

Stakeholder involvement in sustainable urban development: An analytical approach to the Tangier case

SALIM Jihane
National School of management ,
Abdelmalek Essaadi University
Tangier ,Morocco
jihane.salim@uae.ac.ma

ABAKOUY Mostafa
National School of management ,
Abdelmalek Essaadi University
Tangier ,Morocco
m.abakouy@uae.ac.ma

Abstract— As an emerging metropolis in a strategic location, Tangier is seeking to reconcile its economic dynamism and urban identity with the challenge of sustainable development. This study, based on the Tangier area, highlights the need for a sustainable urban development strategy that responds to the different expectations of stakeholders. It recommends the mobilisation and liberalisation of energies through integrated and participatory urban management, the synchronisation of actions and the regular and responsible involvement of all stakeholders.

Keywords— Spatial planning, sustainable city, stakeholders, Tangier region, sustainable urban planning.

I. INTRODUCTION

Urban areas face complex challenges related to population growth and rapid urbanisation, which require the promotion of sustainable development. In this context, close cooperation between local stakeholders is essential to build a resilient and balanced urban future. The city of Tangier stands out as an emerging metropolis with exceptional urban dynamism and a strong urban identity. Its strategic location in the north of the country, about 15 kilometres from the southern coast of Spain, with two sea fronts, the Atlantic and the Mediterranean, as well as its many assets and potentials, place it at the centre of a number of strategic projects. Tangier has succeeded in attracting investors as an attractive economic centre and has established itself as a major tourist destination in Morocco. However, the city is currently facing the challenge of sustainable urban development, underlining the importance of this approach for its future.

Involving urban planners, geographers, historians, artists, architects, economists, marketers, sociologists, elected representatives, civil society, local authorities, etc., the approach to sustainable urban development in Tangier raises the question of the role of each of these actors.

The main results of our research, based on the Tangier region and using the case study method, participatory observation, documentary research and semi-structured interviews with stakeholders, can be summarised as follows: the need for a sustainable urban development strategy capable of responding perfectly to the expectations of stakeholders from very different backgrounds; the mobilisation and liberalisation of stakeholders' energies within the framework of integrated and participatory urban management; the synchronisation of the actions of all parties; and the search for collective intelligence with a commitment that is both regular and responsible..

II. SUSTAINABLE URBAN DEVELOPMENT AND ITS STAKEHOLDERS

A. Sustainable urban development

Sustainable development is now seen as a mandatory component of urban policy, affecting the way in which land-use planning and urban development are conceived and practised [1]. Urban planning seeks to create material forms of housing by harmoniously integrating the social and environmental aspects of urban life, thereby fostering sustainable communities and fulfilling human relationships [2].

The application of sustainable development to urban planning brings new perspectives. Some authors consider sustainable urban development to be utopian, claiming that reconciling economic development, resource conservation, heritage protection and social equity in the same area in the long term is only possible if we consciously acknowledge its utopian nature [3].

The goals of sustainable urban development through a new urban ecology approach can be achieved through a number of practices, such as reducing the use of space, limiting the unnecessary movement of people and goods, controlling

energy consumption and pollution, and improving urban quality [4].

The issue of sustainable urban development must address the different aspects of the city : morphological, structural and functional. The solution to the many urban problems, such as traffic, pollution and waste management, is based on a mainly technical approach aimed at defining the sustainable management of a city and its urban space [2].

The difficulty of reconciling the various objectives of sustainable urban development makes it difficult to integrate it into urban planning policy and thus to translate it into a concrete urban project.

Since the 1990s, there has been a growing awareness of the ecological dimension of the urban environment, based on a critical analysis of the effects of the modern movement in urban planning and the construction of the concept of urban character on new foundations, and the issue of the environment has become remarkably closely linked to the urban question [5]. The need to move away from traditional urban models towards new alternatives for urban intervention, as illustrated by the idea of 'urban renewal', has led to new thinking [6]. Changing urban planning or even the lifestyles of the various urban actors is not a simple matter ; it requires commitment and a global vision that encompasses all the human and social components that contribute to and maintain the intrinsic quality of a city. The sustainable city is increasingly emerging as an alternative to the developing city, as opposed to the sprawling city resulting from the expansion of the metropolitan model [4], it is increasingly seen as an urban planning tool.

The success of a sustainable city project requires the responsible involvement of all stakeholders. Every administration, every local entity and every citizen is encouraged to take into account the imperatives of development in harmony with the environment and to show solidarity with future generations who will inherit the earth we are passing on to them [7].

B. Stakeholders and sustainable urban development

Urban development plans must be based on a participatory urban planning process involving the city's various stakeholders, which may include citizens, schools, NGOs, etc. Community decision-making in urban development can be hampered by a variety of challenges and barriers, including those related to inclusive development, involving community engagement in contextual categories such as community capacity, quality of existing relationships, organisational culture, attitudes and knowledge ; infrastructure, including investment and planning to support community engagement ; and processes that include inclusive and accessible stakeholder engagement practices [8]. Urban development requires interaction between different actors who are interdependent [9].

A sustainable urban development project is characterised by its interdisciplinary and transdisciplinary nature, integrating knowledge from different disciplines such as landscape ecology, urban planning, spatial planning and landscape architecture, and is developed in cooperation with different local authorities and stakeholders [10].

Citizen participation is a necessary element of sustainable urban governance, through a more inclusive and participatory approach that takes into account citizens' needs, local contexts and long-term sustainability issues. [11]. Involving local communities in the planning process contributes to the effectiveness of the decisions taken, so that they are more likely to meet the needs and concerns of local residents and contribute to greater resilience to natural disasters [12]. To ensure the success of a sustainable and equitable urban project, it is essential to understand the complexity of society without oversimplifying it, thereby promoting an inclusive approach that respects diversity [13]. Involving citizens in all stages of sustainable urban development projects is essential to achieving urban development goals, and this requires the introduction of regulations and resources to ensure fair and meaningful participation [14] [15].

Participatory urban governance faces a number of challenges and issues related to the cost of effective participation by urban stakeholders, access to technology, which is now key to the success of participatory approaches, and equity [11]. Competing interests are also a challenge for participatory urban governance, given the large number of actors in the city. It is important to reconcile these interests in order to achieve the goals of sustainable urban development. Balancing the different interests of stakeholders is a real challenge for collaborative governance [16].

The different stakeholders need to work together to create effective and fair participation processes [11]. The success factors of a participatory and collaborative approach include transparency, trust, clarity of objectives and roles, and the ongoing commitment of stakeholders [16].

Collaborative governance involves the active participation of diverse stakeholders in public decision-making, with its various characteristics, including cooperation, co-creation and shared responsibility [16]. It helps to reduce conflict, improve the quality of public decision-making and build trust between stakeholders [16], but its implementation requires particular attention to the different challenges that arise in the urban context. Technology is a tool that can facilitate cooperation between stakeholders and ensure transparency [11].

Community decision-making in urban development can be hampered by a variety of challenges and barriers, including those related to inclusive development, which involves community engagement in contextual categories such as community capacity, quality of existing relationships, organisational culture, attitudes and knowledge ; infrastructure, including investment and planning to support community engagement; and processes, including inclusive and accessible stakeholder engagement practices [12].

Solutions can focus on changing attitudes and building capacity, facilitating participatory decision-making, and changing processes and policies to implement inclusive and sustainable urban development [12].

The implementation of a participatory and inclusive approach in a sustainable urban development project can face a number of challenges, which may be related to the participatory processes themselves or to problems of governance and coordination of the stakeholders involved

in these projects. In order to meet these challenges, it is first necessary to analyse the different needs and expectations of the stakeholders, take into account social inequalities, coordination of actors, transparency, communication, integration of environmental issues and the introduction of monitoring and evaluation [14].

III. THE ROLE OF STAKEHOLDERS IN PROMOTING SUSTAINABLE URBAN DEVELOPMENT: THE CASE OF THE TANGER REGION

A. *Methodology and field of study*

Our research is based on the Tangiers region and is based on the case study method, participatory observation, documentary study and semi-structured interviews with stakeholders who are representatives of the Tangiers region, managers of the Port of Tangiers and Tangiers Med, citizens and tourists, leaders of associations for the protection of the environment and historical monuments of Tangiers and experts in the field of urban planning [17]. The data analysis consisted of a discourse analysis with the aim of measuring the extent to which urban planning in Tangier responds to the concerns of sustainable urban development and to demonstrate that the regular and responsible commitment of stakeholders, accompanied by integrated and participatory urban management, is necessary to achieve sustainable urban development, while measuring the degree of synchronisation of the actions of all parties.

B. *Urban planning in Tangier*

The urban structure of Tangier is characterised by a rugged topography with steep slopes, watercourses and floodplains, with discontinuities and breaks between several urban fabrics with different spatial and social characteristics [18]. Tangier's strategic location, its history and its remarkable natural potential have all had an impact on the city's urban planning, which has undergone significant changes over the years. Tangier has undergone a series of spatial transformations as a result of revolutions in various fields : territorial, sociological, political, economic, environmental, demographic and technological [19]. The city has a rich and varied archaeological and architectural heritage, material evidence of its own cultural identity, based on the local substratum and enriched by Mediterranean contributions.

This heritage forms an important part of today's urban landscape and is made up of three main elements : the archaeological heritage, the medina and the architectural heritage. The archaeological heritage is spread over the whole of Tangier and dates back to the various civilisations that have succeeded each other in the city. The medina, the first nucleus of the city, contains remarkable monuments from many different historical periods. Tangier's contemporary architectural heritage reflects the wealth of forms and compositions that prevailed between the end of the 19th and the beginning of the 20th centuries, the result of the coexistence of several cultures and nationalities in the same area [20].

The type of housing in the city of Tangier is dominated by modern housing, which attracts 73.5% of urban

households, followed by apartments, villas and traditional Moroccan houses, which attract fewer urban dwellers [21]. 97% of urban households in the prefecture of Tangier Assilah live in sanitary housing, while the remainder live in shantytowns, rural housing or premises not intended for habitation [21].

Concerning the age of the dwelling, according to the RGPH 2014, 88.5% habitent des logements de moins de 50 ans et 11.5% des ménages urbains de la préfecture habiteraient encore des logements très anciens [21].

Tangier is characterised by a diversity of housing types and neighbourhood configurations, urbanisation forms that have not yet been mastered, and a difference between the central zone, which is well equipped, the peripheral zone, which is managed and structured according to infrastructure and equipment standards, and the peripheral zones, which are inadequately equipped and made up of several dispersed and contrasting urban areas, offering a variety of landscapes of different quality. This is the result of the economic development that has taken place in Tangier, which has led to revolutions of several dimensions. Ces différentes révolutions ont impacté la cité tangeroise. These transformations have forced the city to face new challenges, such as territorial development, infrastructure works, the renovation of tourist sites, the valorisation of historical and cultural heritage, the improvement of public services, open spaces and local governance [19].

Tangier transcends its status as a simple town to become a place charged with symbolism, a vocation that is intimately linked to the perspective of actors and forces in the present [23]. The aim of the urban projects of the city of Tangier is to place Tangier among the great metropolises by improving its image and strengthening its role as a model agglomeration at regional, national and international level, through an approach based on a common objective under the heading of the "urban project". [24] . This project consists of setting up a series of actions covering all the issues relating to urban space and mobilising the city's various stakeholders [24].

The urban projects of the city of Tangier deal with a number of themes, including urban planning, heritage, mobility and transport, and the environment. To this end, several planning and development plans have been carried out in Tangier [24].

According to Law 12/90, development plans in Tangier define the use of different areas according to their main purpose, such as residential, industrial, commercial, tourist, market gardening, agricultural or forestry areas, as well as socially and spatially mixed areas. The plan also defines the areas in which all building is prohibited, as well as the boundaries of roads and public green spaces to be maintained, modified or created. At the same time, several development plans have been drawn up to transform Tangier into a modern, prosperous city while preserving its cultural and natural heritage.

Despite its potential, Tangier faces a number of problems and weaknesses due to urban growth fuelled by rural depopulation, which increases pressure on natural resources (forests and coastline), lack of housing, facilities, services and employment, uncontrolled and inappropriate

urban expansion, land management and territorial redistribution[18].

C. Sustainable urban development practices in Tangier

Sustainable urban development practices in Tangier reveal the initiatives and strategies that integrate sustainability into the city's urban development. These initiatives include

- Sustainable mobility:

The global intensification of urban mobility poses unprecedented challenges, particularly in developing countries, requiring a thorough overhaul of transport infrastructures towards sustainable and innovative solutions [25]. The issue of sustainable mobility is increasingly being taken into account in urban planning policies. The development of urban areas is simultaneously giving rise to various problems related to travel and mobility, such as road congestion, the increasing volatility of oil prices, the steady rise in carbon emissions, the ageing of the population, as well as concerns about accessibility, exclusion and inclusion due to spatial social inequalities [26]. Prioritising sustainable mobility in urban development, by optimising density and promoting a sense of local belonging, helps to create inclusive, compact and socially dynamic cities [25].

In Morocco, the development of sustainable mobility is supported by promising initiatives and projects, as well as concrete potential, through strategic, operational and support recommendations proposed to help stakeholders make informed decisions on sustainable mobility [27].

In Tangier, the Sustainable.

This strategy is based on a strong multimodal approach to a transport system that is currently dominated by the private car and needs to move towards a better balance between the different modes of transport. The aim of the PMUD is to create a new structure for mobility in Tangier, based on better coordination between the different modes of transport, and to develop a concrete action plan to achieve this. The aim of this programme is to meet the growing and diverse mobility needs of Tangier's inhabitants and visitors, while taking into account the region's political and economic ambitions, and to address the current shortcomings in public transport, traffic, parking, etc.

To date, a number of projects have contributed to the achievement of sustainable mobility objectives, such as the construction of tunnels, public car parks, intelligent traffic lights, bypasses to avoid congestion, improved access to public transport, raising public awareness of sustainable mobility, etc.

- Waste management:

Waste management is the process of collecting, transporting, treating and disposing of waste generated by human activities [28]. To minimise the environmental and health impacts of waste, it must be managed in a sustainable manner by reducing its quantity at source, sorting it to enable its recovery, and ensuring its safe and responsible disposal [28].

The combination of proximity is important in waste management, such as geographical, organisational and social proximity, in order to create synergies between the

different actors and promote a more sustainable circular economy [29].

Waste management in Tangier must take into account social, economic and environmental aspects. Successful waste management requires an integrated approach that considers all aspects of waste management, from collection to disposal, in order to maximise environmental, social and economic benefits [28].

- Preserving the heritage of the city of Tangier :

According to the Tangier Urban Agency, the city's heritage, which forms an important part of Tangier's urban landscape, can be divided into three main areas: The archaeological heritage, which includes prehistoric, Phoenician, Roman and Moroccan-Islamic sites; the medina, which houses remarkable monuments from different historical periods, from the Roman era to the Moroccan dynasties, the Portuguese and the English; and the architectural heritage, which reflects the coexistence of several cultures and nationalities in the city, with a variety of architectural styles with Western references, such as Art Nouveau, Hispano-Moorish art, Art Deco and modern art. This heritage is under threat from rapid urbanisation and property speculation, which seeks to maximise the value of land to the detriment of the city's heritage. Historic buildings and sites are subject to natural decay, lack of maintenance, poor use of space and unintegrated interventions.

To this end, the public authorities have launched three major initiatives to protect Tangier's heritage, in particular the classification or listing of sites and buildings of historical and/or architectural interest, the programme for the rehabilitation and upgrading of the medina, and the restoration of historic monuments as cultural facilities. These initiatives have resulted in the listing or registration of 121 buildings since 1934, the rehabilitation of the medina and the restoration of important historical monuments such as the Cervantes Theatre, Villa Harris and the Cap Spartel lighthouse.

The Tangier Ville port redevelopment project was launched in 2010 and has two main focuses: a port dimension centred on cruising, yachting, fast-ferry and fishing, and an urban dimension with a port that is completely open to the city. The reconverted Port of Tangier is based on innovative, inclusive and sustainable urban integration. The design of the port's waterfront is a reminder of Tangier's history and cultural authenticity, as it is anchored in the city centre right next to the old medina.

This geographical and historical location has prompted the port of Tangier to become involved in a number of projects to build and develop public spaces. The main aim of these projects is to preserve Tangier's heritage and enhance its identity.

-Energy management:

Energy use in the city is one of the main environmental challenges facing cities.

Good energy management in the city of Tangier optimizes energy efficiency, reduces consumption and limits greenhouse gas emissions. Success in adapting to climate change or reducing greenhouse gas emissions is linked to improved energy performance [30].

The city of Tangier is currently investing in renewable energy sources such as wind and solar energy to reduce

dependence on fossil fuels and reduce greenhouse gas emissions and is part of the government's strategy to the development of renewable energies, the exploitation of national energy resources in the production of electricity and for environmental protection. The climate challenge requires policies to control energy consumption and replace hydrocarbons and other polluting, non-renewable energy sources [31]. Wind farms were developed in Tangier, exactly in the Dhar Saadane zone (22 km southeast of Tangier), which consists of 126 wind turbines, and a second Bni Majmel zone, located 12 km east of Tangier, which includes 39 wind turbines. With an output of 140 MW and 3,800,000 tCO₂ avoided per year.

The lighting of public spaces is based on an energy saving approach by optimizing the use of energy resources. Example of the port Tangier city that is interested in energy performance using LED lighting and setting up GTC, thus the port has set up a shading zone with photovoltaic panels to avoid tons of CO₂ emissions per year. It is important to take energy use as a major concern and encourage energy efficiency and transition towards renewable energy sources in order to succeed in urban sustainability strategies and policies [32].

The project to build an ecological cable transport system to connect the medina, the port and the city center also allows to optimize the use of energy in the urban area of Tangier.

- Wastewater management:

The city faces several water challenges such as increasing water demand, poor wastewater management, water pollution and vulnerability to climate change [33].

Wastewater management makes a significant contribution to sustainable urban development by providing several benefits that affect the environmental, social and economic dimensions of the city. Good wastewater management contributes to environmental protection, reuse of wastewater for irrigation, garden watering and other non-potable uses, which directly contributes to reducing the demand for fresh water for non-potable uses, and water conservation [34].

In the city of Tangier, several projects have been implemented for the construction and operation of wastewater treatment plants.

The city of Tangier has established a wastewater treatment system and launched projects to build wastewater treatment plants. These projects are part of the Tanger Métropole programme and aim to reuse treated wastewater to irrigate green areas, golf courses and roadside trees to conserve drinking water. This awareness is translated by :

- The rehabilitation of the first Boukhalef wastewater treatment plant (STEP Boukhalef 1), with a capacity of around 11,000 m³ per day.
- The construction and commissioning of the Boukhalef 2 treatment plant with a capacity of more than 32,000 m³/d.
- The extension of the irrigation network for green areas by about 69 km.

These initiatives have helped to irrigate hundreds of hectares of green areas and save 6.3 million m³ of water between 2016 and 2021.

- Household awareness and impact:

Raising citizens' awareness of the importance of energy efficiency, promoting sustainable lifestyles and involving

local actors and citizens in the implementation of sustainable energy policies is important for the success of sustainable urban development projects [32].

Several associations in Tangier are interested in sustainable urban development and are working to encourage households to participate and adopt good practices. In this sense, these associations have organised awareness-raising campaigns and training programmes and have developed their communication strategy to involve citizens, increase their awareness of the challenges of sustainable urban development and promote good initiatives.

D. Classification of sustainable urban planning stakeholders in Tangier

According to the different approaches of the stakeholder theory, the stakeholders of the urban planning of the territory of Tangier can be classified according to several criteria.

Depending on the proximity, the stakeholders of the urban planning of Tangier can be classified into internal and external stakeholders [35] or primary and secondary stakeholders [36] [37]. In our case, we can consider as internal or primary stakeholders: the Tangier Urban Agency, the Wilaya of Tangier, the Ministry of National Planning, Urbanism, Housing and Urban Policy, the Ministry of Equipment and Water, the Tanger Med Special Agency, the Agency for the Promotion and Development of the North, the Société d'aménagement du port Tanger Ville and the Société de Gestion du Port Tanger Ville, citizens represented by associations.

And as external or secondary stakeholders: consumers and customers in our case; tourists, investors, companies located in the territory of Tangier, as well as interest groups and the media.

Internal and primary parties have more power and legitimacy according to the multidimensional approach and in parallel secondary stakeholders of influencers with a high degree of legitimacy in relations with the port city of Tangier [38]. According to the classification of Igalens and Point 2009, we can distinguish the stakeholders of the territory of Tangier in: Organisational actors in our case: The Urban Agency of Tangier, the Wilaya of Tangier, the Ministry of National Planning, Urban Planning, Housing and Urban Policy, the Ministry of Equipment and Water, the Tanger Med Special Agency, the Northern Development and Promotion Agency, the Tangier City Port Planning Corporation and the Tangier City Port Management Corporation. The economic stakeholders, which are the companies established in the territory of Tangier, tourists, and all economic operators and social stakeholders: represented by local authorities, communities and NGOs.

E. Stakeholders Involvement in the sustainable urban development of the Tangier territory

Promoting sustainable urban development in the city of Tangier requires the involvement and cooperation of different stakeholders. Like any city, Tangier naturally works with stakeholders from different cultures and backgrounds [19]. The territory of Tangier has positioned itself at a national level thanks to its rapid and remarkable development; to meet these competitive challenges, it is

essential to benefit from a proactive planning policy that mobilises all public and private institutional actors.

The role of the Tangier Urban Agency is to regulate and control the urban development of the city of Tangier and to coordinate the actions of the city's urban planning actors. The Tangier Urban Agency ensures respect for sustainable urban planning. The wilaya of Tangier is the territorial administration of the eastern region and has as its role the planning, monitoring and control of urban development projects. It can be said that the wilaya is the centre of the forms of involvement of the different actors in the urban planning of the city. The wilaya plays an important role in the implementation of public policies related to urban planning in general and sustainable urban development in particular, as it ensures the coherence of urban projects with territorial development policies.

In the same sense, the Ministry of Housing, Urbanism and Spatial Planning is responsible for developing national policies and strategies on housing, urbanism and spatial planning, to support and ensure the monitoring and control of urban projects, while coordinating between the different actors of urban development of the city. The role of the Ministry of Housing is very important as it oversees the coherence of urban development projects, real estate development and the objectives of the country's sustainable urban development policy.

The Ministry of Equipment, Transport and Water plays a central role in the sustainable urban development of the city of Tangier, as it oversees the management and implementation of a sustainable transport and mobility system (corridors, peripheral roads), a water supply and wastewater treatment system, a waste management system, sustainable equipment (green spaces, leisure areas, parks) and sustainable urban planning.

The Tanger Med Special Agency plays a leading role in spatial planning, with plans drawn up by design offices that are not disclosed to the public and that override municipal powers in spatial planning [39]. The agency's role is to develop industrial areas in Tangier by implementing sustainable planning, while ensuring the safety and cleanliness of these areas.

In the same side Tanger Med Special Agency through on the same side, Tanger Med Special Agency through Tanger Med Zones has for mission the development and development of the industrial platform of Tanger Med, which includes the business areas Tanger Free Zone, Tanger Automotive City, Renault Tanger Med, Tétouan Park and Tétouan Shore. Connectivity between the Tanger Free Zone and other areas will be ensured by the development of road and public transport infrastructure based on sustainable development concepts. The Tanger Med industrial platform is part of the territory of Tangier and is important for the people of Tangier as it provides employment opportunities and contributes to the economic development of the region. The creation of the Tanger Med Foundation in 2007 demonstrates the commitment of the Port of Tanger Med to the social development of its region, its principle being social support with a budget equivalent to 1% of the total investments of the Tanger Med Special Agency for a period of 5 years [39].

The role of the Société d'Aménagement du Port Tanger Ville is to manage and implement the project for the

redevelopment of the Port of Tanger City, which is located in the heart of the city of Tangier. In the same context, the Tangier Port Management Company is responsible for the management and operation of the port infrastructure, the realisation of the infrastructure, the port activities and the commercial development.

The port is based on a sustainable approach to its urban development through: recycling of demolition materials, recycling of dredging sand, environmental monitoring plan, water quality and sediment monitoring. The project also includes the construction of an ecological cable transport system linking the medina, the port and the development of public spaces and historical monuments in the old city of Tangier. The Agency for the Promotion and Economic and Social Development of the Northern Provinces also participates in the capital, the Development Company of the Port of Tanger City. The Tanger Med Special Agency and the Tangier Port Development Company play a leading role in the development of Tangier and are part of this sometimes-confusing association between the public and private sectors [40].

The Agency for the Promotion and Development of the North (APDN) plays a key role in the urban development of the city of Tangier and intervenes through several projects: urban studies, urban planning of roads, upgrading of basic infrastructure and equipment, development and creation of green spaces, increasing the supply of quality services in general, without forgetting the rehabilitation of the historical heritage and the preservation of the urban environment. The Agency for the Promotion and Development of the North is based on a participatory approach that takes into account the different actors of the city in its urban development programme in order to improve the quality of life of citizens, enhance the urban image of the city to accelerate the development process and strengthen basic infrastructure. Abdelmalek Essaadi University, for its part, is influencing the sustainable urban development of the Tangier area. Knowledge is important for urban development and decision-making in urban planning and management of cities, which are increasingly facing the challenges of sustainable development [41]. Associations have an important role to play in sustainable urban development that places citizens at the centre of priorities. By working with different stakeholders such as businesses, civil society and local authorities, associations can carry out different actions to promote sustainable urban development in the city of Tangier, such as: raising awareness and mobilising citizens in projects aimed at improving the quality of life of the inhabitants of Tangier. In addition to these stakeholders, there are other actors that influence the sustainable urban development of the city, which can be public, private or public-private partnerships.

IV. CONCLUSION

In Morocco, several policies have been put in place to promote sustainable urban development, including the National Coastal Plan, the Regional Land Use Plan, the Regional Land Use Plan, the Regional Development Plan, the Urban Development Master Plan and the Land Use Plans [27]. In the same context, several stakeholders are affected by these policies, which can lead to problems of dysfunction if this multiplicity is poorly managed. To

address this issue, it is necessary to synchronise actions and seek collective intelligence to catalyse efforts to achieve sustainable development goals. Tangier is faced with the need for a sustainable urban development strategy capable of meeting the expectations of stakeholders with very different backgrounds. It is essential to mobilise and liberalise their energies within the framework of an integrated and participatory urban management. For a participatory urban development strategy to be successful, it is necessary to ensure the responsible commitment of all the actors that have an impact on sustainable development.

REFERENCES

- [1] GAUTHIER, Mario. Urban planning and sustainable development. Introductory note. *Environnement Urbain/Urban Environment*, 2009, no Volume 3.
- [2] GUERMOND, Yves. Repenser l'urbanisme par le développement durable?. *Natures Sciences Sociétés*, 2006, vol. 14, no 1, p. 80-83.
- [3] MATHIEU, Nicole. Pour une construction interdisciplinaire du concept de milieu urbain durable. *Natures Sciences Sociétés*, 2006, vol. 14, no 4, p. 376-382.
- [4] DA CUNHA, Antonio. Enjeux du développement urbain durable: transformations urbaines, gestion des ressources et gouvernance. PPUR presses polytechniques, 2005.
- [5] LÉVY, Jacques. La ville est le développement durable. Métropolitiques [En ligne]. URL: <http://www.metropolitiques.eu/La-ville-est-le-developpement.html>, 2010.
- [6] DUBOIS-TAINE, Geneviève. La Ville émergente: constats pour renouveler les lignes d'action publiques. *Paris, PUCA*, 1998.
- [7] CASSAIGNE, Bertrand. La ville durable. *Projet*, 2009, no 1, p. 78-83.
- [8] MEDEIROS, Eduardo. Urban participatory planning approaches in capital cities: the Lisbon case. *European Planning Studies*, 2022, vol. 30, no 6, p. 1144-1161.
- [9] VERHAGE, Roelof et LEROY, Marie. Développement urbain durable: Comment apprendre des expériences d'écoquartiers?. *Géocarrefour*, 2014, vol. 89, no 4, p. 235-245.
- [10] HADJI, Mounir et PETRIȘOR, Alexandru-Ionuț. Planification des infrastructures urbaines vertes et les défis du développement urbain durable: une analyse littéraire. *Urbanism. Arhitectura. Constructii*, 2022, p. 63-70.
- [11] CASTELNOVO, Walter, MISURACA, Gianluca, et SAVOLDELLI, Alberto. Smart cities governance: The need for a holistic approach to assessing urban participatory policy making. *Social Science Computer Review*, 2016, vol. 34, no 6, p. 724-739.
- [12] GEEKIYANAGE, Devindi, FERNANDO, Terrence, et KERAMINIYAGE, Kaushal. Assessing the state of the art in community engagement for participatory decision-making in disaster risk-sensitive urban development. *International journal of disaster risk reduction*, 2020, vol. 51, p. 101847.
- [13] BRODACH, Ari et GOFFI, Mélanie. La politique de la ville: une trajectoire de développement urbain durable?. *Développement durable et territoires. Économie, géographie, politique, droit, sociologie*, 2005, no Dossier 4.
- [14] TOZZI, Pascal. Enjeux participatifs dans l'adaptation urbaine durable. Mises en perspectives d'opérations d'écoquartiers bordelais. *Sud-Ouest européen. Revue géographique des Pyrénées et du Sud-Ouest*, 2014, no 37, p. 105-116.
- [15] MEDEIROS, Eduardo. Urban participatory planning approaches in capital cities: the Lisbon case. *European Planning Studies*, 2022, vol. 30, no 6, p. 1144-1161.
- [16] ANSELL, Chris et GASH, Alison. Collaborative governance in theory and practice. *Journal of public administration research and theory*, 2008, vol. 18, no 4, p. 543-571.
- [17] YIN, Robert K. Case study research and Applications Design and methods. 2018.
- [18] BLEU, Plan. La mobilité urbaine dans l'agglomération de tanger: évolutions et perspectives. 2009.
- [19] ABAKOUY, Mostafa. Reconfiguration territoriale et innovation marketing: Illustration par le cas de la ville de Tanger. *du Maroc. FOCUS SUR TANGER: LÀ OÙ L'AFRIQUE ET L'EUROPE SE RENCONTRENT*, p. 151.
- [20] AUT, Note synthétique relative à l'intervention de l'agence urbaine de tanger « Requalification, mise à niveau urbaine et gouvernance locale », 2020. www.autanger.gov.ma
- [21] HCP, Monographie préfectorale de Tanger, 2022
- [22] DUBOIS-TAINE, Geneviève. La Ville émergente: constats pour renouveler les lignes d'action publiques. *Paris, PUCA*, 1998.
- [23] PIERMAY*, Jean-Luc. La frontière, un outil de projection au monde. Les mutations de Tanger (Maroc). *Espaces et sociétés*, 2009, no 3, p. 69-83.
- [24] AUT, Note synthétique relative à l'intervention de l'agence urbaine de tanger « Requalification, mise à niveau urbaine et gouvernance locale », www.autanger.gov.ma
- [25] ONU-Habitat, Planifier et configurer une mobilité urbaine plus durable : pistes pour les politiques publiques, rapport mondial sur les établissements humains, Édition Routledge, 2013.
- [26] CHAMPAGNE, Éric et NEGRON-POBLETE, Paula. La mobilité urbaine durable: du concept à la réalité. Avant-Propos. *Vertigo-la revue électronique en sciences de l'environnement*, 2012, no Hors-série 11.
- [27] CESE, Avis, la mobilité durable : Vers des moyens de transport durables et accessibles, 2021.
- [28] ROCHER, Laurence. Les contradictions de la gestion intégrée des déchets urbains: l'incinération entre valorisation énergétique et refus social. *Flux*, 2008, no 4, p. 22-29.
- [29] BAHERS, Jean-Baptiste, DURAND, Mathieu, et BERAUD, Hélène. Quelle territorialité pour l'économie circulaire? Interprétation des typologies de proximité dans la gestion des déchets. *Flux*, 2017, no 3, p. 129-141.
- [30] MANCEBO, François. La ville durable est-elle soluble dans le changement climatique?. *Environnement urbain*, 2011, vol. 5, p. 1-9.
- [31] GRENIER, Anne. Ville et énergie. Spécificité et complexité de la question en France. In : *Les annales de la recherche urbaine*. Persée-Portail des revues scientifiques en SHS, 2007, p. 128-136.
- [32] EMELIANOFF, Cyria. La ville durable: l'hypothèse d'un tournant urbanistique en Europe. *L'Information géographique*, 2007, vol. 71, no 3, p. 48-65.
- [33] OECD, Water and Cities: Ensuring Sustainable Futures, OECD Studies on Water, Éditions OECD, Paris, 2015.
- [34] TCHOBANOGLOUS, George, BURTON, Franklin L., STENSEL, H. David, et al. Metcalf & Eddy wastewater engineering: treatment and reuse. *International Edition. McGrawHill*, 2003, vol. 4, p. 361-411.
- [35] CARROLL, Archie B. et NÄSI, Juha. Understanding stakeholder thinking: Themes from a Finnish conference. *Business Ethics: A European Review*, 1997, vol. 6, no 1, p. 46-51.
- [36] Carroll A. B., Buchholtz A. K., Business and Society: Ethics and Stakeholder Management, South-Western Publishing, 4ème édition, Cincinnati, 2000.
- [37] CLARKSON, Max E. A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of management review*, 1995, vol. 20, no 1, p. 92-117.
- [38] MITCHELL, Ronald K., AGLE, Bradley R., et WOOD, Donna J. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of management review*, 1997, vol. 22, no 4, p. 853-886.
- [39] PLANEL*, Sabine. Mobilisations et immobilisme dans l'arrière-pays de Tanger-Med: Effet des contradictions de la réforme de l'État. *Revue Tiers Monde*, 2011, no 5, p. 189-206.
- [40] MAREÏ, Nora et WIPPEL, Steffen. Une perspective urbaine de la régionalisation du monde: Tanger, métropole (eur) africaine. *Belgeo. Revue belge de géographie*, 2020, no 4.
- [41] KUNZMANN, Klaus R. Préambule: «La place de la connaissance dans le développement urbain. *Universités et enjeux territoriaux: Une comparaison internationale de l'économie de la connaissance*, 2012, vol. 1379, p. 53.