorporate stakeholder interests into public sector operations. These efforts are reflected in Morocco's adoption of New Public Management principles, environmental charters, social equity programs, and economic modernization—all contributing to a more inclusive, sustainable development model that values stakeholder engagement as essential to national progress (Taibi and Benabdelhadi, 2022).

Considering the first hypothesis and the case of Morocco, the stakeholders are many, including FIFA, the government, tourists, hospitality and tourism businesses, local businesses, private firms, NGOs, and, more importantly, the locals. This theory not only supports the idea that involving local communities would align the country's projects with the UN SDGs and, therefore, plan and act for a resilient future, but it also supports the hypothesis that it can be an opportunity to create sustainable outcomes. First, this would lead to social acceptance and support for the events held and less resistance to the changes in the landscape that will necessarily take place—such as infrastructure building, road enhancements, and construction of new facilities and businesses. During the preparatory phase of major events, locals might lose access to certain areas or even face a rise in costs, such as transportation costs. The government must involve the communities to inform them preemptively about these eventualities, to make sure they have the means to tackle them, and to create employment opportunities for them. This could translate, for instance, into training programs for locals to work in event tourism or support for cooperatives to sell local goods during the events.

1.2 Local Empowerment through Sustainable Tourism

Supporting existing cooperatives and promoting micro-enterprise development is essential, as it would empower locals to offer authentic experiences, such as traditional food, homestays, and artisan products. This approach ensures that more of the economic benefits stay within the region, reducing economic leakage, as it helps to increase the purchasing power of the population. In Morocco there are already many sustainable tourism initiatives, such as the first award-winning ecolodge, Atlas Kasbah, created in 2009 and located in Agadir, in a protected area of the Souss-Massa region, the Argan Biosphere Reserve. The hotel promotes sustainable tourism by using solar energy, water-saving techniques, and locally sourced products; it also supports local artisans and

educates visitors on Berber culture.⁵³ Since 2009 it has boasted the Green Key ecolabel, and among other awards, in 2015 it won the gold medal at the World Responsible Tourism Awards in London as “Best Hotel for Local Sourcing.”⁵⁴ What is even more interesting about this hotel is the close collaboration with local associations and cooperatives, not only for local sourcing but also to promote regional beauty, nature preservation, and local argan oil production. The hotel somehow serves as a link between tourists and the local communities by encouraging the visitors to delve into the local culture and traditions and by hiring only locals, which makes the client service unique.

Morocco has to support even more such initiatives and business models, especially in terms of policymaking. Morocco needs to boost sustainable tourism development through diversification and a focus on regional tourism as a strategy to avoid overtourism—a risk Morocco might face as it co-hosts the 2030 FIFA World Cup.⁵⁵ Furthermore, strengthening tourism governance through clear regulatory frameworks is essential, especially given the Moroccan National Court of Auditors (2023)⁵⁶ findings on the inadequate planning and development of tourism at regional and local scales (Lakhlifi and Boumaize, 2025). Local cooperatives and social enterprises need visibility and governmental support too, as their number is increasing more in Morocco, and these play a key role in local communities' engagement, women's emancipation, and ecotourism growth.

A very inspiring example is the Targanine Group,⁵⁷ which comprises 6 cooperatives in the Souss-Massa region and produces organic and sustainable honey, argan oil, and other local products. The ecosystem of this group is admirable, as they help women emancipate themselves, develop their skills, and promote local traditions. Moreover, part of the profits is reinvested in community education and healthcare, with programs such as cooking classes, medical campaigns, alphabetization, and even reforestation, which means the higher the production and the engagement, the higher the

⁵³ “Ecolodge Au Maroc - Atlas Kasbah.” <https://www.ecolodgemorocco.com/ecolodge-maroc>.

⁵⁴ Karla-dieseldorff. “Agadir’s Atlas Kasbah Hotel Gets World’s Responsible Tourism Award 2015.” Morocco World News (blog), November 5, 2015. <https://www.morocoworldnews.com/2015/11/114072/agadirs-atlas-kasbah-hotel-gets-worlds-responsible-tourism-award-2015/>.

⁵⁵ Corder, Josh. “Morocco Tourism Minister on Hosting The FIFA World Cup: ‘Overtourism Will Be a Challenge.’” Skift, October 3, 2024. <https://skift.com/2024/10/03/morocco-tourism-minister-on-hosting-the-fifa-world-cup-overtourism-will-be-a-challenge/>.

⁵⁶ Cour des comptes. “Rapport annuel de la Cour des comptes au titre de 2022-2023.” <https://www.courdescomptes.ma/publication/publication-du-rapport-annuel-de-la-cour-des-comptes-au-titre-de-2022-2023/>.

⁵⁷ “Other Actions - Targanine.” <https://targanine.com/en/other-actions/>.

benefits for the local population (Montanari, Handaine, and Id Bourrous, 2023). However, governmental efforts are still needed; as different authors argue, among whom are researchers Montanari, Handaine, and Id Bourrous (2023), the argan oil trade is being increasingly controlled by intermediaries (multinationals) serving large corporations, and this clearly puts cooperatives and women's access to essential income at risk. Many presidents of cooperatives agree on this, which was found through a qualitative assessment led in the Souss-Massa region to understand women's economic status.

1.3 Mohammed VI Foundation for Environmental Protection

A key entity in bridging community engagement and governmental initiatives is the Mohammed VI Foundation for Environmental Protection, which plays a pivotal role in fostering collaboration and advancing environmental objectives, not only at the national level but also internationally. Led by Princess Lalla Hasnaa, this organization, which was founded in June 2001, works on environmental education, biodiversity conservation, and sustainable tourism. As mentioned on their official website, "The Foundation's fundamental mission is to raise awareness and educate for sustainable development" by addressing schools, the public, and different stakeholders, such as businesses, institutions, and organizations—both political, social, and economic.⁵⁸ For instance, the foundation operates on a social level through community-centered environmental programs like the "Clean Beaches" program, which mobilizes citizens, civil society, and local authorities to maintain and sustainably manage Morocco's beaches—a critical element for coastal tourism. Associated with this initiative is the Blue Flag label, awarded to the cleanest and best-maintained beaches.

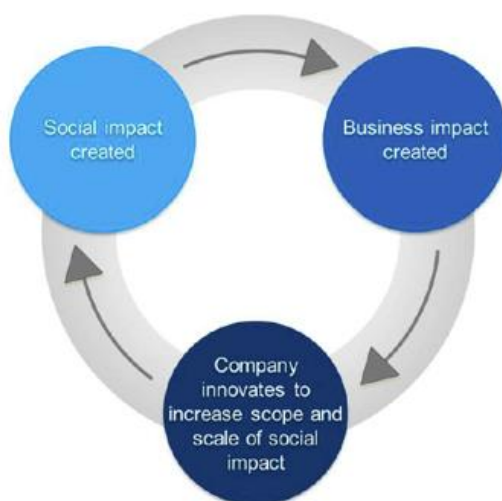
The Mohammed VI Foundation for Environmental Protection exemplifies how local communities can be effectively mobilized through environmental initiatives that align with sustainable tourism goals. By fostering a participatory model in both educational and ecological programs, the Foundation ensures that residents are not merely beneficiaries but active contributors to sustainable development. Such initiatives engage all stakeholders and recognize the efforts and contributions of local communities, municipalities, and even visitors, thus fostering a shared value chain that benefits everyone involved. This approach reflects the principles of *Creating Shared Value* (Porter & Kramer, 2011), as proposed in Fig. 8, wherein economic and social objectives are

⁵⁸ "La Fondation Mohammed VI Pour La Protection de l'Environnement." <https://fm6e.org/en/programme/clean-beaches/>.

pursued simultaneously by involving all stakeholders in the value chain —from local communities and public institutions to consumers, thereby generating mutual benefits and fostering sustainable development. This principle, indeed, constitutes a potential strategic model for the management of large-scale events in Morocco.

Figure 8: CSV, source: [Is Creating Shared Value \(CSV\) the next shape of capitalism?](#)

Shared value creates a virtuous cycle



20171211—CSV Workshop Program Introduction Session

11

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2. Collaborative Governance Theory & Governmental Action

2.1 Collaboration between public and private stakeholders – PPPs

To start with, it is fundamental to define the Collaborative Governance Theory, as well as the Public-Private-Partnerships (PPPs) principle, to provide a clear theoretical framework to which the specific case of Morocco applies.

Defined by Ansell and Gash (2008), the Collaborative Governance Theory refers to a process in which public entities involve non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative (Ansell and Gash, 2008). It emphasizes collective responsibility, transparency, and the co-creation of solutions across institutional boundaries, as well as a shared sense of commitment. It is important to highlight that some authors argue that personal motivations and incentives

also contribute significantly to the actors and stakeholders' engagement and determination to collaborate successfully, with factors such as belief alignment, trust, and access to critical resources playing a crucial role in shaping individuals' motivation to coordinate with others (Calanni et al., 2014). Collaborative governance needs a clear framework to succeed, which must be grounded in mutual trust, transparency, and clearly defined roles, as well as the establishment of monitoring bodies to ensure compliance with regulations, evaluate performance, and foster accountability, as shown in fig. 9.

Building a Collaborative Governance Framework



Figure 9: Building a Collaborative Governance Framework, source: [FasterCapital](#)

PPP, a tool of collaborative governance, emerged in the context of the rise of the New Public Management, which is a type of governance that promotes the application of the private sector's management methods to the public sector to enhance performance (Rakić and Rađenović, 2011). Defining public-private partnerships is not easy, and many authors agree on this. It is possible to find several definitions in literature; according to the point of view, whether it is history, politics, or economics, the definitions differ. I will take into consideration the definition made by scholars Klijn, Geert and Teisman (2000), who describe PPP as 'more or less sustainable cooperation between public and private actors in which joint products and/ or services are developed and in which risks, costs and profits are shared' (Klijn, Geert and Teisman, 2000). Indeed, the mere purpose of PPP is that of mitigating risks while maximizing profit through collaboration, consensus,

and communal efforts towards the same goal, of course, from the side of both public and private stakeholders. If all stakeholders are involved, private and public, decision-making regarding challenging projects is facilitated, and therefore, outcomes complement each other, and the risk of disagreements or failures is minimized. In Morocco, PPPs have been playing a role in tourism infrastructure projects under national strategies such as Vision 2020 and the current Vision 2030, particularly in infrastructure modernization, hotel development, transport systems, and environmental protection.⁵⁹ As the first draft of the National Strategy 2030 mentions, “the National Strategy for Sustainable Development is conceived as an ongoing process of engaging different stakeholders to achieve common goals that contribute to addressing key sustainability issues” (Chafil, 2017).

Clearly, in the context of sustainable tourism development, collaborative governance offers a framework meant to align diverse interests —governmental, private sector, civil society, and local communities, around common goals, which are both environmental, social, and economic. As Gouz and Alloui (2024) argue, “strategic planning and coordination between enterprises, the government, and other stakeholders [...] in order to optimize the beneficial influence on the economy of the local community” are of quintessential relevance, not only to address difficulties and opportunities strategically but also to make sure that there is value creation and that everyone benefits economically, notably the population. Collaborative governance and PPP are even more instrumental with regard to large-scale international event hosting, such as the 2025 Africa Cup of Nations (AFCON) and the 2030 FIFA World Cup (Lakhlifi and Boumaize, 2025), as these present both opportunities and risks for Morocco’s economy, particularly the tourism industry. If these events can accelerate investment and international visibility while contributing to job creation, tourism and infrastructure development⁶⁰, they also risk producing unsustainable infrastructural expansion, social and economic exclusion for some regions, overtourism and ecological degradation if not managed inclusively.⁶¹

⁵⁹ KANABI, Mohamed Jaouad EL. “Maroc : Vision 2030 une feuille de route qui tient la route.” Hespresse Français - Actualités du Maroc, March 28, 2024. <https://fr.hespress.com/359692-maroc-vision-2030-une-feuille-de-route-qui-tient-la-route.html>.

⁶⁰ “Economic Implications of Hosting the 2030 FIFA World Cup in Morocco – MIPA Institute.” 2025. <https://mipa.institute/en/11530>.

⁶¹ Corder, Josh. 2024. “Morocco Tourism Minister on Hosting The FIFA World Cup: ‘Overtourism Will Be a Challenge.’” Skift. October 3, 2024. <https://skift.com/2024/10/03/morocco-tourism-minister-on-hosting-the-fifa-world-cup-overtourism-will-be-a-challenge/>.

The Ministry of Tourism and the Moroccan administration seem to be aware of all these challenges, as the Minister of Tourism Fatim-Zahra Ammor said at the Future Hospitality Summit in Dubai (October 2024), “[...] we want the whole country to benefit from tourism's development. We need to enhance airline connectivity, strengthen marketing and promotions, invest more in accommodation and entertainment, and focus on building a pool of talent to support this development.” Indeed, during the same event, the Minister seized the opportunity to present some investment prospects, notably in the Moroccan hospitality industry, promoting the importance of collaborations between public and private stakeholders and international investments.⁶² Moroccan firms also agree on the potential of such collaborations in sight of the FIFA World Cup; however, with strict dependency on government policies, strategic comprehensive and cooperative planning, and CSR, as the findings from a survey conducted by Gouz and Alloui (2024) indicate. Environmentally responsible practices and avoidance of greenwashing also appeared as relevant factors, alongside “coordinated and transparent strategy, with targeted assistance for sectors that may experience issues during and after the event” (Gouz and Alloui, 2024).

In the context of mega-events management, collaborative governance can ensure that local municipalities, regional tourism boards, hotel operators, sports federations, and environmental NGOs work together to establish and implement sustainability guidelines. Joint initiatives could include eco-certification of hotels, low-emission transportation systems for fans, inclusive workforce training programs, and waste management strategies at stadiums. Additionally, collaborative frameworks may enable more equitable distribution of economic benefits, particularly in secondary host cities like Agadir or Fès, where the risk of marginalization is higher, which, as the tourism minister underlined, is a key priority. As illustrated in figure 10 (AI-Generated) sustainable tourism requires a coordinated, multi-stakeholder framework that integrates public institutions, private sector innovation, civil society oversight, and local community engagement. Policymaking and national monitoring bodies are essential to guarantee positive outcomes and control.

⁶² Rédaction. 2024. “Le Maroc en force à Dubaï pour le Salon ‘Future Hospitality Summit.’” Le Nouvelliste Maroc (blog). October 3, 2024. <https://www.lenouvelliste.ma/le-maroc-en-force-a-dubai-pour-le-salon-future-hospitality-summit/>.

Figure 10: Collaborative Governance Model, source: AI

Collaborative Governance Model for Sustainable Tourism in Morocco's Mega-Events



2.2 The National Strategy for Sustainable Development 2030

Undoubtedly, the literature review and the theoretical framework highlight that Morocco still needs clear tourism policy, defined regulations and formal governance mechanisms to achieve sustainability competitiveness and be able to tackle big events such as the World Cup. However, some policies and regulatory laws have been constituted since the 2010s. The National Strategy for Sustainable Development 2030 and the New

Constitution are the most important, and I will briefly present them.

The National Strategy for Sustainable Development 2030 (NSSD) analyzes the adoption of the New Constitution in 2011 (Chafil, 2017), which, among many other matters, addresses sustainability-related issues and which is the first attempt at institutionalizing sustainable development by the Moroccan government. The NSSD uses the SDGs as an international framework and benchmarking system to assess actions taken and identify stakes to work on and goals to be achieved (Chafil, 2017). The analysis puts forward as a first framing element some articles of the constitution and the framework law (2014) to better understand the extent of the government’s implication and the impact at the national level. These articles are listed below.

New Constitution:

Art. 31: Sustainable development is a right of all citizens.

Art. 35: The State works for the attainment of human and sustainable development, able to allow the consolidation of social justice and the preservation of national natural resources and the rights of the future generations.

Art. 136: The territorial organization of the Kingdom is based on the principles of free administration, cooperation and solidarity. It ensures the participation of the populations concerned in the management of their affairs and promotes their contribution to integrated and sustainable human development.

Art. 152: Broadening the scope of the EESC⁶³'s competences: it gives its opinion on the national economy and on sustainable development.

Framework Law 99-12 (Loi-cadre n° 99-12 du 2014)⁶⁴, which makes the NSSD operational:

Art. 10: Sustainable development is a fundamental value which all components of society are expected to integrate into their activities.

Art. 12: Sectors and activities related to energy, water, agriculture, marine fisheries, transport, tourism, urban planning, construction and building, waste management and industry in general, are considered sectors and activities with a high potential for sustainability and a priority in terms of the need to respect sustainable development.

Art. 14: Within one year of the publication of this framework law, the Government will adopt the national strategy for sustainable development. (Chafil, 2017).

The 2011 constitution is regarded as a pivotal milestone in Morocco's democratic evolution, and what surprised me was the 31st article stating that "sustainable development is a right of all citizens," which clearly reflects the country's commitment to social equity and environmental responsibility. This article, among others, emphasizes that access to "sustainability," including a healthy environment, fair resource use and long-term ecological balance, is not a privilege but a fundamental right. It positions sustainability as a national priority, ensuring that development meets present needs without compromising future generations (Brundtland, 1987). Importantly, this constitution introduced territorial governance, which to a certain extent allows regional development and advancement; of course, this is crucial for the tourism sector (Ministry of Energy, Mines, Water and Environment Department of Environment, 2012). As the official report "Sustainable Development in Morocco Achievements and perspectives -From Rio to Rio +20" (2012) mentions, civil society also plays a key role, as it "urged policymakers to make deeper commitments in favor of preserving the environment and promoting

⁶³ EESC: Economic, Environmental and Social Council

⁶⁴ "MINISTERE DE LA TRANSITION ENERGETIQUE ET DU DEVELOPPEMENT DURABLE وزارة الانتقال الطاقى والتنمية المستدامة" n.d. <https://environnement.gov.ma/fr/component/content/category/images/CNE/Loi%20Cadre%2099-12.pdf>.

sustainable development, which is a national issue.” Again, stakeholder involvement reappears as a crucial element for sustainable development.

To go back to the NSSD, the thorough analysis by Chafil (2017) identifies 31 axes from the strategy, categorized under 7 key stakes, which are: Governance, Green Economy (including tourism), Biodiversity, Climate Change, Sensitive Territories, Social Cohesion, and Culture. These stakes represent the main action points of the strategy, over which measures, and attainable goals have to be established.

We can see that the strategy is comprehensive and well defined, covering many sectors and activities. Nevertheless, the tourism sector needs a clearer and more specific policy framework and regulations, especially regarding health and hygiene (Lakhlifi and Bouamize, 2025). A comparative study conducted by Lakhlifi and Bouamize (2025), benchmarking Morocco against Portugal and Spain (the co-hosts of the World Cup), showed that Morocco also lacks in terms of airport infrastructure enhancement and information and communication technology infrastructure (IT support teams, cybersecurity tools, stable networks, etc.), which must be integrated into a clear policy regulation regarding sustainable tourism development.

2.3 The 2023-2026 Tourism Roadmap

The Tourism Roadmap for 2023-2026, as a strategy to welcome 26 million tourists by 2030, was conceived and officially announced in 2023. As main goals, among others are attracting 17.5 million tourists—which was incredibly reached two years ahead in 2024, creating 200,000 new jobs, and generating 120 billion dirhams in foreign exchange earnings, a mission sustained by a 600 million USD investment.⁶⁵ The new framework agreement outlines a transformative approach to tourism focused on enriching the customer experience and making sure all regions of Morocco benefit from this development through nine thematic and five cross-cutting areas (fig. 11).

⁶⁵ “Morocco Tourism Project Bank.” n.d. <https://banqueprojetstourisme.ma/?lang=en>.

Figure 11: Tourism Offering, source: [Tourism Roadmap](#)

9 Thematic sectors	<ol style="list-style-type: none"> 1. Ocean Waves 2. Nature, Trekking and Hiking 3. City Break 4. Beach & Sun 5. Desert & Oasis Adventure 6. Business Tourism 7. Cultural circuits 8. Domestic tourism – Coastal 9. Domestic tourism - Nature and Discovery
5 Cross-cutting sectors	<ol style="list-style-type: none"> 1. Gastronomy and local products 2. Festivals & Moussems 3. Sustainable development 4. Handicrafts and local know-how 5. Alternative accommodation (responsible and authentic)

Key priorities include expanding air transport capacity and enhancing its infrastructure, in addition to efforts in terms of branding and marketing, especially through digitalization. Efforts are also being made to renovate existing hotels and increase accommodation options while

investing in human capital through more attractive training and career development opportunities, especially for young professionals.⁶⁶ The official report underlines the introduction of a new governance model, which includes twelve regional committees that will oversee local implementation, each led by regional governors. Central and regional revitalization bodies, along with multidisciplinary “Payment Labs,” will facilitate ongoing public-private dialogue and ensure effective coordination and execution (Ministry of Tourism, 2023).

To conclude, the analysis of the 2023-2026 Roadmap demonstrates that while the strategy “prioritizes air transport, human capital, and cultural resources, it falls short in ICT infrastructure, health and hygiene, and regulatory alignment,” as findings from Lakhlifi and Bouamize's study highlight (2025). This means that, to maintain long-term competitiveness, it is essential that future tourism policies place greater emphasis on digital transformation, robust health safety measures, and the establishment of a well-coordinated governance framework (Lakhlifi and Bouamize, 2025). These elements will play a vital role in shaping a resilient and adaptive tourism industry, especially in light of large-scale events.

⁶⁶ “Le Chef du gouvernement préside la cérémonie de signature de la Convention cadre de partenariat pour le déploiement de la feuille de route stratégique du secteur du tourisme 2023-2026 | Chef du Gouvernement - Royaume du Maroc.” 2023. March 17, 2023. <https://www.cg.gov.ma/fr/node/11072>.

Chapter 2 - Case Studies in Action: Evaluating Sustainability and CSR Practices in Major Events

1. International Events in Morocco – COP22 (Marrakech, 2016)

1.1 Overview and Context of COP22

In November 2016, the 22nd edition of the Conference of the Parties, which is the UN Climate Change Conference, was held in Morocco, more precisely in Marrakech. The event was a crucial follow-up to the Paris Agreement ratified in 2015, and it incorporated the twelfth meeting of the parties to the Kyoto Protocol (CMP12).⁶⁷ To give some context, the Paris Agreement is a global treaty where countries agreed to work together to limit global warming to well below 2°C, aiming for 1.5°C, by reducing greenhouse gas emissions. The Kyoto Protocol, adopted in 1997 and entered into force in 2005, was the first international agreement that legally bound developed countries to reduce their greenhouse gas emissions.

COP21 was the occasion for 150 heads of state, including King Mohammed VI, to agree on a global agreement to limit climate change and reduce greenhouse emissions. COP22⁶⁸ was branded as the “COP of Action,” aiming to transition from a mere agreement, that of COP21, to actionable policies (Benjelloul, 2017). For Morocco, the event was not just a climate meeting but a platform to position itself as a sustainability leader in Africa and the Arab world. Hosting COP22 allowed the country to showcase its advancements, such as the Noor Ouarzazate Solar Complex, which by 2016 was already the largest concentrated solar power (CSP) plant in the world, and the Tarfaya Wind Farm, which back then was the largest in Africa (Benjelloul, 2017).

With over 20,000 attendees from 197 nations, COP22 was a significant event in accelerating the transition to climate resilience through collaborative decision-making in order to establish a defined action plan. The event was a catalyst for the Kingdom, as it allowed Morocco to be a proactive partner and player in the context of sustainable development (Chehbouni, 2024). Furthermore, Morocco’s National Strategy for

⁶⁷ “2016 United Nations Climate Change Conference.” 2025. In Wikipedia.

https://en.wikipedia.org/w/index.php?title=2016_United_Nations_Climate_Change_Conference&oldid=1274609569.

⁶⁸ NRC. November 2016. COP22: Time for Action. <https://www.nrc.no/globalassets/pdf/briefing-notes/cop22-time-for-action/cop22-time-for-action.pdf>

Sustainable Development⁶⁹, launched in parallel, emphasized a green economy and significant investments in renewable energy with a plan aiming at increasing the share of renewable energy production to reach 42% of total installed electricity capacity by 2020 and to attain “[...] 52% by 2030” (Benjelloul 2017).

1.2 Assessment of Sustainability and CSR Initiatives: Efforts and Achievements

Morocco, with Vision 2020, was committing to eco-friendly and sustainable tourism as part of the strategy to welcome more visitors and strengthen the tourism sector. In hosting COP22 in Marrakech in 2016, Morocco aimed not only at facilitating climate negotiations but also at exemplifying and proving the country’s skills in sustainable event management.⁷⁰ A core aspect of this was the integration of renewable energy into the conference infrastructure, aligning with the country’s broader commitment to derive 52% of its electricity from renewable sources by 2030. Moreover, the event was promoted as carbon-neutral⁷¹, and the venue at Bab Ighli was constructed using environmentally friendly materials, designed for disassembly and reuse, with outdoor lighting installed with respect for the environment, ensuring optimized energy efficiency. Sustainability was also embedded in the urban mobility strategy: the city launched Medina Bike, Africa’s first public bike-sharing program, 34 electric buses were delivered, and bus routes were expanded to encourage the use of public transport.⁷² According to Benjelloul (2017), local communities were satisfied with the management of the event, especially because jobs were created for almost everyone. In terms of positive outcomes, Morocco was a key player as well in introducing the Blue Belt initiative at COP22 to support sustainable fishing practices and protect coastal communities. In parallel, it promoted the Triple A (Adaptation of African Agriculture) initiative, a collaborative effort involving 27 African nations focused on enhancing climate resilience in agriculture through improved soil, water, and risk management (Benjelloul, 2017).

⁶⁹ Royaume du Maroc. 2017. "STRATÉGIE NATIONALE DE DÉVELOPPEMENT DURABLE 2030 (SNDD)". <https://faolex.fao.org/docs/pdf/Mor185348.pdf>

⁷⁰ k-barrett-bilali. 2016. "Tourism: Morocco Keeps Its Vision 2020 Plan in Sight." *Morocco World News* (blog). September 27, 2016. <https://www.morocccoworldnews.com/2016/09/106132/tourism-morocco-keeps-its-vision-2020-plan-in-sight/>.

⁷¹ "Lancement à Marrakech Du Chantier d'aménagement Du Village de La COP22 | CCNUCC." n.d. <https://unfccc.int/fr/news/lancement-a-marrakech-du-chantier-d-amenagement-du-village-de-la-cop22>.

⁷² DRAY, Daniel. 2016. "COP22 : Marrakech, la ville rouge accueille la planète verte !" *La Suède Durable* (blog). November 8, 2016. <https://www.lasuededurable.com/2319/evenements/cop22-marrakech-la-ville-rouge-accueille-la-planete-verte.html>.

1.3 Criticisms and Contradictions: Local Exclusion and the Limits of Green Diplomacy

Despite the advances previously highlighted, several criticisms emerged during the aftermath. Local communities reported economic exclusion and reduced visibility during the high-security event, questioning the inclusivity of the sustainability agenda. For the locals, a problem was certainly regarding the rise in prices and the inaccessible costs of some services, such as the Medina Bike, which, as of a 2018 survey, was not much in use because it was out of the people's budget (Gray, 2023). Furthermore, while Morocco demonstrated strong environmental leadership, some analysts noted the discrepancy between the ambitious international image and ongoing national challenges, such as limited enforcement of environmental regulations in rural regions and the need for more robust mechanisms to monitor CSR compliance. Especially after some activists accused the event of greenwashing, controversy arose.⁷³ Additionally, in the village of Imider, 300 km south of Marrakech, a group of people formed a resistance because a big company owning the biggest silver mine in Africa is polluting the water they rely on.⁷⁴ Undeniably, these concerns reveal an underlying contradiction between Morocco's global environmental image and the population's lived realities, creating controversy over the country's sustainability narrative during COP22. The event served as a milestone in promoting climate action across Africa, but it also revealed the complexities of balancing large-scale environmental diplomacy with social and economic sustainability.

2. International Events – Qatar 2022 World Cup

2.1 Planning and Execution of Sustainability Goals

The 2022 FIFA World Cup in Qatar was promoted as the first fully carbon-neutral edition in the tournament's history, with significant investments in sustainable infrastructure. In terms of sustainability management, FIFA, the Qatar Supreme Committee for Delivery & Legacy, and local organizers set 80 sustainability initiatives

⁷³ Rachidi, Ilhem. 2016. "A Small Moroccan Town Stands up to COP22 'greenwashing'." <https://www.newarab.com/>. The New Arab. November 22, 2016. <https://www.newarab.com/features/small-moroccan-town-stands-cop22-greenwashing>.

⁷⁴ "Morocco: Green for the Rich, Grey for the Poor." 2016. openDemocracy. <https://www.opendemocracy.net/en/north-africa-west-asia/morocco-green-for-rich-grey-for-poor/>.

across 5 pillars: human, environmental, governance, social and economic.⁷⁵ The Qatar World Cup was the 1st ever to be certified ISO20211 standard for sustainability mega-events management, with most building being certified Class A by the Global Sustainability Assessment System (GSAS), which is a performance-based building certification system developed in the Middle East. Stadiums were not only built with locally sourced materials, but they were 30% more energy efficient. Central to this claim was the use of renewable energy, including solar-powered stadiums, LED, and energy-efficient cooling technologies, designed to operate in Qatar's extreme climate. Stadiums were claimed to use less water too, and for irrigation of the nearby green areas, recycled water was used. An interesting example is Stadium 974, constructed entirely from modular shipping containers and recycled steel, which was praised as a symbol of innovation in temporary architecture, as no similar stadium has ever been built (Al-Hamrani et al., 2021). Additionally, public transportation infrastructure was enhanced, notably through the Doha Metro, which aimed to reduce emissions and traffic congestion. A food waste management system was employed, with composting of waste and donation of excess food. Furthermore, bags and staff members' uniforms were made of recycled materials. Concerning inclusivity, efforts were made for disabled people and people with special needs, such as audio-descriptive commentary for blind people and sensory rooms (FIFA, Q22 and SC, 2019).

2.2 Evaluating Outcomes and Controversies

Despite these advancements, many experts questioned the accuracy of the carbon neutrality claim, arguing that the calculation methods lacked transparency and omitted substantial emissions or underestimated them, such as those from international travel.⁷⁶ Especially European nations, such as Switzerland and France, complained about FIFA's alleged false statements concerning carbon waste and emissions offset; BBC even claimed that the actual footprint is likely to be "three times greater than stated".⁷⁷ Even if efforts were made and FIFA showed great commitment to CSR through the Workers Welfare Forums, staff training, and other initiatives (FIFA, Q22 and SC, 2019),

⁷⁵ "Inside FIFA." n.d. <https://inside.fifa.com/tournament-organisation/world-cup-2022-sustainability-report/sustainability-at-the-fifa-world-cup-2022>

⁷⁶ BBC Sport. 2022. "Qatar World Cup: Fifa's Carbon Neutrality Claim 'Misleading and Incredibly Dangerous,'" November 2, 2022, sec. Football. <https://www.bbc.com/sport/football/63466168>.

⁷⁷ BBC Sport. 2023. "Qatar World Cup: Fifa 'made False Statements' about Carbon-Neutral Tournament, Says Swiss Regulator," June 7, 2023, sec. World Cup. <https://www.bbc.com/sport/football/65834022>.

Qatar's 2022 World Cup, which marked a milestone in sporting history, also sparked intense global scrutiny over human rights and labor conditions. International organizations such as Amnesty International reported widespread abuses, raising concerns over the ethical foundations of the event. Indeed, the construction boom required to host the tournament was largely carried out by migrant workers, many of whom faced exploitative conditions under the Kafala system, including long hours, low wages, and inadequate living conditions.⁷⁸ A 2021 Guardian investigation estimated that over 6,500 migrant workers from South Asia died in Qatar since the bid win. While not all were linked directly to World Cup projects, the opacity in reporting has been a major point of criticism.⁷⁹ In response to mounting pressure, Qatar implemented labor reforms, including the introduction of a minimum wage and the partial dismantling of the Kafala system. However, critics argue that enforcement remained inconsistent, and many issues persisted, particularly regarding workers' freedom of movement and effective legal recourse (Amnesty, 2019).

The criticisms around the Qatar World Cup reveal the complexity of achieving genuine sustainability in large-scale sporting events and highlight the tension between image-building and measurable environmental impact, as well as the persistent issues of social justice. Moreover, it draws attention to the shortcomings of FIFA's CSR and sustainability frameworks, which, despite their formal presence, often lack the necessary enforcement mechanisms to ensure real compliance. This analysis, which is linked with the third hypothesis, questions whether FIFA policies are sufficiently robust to ensure meaningful and consistent application of sustainability and CSR principles across host nations and compliance with these.

⁷⁸ "Reality Check: Migrant Workers' Rights in Qatar." 2019. Amnesty International. February 5, 2019. <https://www.amnesty.org/en/latest/campaigns/2019/02/reality-check-migrant-workers-rights-with-two-years-to-qatar-2022-world-cup/>.

⁷⁹ Pattison, Pete, Niamh McIntyre, and Imran Mukhtar. 2021. "Revealed: 6,500 Migrant Workers Have Died in Qatar since World Cup Awarded." The Guardian, February 23, 2021, sec. Global development. <https://www.theguardian.com/global-development/2021/feb/23/revealed-migrant-worker-deaths-qatar-fifa-world-cup-2022>.

3. Institutional Policies – FIFA’s Sustainability & CSR Strategies

3.1 FIFA’s Sustainability Framework

FIFA’s current sustainability strategy revolves around three core areas: environmental protection, human rights, and economic development. Regarding the climate strategy, in 2021 FIFA set goals such as achieving net-zero emissions by 2040, and reducing GHG emissions by 50% by 2030, mandating environmental risk assessments (FIFA, 2021). Between 2006 and 2021, FIFA made progress in addressing environmental and climate concerns within football. It began with the Green Goal program at the 2006 World Cup in Germany, which introduced low-carbon initiatives like electricity generation from sewage gas. By 2009, FIFA started calculating the carbon footprint of its tournaments and incorporated environmental criteria into host country bidding processes. Furthermore, a major milestone came in 2016, when FIFA became the first sports federation to join the UN’s Climate Neutral Now campaign, committing to measure, reduce, and offset emissions (FIFA, 2021). Online it is possible to find data about greenhouse gas emissions of the tournaments and major events such as the World Cup (APPENDIX B); however, clear information about metrics, monitoring systems or assessment methods is not made explicit.

3.2 FIFA’s CSR Framework

In terms of Corporate Social Responsibility, FIFA focuses a lot on its social impact and commits to using the power of football for social change, through learning and educational programs such as the FIFA Guardians Safeguarding Essential Course. Globally, FIFA, alongside its partners, is promoting numerous programs and has more than 20,000 learners. For women, there are some specific initiatives, more precisely 13 programs aimed at fostering gender equality and empowering women, such as Coach Mentorship, a program that pairs talented emerging coaches with world-class female mentors to support career development and skills enhancement. For this program, FIFA also offers a scholarship to those who deserve it the most, based on an application and assessment system (FIFA, 2024). These programs also fit in the framework of human rights and anti-discrimination support, as FIFA tries to establish fair talent development in order to promote equal opportunities across all 211 FIFA Member Associations and 6

Confederations and reduce regional disparities.⁸⁰ FIFA also partners with NGOs through the FIFA Foundation to support social change and communities through football, with a reach of 91 countries and more than 580,000 people as of 2024 (FIFA, 2024). Fundamentally, its main action is about funding and running programs that use sports to improve education, health, inclusion, and youth development, especially in underprivileged areas or crisis situations.

Even if FIFA claims to be following a wide sustainability strategy, and it has increasingly emphasized both sustainability and corporate social responsibility (CSR) in its strategic vision, it has not employed a sustainability performance monitoring system that applies to everyone. In theory, FIFA's approach marks a progressive shift toward institutionalizing sustainability within the world of sport. Practically, the implementation of these commitments remains inconsistent. While sustainability reports and strategy documents have become more common, they often lack independent oversight or clearly defined enforcement mechanisms. Moreover, responsibility for monitoring CSR compliance is often delegated to Local Organizing Committees (LOCs), which may not have the autonomy or resources to challenge national interests or powerful stakeholders and work ethically, or which might not be fully transparent and honest themselves. It also partners with sponsors like QatarEnergy and Coca-Cola, whose business practices raise sustainability concerns.

Analyzing FIFA's sustainability strategy made me realize that this disparity between policy and practice is particularly relevant when assessing FIFA's role in ensuring accountability and ethical governance in international events. The analysis also makes me wonder about whether FIFA's sustainability agenda is driven more by reputational concerns than by a firm commitment to transformative change and genuine environmental concerns.

⁸⁰ FIFA. n.d. Talent Development. <https://inside.fifa.com/en/talent-development>

Conclusion of Part II

Part II has been undoubtedly crucial and a turning point for my research, as it allowed me to better understand important theoretical notions and dive into deeper concepts, policy frameworks and sustainability-related strategies. Through the exploration of the theoretical framework related to my research question, I managed to deepen my knowledge around the topic and to assess the hypotheses proposed.

The first chapter of this second part analyzed sustainability-driven strategies, policies and projects in the Moroccan tourism context. While reviewing literature, I also managed to delve into theories such as the Sustainable Development Theory, the Stakeholders Theory and the Collaborative Governance Theory, which gave a concrete and solid base for my theoretical framework. In the same chapter, analyzing official reports and documents such as the New Development Model and the New Constitution was also pivotal for the understanding and examination of the hypotheses.

The second chapter, dedicated to case studies from large-scale events and the critical review of FIFA's CSR and sustainability framework, offered valuable insights. This chapter not only allowed me to gain perspective on Morocco's experience and conduct in hosting a big event, but it also functioned as a benchmarking approach in relation to the 2022 Qatar World Cup. The case studies provided valuable insights into the critical measures that Morocco must implement to advance sustainable development, as well as the potential challenges it may encounter in the process.

On a final note, evaluating FIFA's approach to sustainability and corporate social responsibility highlighted commendable initiatives and positive achievements, but also significant shortcomings, including inconsistencies in implementation. Indeed, it became apparent that this approach may lack the robustness required to ensure accountability, transparency, and adherence to established standards.

PART III – Research Methodology

Introduction of Part III

In the following part dedicated to the methodology, I will first retrace the steps that have been taken throughout my research and writing process by presenting and reviewing the Gantt chart, what has been done, what could have been done better, and future steps. It is important to clearly define the methodology, not only to organize the work well but also to identify tools, techniques for data collection, and approaches chosen to guide the research work and the fieldwork.

The first chapter will be an assessment of the Gantt chart, and it will equally explore difficulties and limitations faced during the research process, including both literature review and theoretical framework, as well as the timeline. As the work progresses, it will also be useful to evaluate any future challenges that might complicate the fieldwork, as well as potential opportunities to enrich it, such as the internship in the second year of the master's.

The second chapter will explore a testing methodology to challenge the hypotheses and test them. I will, therefore, present therein the approach chosen, the tools chosen for data collection, the field indicators, population and sample. I intend to develop and present a draft of the interview grid I will employ in the future during M2.

Chapter 1 - General Methodology

1. Retracing the research and writing processes - Gantt Chart

1.1 Following the main steps of the Gantt Chart — M1

Even if at first I did not see the utility of the Gantt Chart (Appendix C), I realized quickly that it is a very practical tool, especially to identify the main steps of the research project and to visualize the work that has to be done. This tool helped me organize the dissertation's plan for both years, and as I also included important deadlines, I knew from the very beginning that I had a lot of work to do and little time. The most important deadlines that guided my work are the submission of the intermediate dissertation file on the 16th of December 2024, the submission of the dissertation on the 28th of April 2025, and my oral defense, which is taking place on the 6th of May 2025.

The Gantt Chart highlights crucial steps such as choice of the topic, literature review, problematization and theoretical framework, which indeed are steps that were very time-consuming for me. Following the Gantt Chart was not easy, and I have to admit that I ended up overlooking it because I spent a lot of time on the literature review, which delayed all the rest of the work. As I wanted to be as competent as possible about my topic, I did a lot of research, trying to go deep on all aspects of my scope of research, namely Morocco. I did not rely only on a limited number of sources, but I always tried to compare points of view and critically analyze the literature to be able to present a thorough work, and most of all an understandable, reliable one. Especially online, the amount of information one can find about any topic is massive, and not everything is accurate or trustworthy, which makes the literature review a process that needs time, reactivity and attention.

As I said, some of the work was delayed, and another issue that I had was about managing time properly in terms of matching my dissertation schedule with school and personal life. Indeed, I had planned to do exploratory interviews with some M2 Moroccan students at ISTHIA right before they left for their internships around January 2025, but unfortunately, I could not succeed in doing so. As I was not aware they would have exams

in January and they would be busy, I did not organize myself well to fix interview appointments ahead of time, which made it too complicated for me to do it in January, as it was not an ideal period. These interviews would have been highly valuable, as engaging in discussions with peers and fellow nationals could have provided me with diverse perspectives on a topic that affects us all—most importantly, the viewpoints of students and future professionals like myself. In fact, I will certainly do these exploratory interviews in the near future, and I have already planned to do so with the interviewees, trying to organize my time proactively in sight of the M2 dissertation.

1.2 Following the main steps of the Gantt Chart — M2

As previously mentioned, for the second year of the master's, it will be essential for me to organize myself well and manage time proactively in order to stick to the steps highlighted in the Gantt Chart.

Nevertheless, some steps of the current Gantt Chart will change in terms of timeline to better adapt it to my personal schedule. Indeed, I could not do the planned observations, which would have taken place during April 2025 in some hotels in Morocco, as well as tourism offices, local cooperatives and enterprises specializing in local products. The reason why is that I will be doing my internship from mid-May till mid-August in another country, and I could not go to Morocco in April because of financial and time constraints. I will, therefore, postpone this to August and September 2025.

As my initial approach is based on a hypothetico-deductive methodology, part of the fieldwork will rely on preliminary observations, which will be instrumental as they will allow me to identify patterns, problems and opinions. I plan to observe tourist behaviors, local practices, and environmental impacts as well, and to dedicate some time in September to analyze this data and gather my thoughts to be ready for the M2 dissertation.

1.3 Limitations

As already said, one of the most challenging limitations was certainly time, as we had a lot to do during this semester, including many time-consuming group projects, finding an internship and getting ready for the exams. I am certainly responsible for not managing my time properly and for not being productive enough during my spare time; however, I was not expecting the research work and the writing process to be as complicated as they turned out to be. Indeed, the topic chosen being Morocco meant a reduced number of academic research compared to other countries where there is way more information available, which made reviewing literature a very labor-intensive and extensive task.

Furthermore, a big mistake that I made was looking for information exclusively in English, whether it was websites, news, or academic papers, which cost me a lot of time. The main language spoken in Morocco is Arabic, followed by Tamazight, which are the official languages; French and Spanish follow as secondary languages, with French being the one mostly used in the contexts of business and administration, education, literature, economy, media, etc.⁸¹ I was always aware of this, but since my paper is written in English, I initially searched for information in that language, which sometimes limited the availability of reliable sources. Although I eventually found a number of useful resources, the process was time-consuming. It was only after expanding my search to include Arabic, French, and even Spanish that I began to uncover more relevant and valuable literature. Nonetheless, I was once again limited by the need to translate everything back into English accurately—a task that, needless to say, was time-consuming.

Moreover, a significant limitation in my research was the limited access to data regarding the sustainability strategies of FIFA and the Confederation of African Football (CAF). Neither organization releases comprehensive reports or detailed information on their environmental and social responsibility initiatives. Regarding FIFA, a very detailed strategy is shared only about the recent 2022 Qatar World Cup, whereas a strategy strictly relating to FIFA as an organization is not present online, meaning that either they do not have one, or they want to keep it confidential. This lack of transparency made it challenging to evaluate the true impact of their sustainability practices, particularly in areas such as waste management, carbon footprint reduction, and eco-friendly practices.

⁸¹ "Languages of Morocco." 2025. In Wikipedia.
https://en.wikipedia.org/w/index.php?title=Languages_of_Morocco&oldid=1281896127.

Consequently, my ability to conduct a thorough assessment of their strategies was restricted, affecting the depth of analysis in this aspect of the study.

2. The Hypothetico-deductive Model & The Survey

2.1 Hypothetico-Deductive Model: Testing Hypotheses Through Data Collection

The hypothetico-deductive method is a research approach that begins with the formulation of a hypothesis based on existing literature, theories or any source (Nola, 2007). From this hypothesis, the researcher makes predictions and then tests them through data collection. Although this method is often used in quantitative research, it can also be applied in a qualitative approach, which is what I intend to do. Indeed, I will explore the hypotheses and test them through interviews, observations, and likely case studies. The goal is to see if the patterns and insights found in the data support the original hypotheses. For each of my hypotheses, below are presented the predictions I intend to test through the data collection.

Hypothesis n°1: Involving local communities ensures sustainable benefits during major events.

The testable prediction deduced from the hypothesis is the following: if local communities are actively involved in event planning and implementation, then community members will support the event itself, report improved economic opportunities, enhanced infrastructure, and long-term engagement beyond the event itself. I will, therefore, interview community leaders, residents, local businesses, and local NGOs about perceived benefits and sustainability outcomes from past major events and about expectations or opinions regarding future events, such as the FIFA World Cup. The list of interviewees is neither definitive nor exhaustive.

Hypothesis n°2: Collaboration between public and private stakeholders boosts sustainability.

The testable prediction deduced from the hypothesis is the following: when public and private sectors collaborate on event planning and execution, stakeholders will describe more coordinated strategies, transparent decision-making processes, and sustainable project outcomes. I will, therefore, conduct interviews or focus groups with stakeholders from both sectors, such as employees and managers from the hospitality and tourism industries, tourism offices, local government officials, and officials from the Ministry of Tourism and the Ministry of Sustainable Development. The list of interviewees is neither definitive nor exhaustive.

Hypothesis n°3: Compliance with FIFA CSR policies promotes stricter standards and accountability.

The testable prediction deduced from the hypothesis is the following: organizations that report active compliance with FIFA's CSR policies will demonstrate more rigorous environmental and social accountability practices, as perceived by internal staff, partners, and external observers. To test the prediction, I will interview internal CSR officers, security staff members, maintenance teams, event organizers and coordinators, municipality leaders, NGO representatives, and academics. The list of interviewees is neither definitive nor exhaustive.

2.2 Qualitative Approach — The Interview Guidelines

The interview is a key qualitative research tool used to explore the thoughts, perceptions, and experiences of actors, providing deeper insights into a subject rather than merely measuring it. Interviews can take various forms, including directive, which are structured with closed questions aimed at confirming information; semi-directive, which are flexible and open-ended to explore opinions; and non-directive, which are exploratory and particularly useful for sensitive topics.

A successful interview requires building trust while maintaining scientific distance, ensuring that the researcher remains neutral and objective. It is important to create a well-prepared, flexible interview guide, essential to steer the conversation while allowing for adaptability. Once the guide is ready, the sampling method has to be chosen, which could be random, based on quota (ensuring a sample reflects the population), strata (equal

weight to each social group regardless of size, often used for minorities), or cluster (when interviewing individuals working together). Different interviews can employ different sampling methods, depending on the study's needs. During interviews, it is important to use neutral language, observe non-verbal cues, and note any contradictions or justifications in responses, as well as recurrent formulations. For better analysis, taking handwritten notes or using thematic fact sheets is preferred over recordings to maintain focus on the interview content.⁸²

Before starting an interview, it is fundamental to introduce the whole process and explain the research purpose, outlining how the information will be used and assuring the participants of confidentiality and anonymity. Informed consent must be obtained, and I will try to propose written consent to avoid any potential problems. Furthermore, participants should be made aware that they have the right to skip questions or withdraw from the interview at any time without any consequences. This not only builds trust but also upholds the integrity of the research process by respecting the autonomy and comfort of each individual.

⁸² Simoulin Vincent, 2025, "Class of Qualitative & Quantitative Approaches"

Chapter 2 - Fields and tools for data collection

1. Qualitative Tools — Building an Interview and Conducting Participant Observation

1.1 Qualitative Tools —The Interview Guide

The interview guide is a crucial tool in conducting effective qualitative research, as it ensures consistency while allowing for flexibility. The process begins by brainstorming a wide range of potential questions, then refining the list by eliminating those that are unclear or unrelated to the research focus. The remaining questions should be organized thematically—for example, by activities, opinions, or experiences. To build rapport and put the interviewee at ease, it is helpful to start with two or three simple, factual questions before progressing to more complex ones. For every key question that seeks the interviewee's perspective, follow-up questions that encourage deeper reflection should be prepared. Balancing easier questions with others that require more attention or more time is important, as well as avoiding questions that do not serve the purpose, as they might distract the interviewee or dilute the data.

Clearly, the guide is a dynamic tool, evolving based on insights from the initial interviews and allowing for the rephrasing, addition, or removal of questions as needed. I need to always keep in mind that while this approach offers rich, in-depth understanding of personal motivations and viewpoints, it also comes with limitations, such as being time-consuming and potentially influenced by subjective interpretations or interviewer bias.⁸³ In fact, to optimize time, it is necessary to take notes and regularly come back to these in order to analyze them through thematic fact sheets and highlight the most relevant elements while the interview is still fresh. To minimize bias, it is essential to use neutral, open-ended language in interview questions and remain aware of personal assumptions that could influence interpretation. The process of selecting participants plays a crucial role; to ensure diverse perspectives, I should always consider a varied participant selection, while using a consistent interview guide will help ensure balanced data collection.

⁸³ Simoulin Vincent, 2025, "Class of Qualitative & Quantitative Approaches"

I will certainly need different interview guides according to the different contexts in which I will be using them. For the moment I tried drafting a first interview guide for the AFCON match(es) that I will attend. Below is a short version of it, the interviewer being me and the interviewee being a football match attendee:

Sections	Examples of questions	Purpose
1. Introduction & Background Information of the interviewee	<ul style="list-style-type: none"> • Where are you from? • Is this your first AFCON match? • What brought you to this game? 	Break the ice and collect basic demographic/contextual data.
2. Experience of the Event	<ul style="list-style-type: none"> • How's your experience been so far? • What do you think of the organization? • Have you noticed anything sustainable here? 	Understand their personal experience and overall impressions.
3. Perception of Sustainability	<ul style="list-style-type: none"> • Do you think the event is eco-friendly? • Have you seen recycling, green transport, etc.? • Should more be done for sustainability? 	Gauge awareness and opinions about sustainable practices in large-scale events.
4. Local Impact & Community Involvement	<ul style="list-style-type: none"> • Do you think locals are benefiting? • Have you met or bought from locals? • Could this event help Morocco in the long term? 	Explore perceived or real impacts on local populations and businesses.
5. Reflections & Suggestions	<ul style="list-style-type: none"> • What would you improve? • Should big events focus more on social impact? • Any final thoughts? 	Capture personal insights and open reflections.

1.2 Qualitative Tools — Participant Observation

Participant observation is a qualitative research method aimed at understanding the entirety of social life from within the group or community being studied. Rooted in the principles of anthropologist Malinowski⁸⁴, this approach requires the researcher to deeply immerse themselves in the environment, building trust and observing daily life, rituals, behaviors, and even physical objects, often documenting these through detailed notes and photographs. A key aspect is spending sufficient time in the field to identify recurring patterns and ensure the accuracy of observations, which is why having the chance to go to Morocco either for the internship or to attend the AFCON will be pivotal for my fieldwork.

Indeed, rather than relying on abstract questioning, the method emphasizes direct engagement with the lived experiences of participants. Observation typically focuses on three dimensions: structural facts such as the organization, size, and hierarchy of the community; everyday practices like greetings, norms, and routines; and the mental world, which includes beliefs, identity, and cultural codes. In my case, I already belong to the Moroccan community, and I am well integrated, which will facilitate my observations and allow me to use dialogue as a tool to understand how sustainability practices are perceived and applied. During the internship I will be entering another type of community, which is a professional one, and therefore it will take more time to fully integrate into it and conduct participant observations smoothly. I will also need the consent of managers and my colleagues.

In terms of the utility and limitations of participant observation, it is important to underline that while it provides rich, immersive data and a nuanced understanding of social dynamics, it also presents limitations. These are the potential for researcher bias, over-identification with the subjects, and the observer effect, where the presence of the researcher may influence participants' behavior.

⁸⁴ Simoulin Vincent, 2025, "Class of Qualitative & Quantitative Approaches"

2. Fields of Application, Challenges & Opportunities — M2

Next year will be even more demanding than the current one, and that much is certain, which is why organizing my fieldwork ahead of time is essential. With exam periods scheduled for January 2026 (first semester) and February 2026 (second semester) and several ongoing projects, the final year of the master's program will undoubtedly be intense, which might complicate and challenge the fieldwork. In addition to these responsibilities, we are required to accomplish a comprehensive dissertation by carrying out thorough fieldwork, and secure a six-month internship possibly connected to the dissertation topic, all of which add to the overall workload and pressure. Balancing data collection, data analysis and writing will be pivotal, as my approach will be mainly based on qualitative data collection, which requires a consistent amount of time.

2.1 The 2025 AFCON Case Study

In December 2025, I plan to visit Morocco and attend at least one or two matches in the context of the AFCON 2025, which will take place from the 21st of December till the 18th of January in 6 locations around Morocco: Rabat, Casablanca, Agadir, Marrakech, Fes and Tangier. Both Marrakech and Casablanca are easily accessible destinations for me, which means that if I manage to buy the tickets for the matches, I can go to Morocco during the Christmas holidays and attend the football games. A constraint will certainly be the fact that I will have to prepare for the exams of the first semester, taking place in January; however, as I am planning everything in advance, if I follow the organization of the Gantt Chart, I will be able to conduct the fieldwork seamlessly.

Attending some matches, or even simply being in Morocco during such a period, will be an excellent immersive experience, bringing me directly in contact with the field of study. It will help me assess current sustainable practices, shortcomings and even, perhaps, interview attendees and local authorities. AFCON 2025 could serve as a highly relevant case study for this dissertation. As a major sporting event, it provides a unique opportunity to observe how sustainability principles are implemented across tourism, infrastructure, and community engagement. Fieldwork during the event would allow for valuable participant observation and, as mentioned, even interviews with various

stakeholders, offering real-time insights into public-private collaborations, local involvement, and the practical application of CSR strategies. This case could significantly enrich my analysis of sustainable development practices in the Moroccan context.

2.2 The Internship of M2

As I plan to do my internship in Morocco, this will also be a great opportunity for me, not only professionally but also academically, as it would facilitate the fieldwork for my thesis. More specifically, I plan to do my internship in a hotel or hospitality business there, directly in contact with the field I am studying. Indeed, I will be able to observe how sustainability is (or is not) integrated into hotel operations—like energy use, waste management, water conservation, and local sourcing. Furthermore, I will have firsthand access to local stakeholders, communities, and businesses involved in tourism and sustainability. This will allow me to conduct interviews, observations, and site visits, giving my dissertation more depth, academic credibility and originality.

Even if at the beginning there might be constraints in terms of consent, privacy and confidentiality, if I do things in the correct way, I will certainly manage to conduct informal interviews or structured surveys with hotel staff, management, or even guests to collect valuable data. I know that at the beginning it will be challenging for me to convince people of my legitimacy as a “researcher,” but with patience and some effort, I am confident the internship in a hotel in Morocco will be an insightful, enriching opportunity. Hopefully, the hotel itself could become a case study in the dissertation, offering a concrete example to support my analysis. The M2 internship will not only allow me to integrate professionally and personally into the hospitality industry, but also directly support the fieldwork, by bridging the theoretical frameworks analyzed with practical data collection required for my research on sustainable tourism development in Morocco. Clearly, M2 will be loaded with work, which is why I have been gathering information and collecting contacts of people that I will try to interview next year in order to gain some time and to proactively plan the interviews. Some of the contacts collected are the following:

- ONCF, phone number
- Casablanca Tourism Office, phone number
- Hilton Hotel Casablanca GM, phone number and email

- La Mamounia, old employee/F&B Manager, phone number
- Royal Mansour Academy dean, email
- Secretary of State to the Minister of Energy, Mines and Sustainable Development, in charge of Sustainable Development, phone number

Of course, for privacy reasons, I will not disclose personal data and contacts. I plan to contact these people concerning my research and aim to interview them around September 2025.

Conclusion of Part III

The third part of this dissertation explored the general methodology employed and delved deeper into the fields of application for this research, as well as the tools that I will exploit for data collection.

The first step of Part III was about analyzing critically the work that has been done by highlighting limitations, challenges and personal shortcomings. This approach helped me to really identify what I did wrong, what I succeeded in doing, and what I should have done better, retrospectively. This will be of great utility next year to avoid repeating the same mistakes, create a better Gantt Chart, and abide by the organization and planning of the work, respecting deadlines.

Examining the methodology employed and assessing the tools that will be used was crucial. It allowed me to proactively plan the future steps of my research and understand what I should focus more on, such as the creation of specific interview guides, the refinement of the methodological approach, and the necessity to take appointments with the future interviewees to minimize last-minute disruptions of the planning. Defining the fields of application will guide me to find an internship in Morocco and plan my stay in December there to attend the AFCON games, which will constitute a highly relevant case study.

GENERAL CONCLUSION

Although this dissertation has been both challenging and labor-intensive, it has been a true pleasure to undertake it. Discovering so much about my own country and striving to produce a work that, in some small way, may contribute to its development motivated me each day to deepen my research and engage with it to the best of my abilities. I successfully acquired a deeper understanding of dissertation methodology and research approaches, which, although not easy, especially at the beginning, will better prepare me for the demands of my thesis next year.

This dissertation started by investigating Morocco's tourism sector and how the hospitality industry and infrastructure enhancement and evolution contribute to its development. I delved into key aspects such as historical background, tourism offerings, economic impacts, transportation, and the role of key infrastructure projects within tourism development.

Further, my analysis centered on the problematization phase, the hypotheses and the theoretical framework necessary to develop the research question. The dissertation explored how Morocco can enhance its CSR and PSR strategies, as well as its sustainability policies, within the hospitality and tourism industries, particularly in preparation for large-scale international events like the 2030 FIFA World Cup. The research findings support the two initial hypotheses: engaging local communities leads to more sustainable and inclusive benefits, and collaboration between public and private stakeholders strengthens sustainability efforts. As for the third hypothesis, the analysis revealed that FIFA's CSR policies lack the clarity and enforcement mechanisms necessary to drive real accountability and compliance, highlighting a critical gap that Morocco must address independently. To successfully host sustainable international events, Morocco must develop stronger national policy frameworks, foster deeper stakeholder collaboration, and prioritize community-centered approaches, ensuring that sustainability becomes an integrated and lasting legacy.

In a nutshell, although the country is supporting sustainable tourism development, Morocco still has to make more efforts, as the research has shown. More precisely, to advance its sustainable development goals in the context of mega-events, Morocco must

establish a clearer and more comprehensive policy framework that integrates robust health and hygiene standards, encourages investments in ICT infrastructure, enforces precise sustainability laws, and strengthens support for public-private partnerships. The Kingdom also appears to be lacking supportive initiatives for responsible international investments, which should be addressed equally through policymaking. Throughout the research, some criticisms about greenwashing practices have been highlighted; therefore, this aspect should be taken into account, and Morocco should rather prioritize tangible, inclusive efforts to deliver concrete results while never forgetting to protect local communities at risk of marginalization. While Morocco has made notable progress, further coordinated efforts and long-term strategic planning are essential to fully embed sustainability at the heart of its tourism and hospitality sectors. By building on these foundations, Morocco has the opportunity to set a benchmark for sustainable tourism management during major international events, and I believe they have the potential to do so, as they seem to be on the right path.

Next year, as part of the continuation of this research, I will undertake qualitative data collection to enrich and support the findings of this dissertation. This will involve conducting semi-structured interviews during the internship period and the AFCON games with key stakeholders in Morocco's tourism and hospitality sectors, including government officials, industry professionals, event attendees and tourists, and community members. The aim will be to gain deeper insights into the practical implementation of CSR and sustainability policies, the challenges faced on the ground, and the perceptions surrounding Morocco's preparation for the 2030 FIFA World Cup. The analysis of the AFCON tournament will provide a critical foundation for the fieldwork, offering valuable data into the implementation of sustainability and CSR strategies during major sporting events. This qualitative approach will allow for a more nuanced understanding of the realities behind policy frameworks and contribute to the development of more targeted recommendations.

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APPENDICES

Appendix A: Overview of the strategic choice proposals broken down by transformation priority areas, source: [NDM General Report](#)

Transformation priority area	Priority area 1 Economy	Priority area 2 Human capital	Priority area 3 Inclusion and solidarity	Priority area 4 Territories and sustainability
		Towards a productive and diversified economy that creates value and quality jobs	Towards enhanced human capital that is better prepared for the future	Towards opportunities for inclusion for all and a stronger social bond
Strategic choices	<ol style="list-style-type: none"> 1. Make the entrepreneurial initiative secure 2. Steer economic stakeholders towards productive activities 3. Achieve a competitiveness shock 4. Establish a macroeconomic framework dedicated to growth 5. Emergence of the social economy as an economic sector in its own right 	<ol style="list-style-type: none"> 1. Quality education for all 2. A system of university education, vocational training and research centered on performance and spurred by autonomous governance that promotes responsibility 3. Quality health services and health protection as fundamental rights of the citizens 	<ol style="list-style-type: none"> 1. Empower women and ensure gender equality and participation 2. Promote the inclusion of young people and their fulfilment by multiplying opportunities and means of participation. 3. Build on cultural diversity as a lever for openness, dialogue and cohesion 4. Develop a common base for social protection that enhances resilience and inclusion and gives substance to solidarity among citizens 	<ol style="list-style-type: none"> 1. Bring forth a prosperous, dynamic «Morocco of the Regions». 2. Ensure an innovative re-engineering of the territorial hierarchy 3. Promote integrated territorial organization, improve the housing and the living environment and improve connectivity and mobility 4. Preserve natural resources and enhance the resilience of territories to climate change 5. Safeguard water resources through better use of the resource and more rigorous management of its scarcity

Appendix B: Greenhouse gas emissions reports, source: [FIFA Climate Strategy 2021](#)

FIFA in 2009

Total: 48,488 tCO₂e



FIFA in 2015

Total: 77,475 tCO₂e



2010 FIFA World Cup

Total: 48,405 tCO₂e



2018 FIFA World Cup

Total: 2,17m tCO₂e



FIFA Women's World Cup 2011

Total: 40,000 tCO₂e



FIFA Women's World Cup 2019

Total: 341,630 tCO₂e



2014 FIFA World Cup

Total: 2.7m tCO₂e



FIFA World Cup 2022

Total: 3,63m tCO₂e



2014 FIFA World Cup TV Productions

Total: 24,670 tCO₂e



Appendix C: Initial Gantt Chart

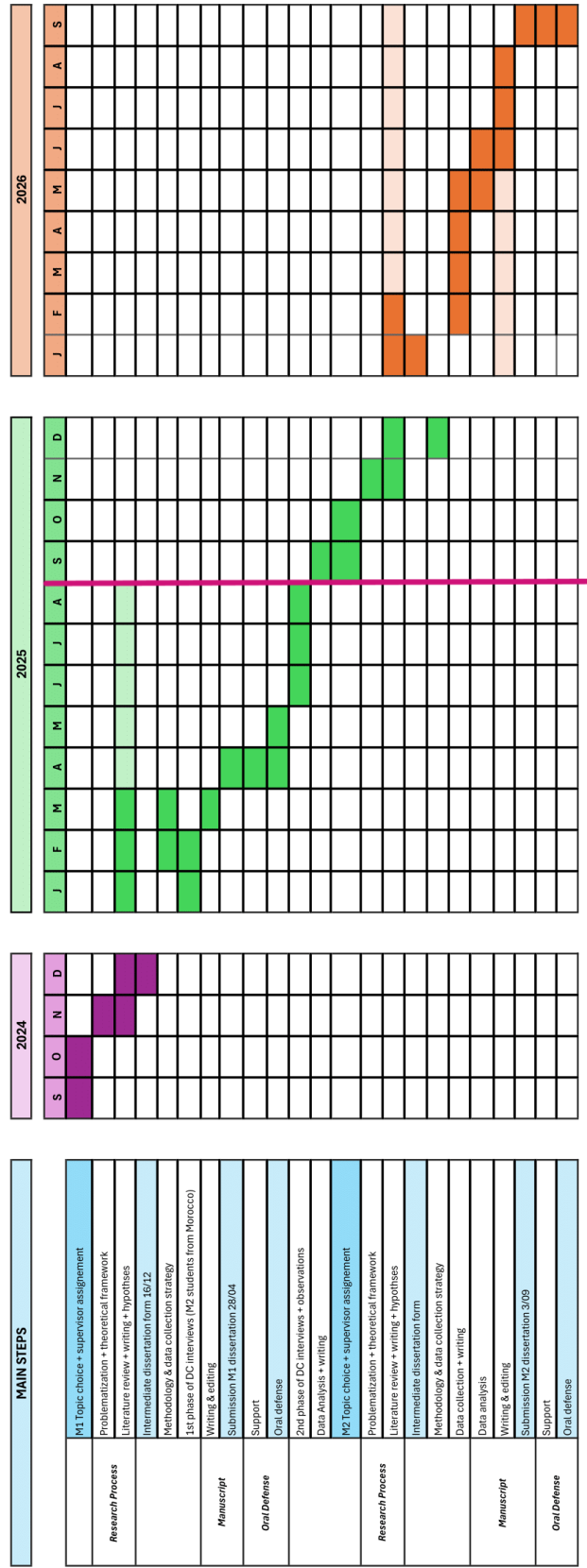


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Implementation and development of sustainable practices and CSR policies in the tourism and hospitality sectors of Morocco

Abstract

This dissertation presents Morocco as a tourism destination and explores how the country can strengthen its CSR, PSR, and sustainability policies within the tourism and hospitality sectors in preparation for the 2030 FIFA World Cup. Through a hypothetico-deductive approach, the research highlights the importance of local community involvement and stakeholder collaboration in achieving sustainable development, while revealing the limitations of FIFA's CSR policies in ensuring accountability. The study underscores the need for Morocco to establish clearer tourism policy frameworks, integrating precise sustainability laws, robust health and hygiene standards, and community protection to position itself as a model for sustainable event management.

Keywords: sustainable development, CSR, PSR, tourism policy, FIFA 2030 World Cup, Morocco, event management, hospitality

Application et développement de pratiques durables et de politiques RSE dans les secteurs du tourisme et de l'hôtellerie au Maroc

Résumé

Ce mémoire présente le Maroc en tant que destination touristique et examine comment le pays peut renforcer ses politiques de RSE, de RSO et de durabilité dans les secteurs du tourisme et de l'hôtellerie en vue de la Coupe du Monde de la FIFA 2030. À travers une approche hypothético-déductive, la recherche met en évidence l'importance de l'implication des communautés locales et de la collaboration entre les parties prenantes pour atteindre un développement durable, tout en révélant les limites des politiques de RSE de la FIFA en matière de responsabilisation. L'étude souligne la nécessité pour le Maroc d'établir des cadres politiques plus clairs pour le tourisme, intégrant des lois de durabilité précises, des normes sanitaires et d'hygiène rigoureuses, ainsi que des dispositifs de protection des communautés, afin de se positionner comme un modèle de gestion durable des grands événements.

Mots clés : développement durable, RSE, RSO, politique touristique, Coupe du Monde FIFA 2030, Maroc, management événementiel, hôtellerie