

PRIZE WINNER - 2024 EDITION

Tangier City Port Area Reconversion

A project presented by:

Development Company for the Reconversion of Tangier City Port Area (SAPT SA)

Morocco







The Old Port of Tangier: Cradle of Legends, Crossroads of Worlds

In the heart of Tangier, where the waters of the Mediterranean meet the Atlantic, the old port stands as a silent witness to centuries gone by. This storied place, now in the midst of a radical redevelopment, is more than just a maritime space. It is a living memory, a gateway to the city's soul. Since ancient times, the port of Tangier has been a nexus of civilisations. Phoenicians, Romans, Arabs, Europeans... all walked its quays, bringing with them their languages, knowledge, architecture, and dreams. Through this port, empires first discovered Morocco, and through it Tangier opened up to the world, becoming a diplomatic, cosmopolitan, and deeply international city. A hub of trade, travel, and diplomacy, the port gave rise to legends and stories that shaped the collective imagination. From diplomats and writers in search of inspiration to sailors and adventurers, all left their mark on this city steeped in mystery and light. Today, as restoration work continues apace, the old port is reinventing itself while staying true to its past. It is set to become a modern, open space that honours its heritage, a place where history and the future come together in harmony. Balancing memory and modernity, with the redeveloped old port and the fast-growing Tangier Med, the city continues to fulfil its destiny as a crossroads between worlds. Tangier, city of a thousand faces, is reclaiming its ports as one might reclaim one's roots: with pride, vision, and poetry.

Dr. Metalsi Mohamed
Former Director of Cultural Initiatives - Institut du Monde Arabe, Paris
Former Dean of the Euromed Faculty of Humanities and Social Sciences, Fez
Consultant advising international institutions



INTERVIEW

Mohamed Ouanaya

CEO of SAPT - Tangier City Port

Highlights of the Reconversion Project of Tangier City Port Area

Conversation between Geraldine Knatz, Co-chairwoman responsible for the Grand Jury and Mohamed Ouanaya, CEO of SAPT - Tangier City Port



Geraldine KNATZ



Mohamed OUANAYA

Geraldine Knatz: **What does winning the AIVP Antoine Rufenacht Prize mean for your organisation and your city? What impact has it had?**

Mohamed Ouanaya: Receiving the AIVP Antoine Rufenacht Prize is a tremendous source of pride for Tangier City Port, for the City of Tangier, and for the Kingdom of Morocco as a whole. The award recognises the project as an outstanding example of city-port interface development. It celebrates not just the port project itself, but the wider ambitious vision championed by His Majesty King Mohammed VI to establish Tangier as a strategic crossroads between Africa and Europe, and a leading Mediterranean destination for cruise and leisure tourism.

The prize marks the culmination of more than a decade of hard work, innovation, and collaboration between Tangier's diverse community of stakeholders. Through this project, we aimed to breathe new life into a historic port area, transforming it into a model of sustainable, inclusive development that honours its heritage.

This award strengthens our resolve to continue building synergies between the port and the city, driving development that is sustainable, responsible, and innovative, and that puts citizens at the heart of everything we do. It also supports efforts to promote a blue economy aligned with the United Nations' 17 Sustainable Development Goals, forming a key pillar of AIVP's 2030 Agenda.



From left to right: Driss Benabad, Deputy Managing Director, SAPT - Tangier City Port, Liselotte Rufenacht, Carole Hein, Co-chairwoman responsible for the Expert Panel, Mohamed Ouanaya, Chief Executive Officer, SAPT - Tangier City Port, Geraldine Knatz, Co-chairwoman responsible for the Grand Jury

When you were developing the project, did you ever imagine it could become a model for other port cities? Since winning the award, have other cities reached out to learn more?

When we set out to redevelop Tangier City Port, we were fully aware of the positive impact it could have - not just on the city itself, but on the relationship between the port and its surroundings. Our goal was to bring new life to this iconic space, celebrate its historic heritage, and create an inclusive area that everyone could enjoy. Since joining AIVP in 2011, the relationship between the city and port has been at the heart of our thinking. The discussions, benchmarking exercises, and conferences organised by AIVP have been invaluable, helping us refine our approach and reinforcing our belief that other port cities could look to this project as a model.

Receiving international recognition through this award has been particularly rewarding, especially as it marks the first port redevelopment of this scale in the country. More

importantly, it effectively showcases the collective effort and commitment of all the stakeholders involved.

Since the project began, we've welcomed numerous delegations, experts, academics, diplomatic representatives, and officials from other port cities - all keen to learn from our approach. These exchanges have included site visits, institutional meetings, and the sharing of documentation. They have allowed us to reflect together on the challenges of transforming port areas into thriving urban spaces, and served to strengthen our conviction that ports can be powerful engines for sustainable development. Following the 17th AIVP World Conference in Tangier in May 2022, delegates from four continents came to visit the Tangier City Port complex.

Main components of the project



Tell us about the origins of your project and why it was necessary.

Once neglected with a fragmented economy, the city of Tangier embarked on a far-reaching transformation that began when His Majesty King Mohammed VI, May God Assist Him, came to the throne in 1999. An integrated strategic vision was adopted to establish Tangier and its surrounding region as an attractive, modern, and competitive socio-economic hub.

That vision led to major infrastructural and development projects, including the Tanger Med port complex, now a globally recognised logistics hub, as well as cutting-edge transport infrastructure, including high-speed rail, motorways, expressways, and more. Ambitious initiatives like Tanger Metropole, Tanger Tech, and Tanger Automotive City have further strengthened the city's appeal. At the same time, the regeneration of the Medina and the neighbourhood upgrades made have significantly improved residents' quality of life.

The Tangier City Port redevelopment project is part of a broader urban and economic transformation that began back in the early 2010s. The commissioning of Tanger Med made it possible to gradually relocate commercial activities away from the historic Tangier City Port, such as container traffic, TIR, bulk goods and passenger services. This in turn opened the way for an ambitious redevelopment project designed to reposition the city as a leading international destination for cruise and leisure tourism. To make this vision reality, SAPT deployed a comprehensive programme of studies and assembled a multidisciplinary team of internationally renowned experts. The decision also aligns with the 2030 National Port Strategy, which sets out strategic objectives to integrate environmental and urban priorities: Minimising the overall environmental impact of ports, for example by relocating certain traffic and flows to non-urban ports, and promoting tourism and recreational activities at ports.

Perspective view of the project



In your view, what is the most innovative feature of your project, in terms of design, implementation and outcomes?

The most innovative aspect of the Tangier City Port redevelopment is its integrated, multidimensional approach, balancing urban planning priorities with the need to ensure sustainability, attract tourists, and preserve and showcasing the city's existing heritage. The redevelopment has become a powerful symbol of Tangier's urban and economic renewal. By creating an open, accessible, well thought out space, it has effectively restored the connection between the city, the Medina, and the port.

The governance arrangements are also groundbreaking. Represented by various departments, the government handed responsibility for developing and implementing the project to SAPT, whose founding shareholders are the Hassan II Fund, the National Ports Agency, the Municipality of Tangier, and the Moroccan Agency for the Promotion and Development of the North. This structure shows how strongly public institutions have invested in shaping a project of lasting importance for the city.

The most striking change has been the removal of physical barriers between the city and its port, combined with the

protection of the historic seafront and the creation of spacious public areas including lively promenades, new squares, and extensive green spaces. The design makes full use of the city's topography, the bay and the Medina, bringing them together into a unique whole. Restoration has played a central role as well, with the city walls, gates and fortresses carefully rehabilitated to showcase Tangier's unique heritage.

On the environmental front, the project incorporates sustainable features such as solar panels to provide shade, the reuse of salvaged building materials, and responsible waste management. Going forward, a planned green maritime corridor between Tangier and Tarifa will strengthen ecological links across the Strait. Overall, the redevelopment embodies a holistic approach to urban growth. It supports cruise, ferry, and yacht tourism while also stimulating investment in real estate, hotel industry, culture, fishing, and events, and above all, restoring a strong connection between the city and its port.

View on the new port facilities



The Tangier project strikes a remarkable balance between tradition, culture, the economy and modernity. Can you tell us more about the design process and how these elements were considered when shaping the final plan?

The Tangier City Port redevelopment reflects a commitment to celebrating the local urban and maritime heritage, reconnecting the city with the sea, and seamlessly integrating the old Medina, the corniche, and the nearby historic districts.

Two essential priorities guided the project's design: the need to restore the city's access to the water, and to reconnect the port with the city, all while respecting the environment.

Our primary goal was to bring new life to an iconic space, showcase its rich heritage, and create an inclusive area that everyone could enjoy.

The design process drew on a series of strategic, urban, technical, environmental, and economic studies conducted by a multidisciplinary team of experts, including urban planners, architects, historians, archaeologists and representatives from civil society. Today, the project's impact on the city is tangible.

The €750 million redevelopment has delivered:

- Concrete economic and social benefits, giving a strong boost to inward investment and creating some 15,000 direct jobs, with additional indirect employment.
- New commercial spaces, enhancing local business activity and economic appeal.
- A diversified range of cultural, tourist, and event venues and services, expanding the city's capacity for leisure, culture, and large-scale events.
- Modern infrastructures, including a fishing port, marina, cultural and leisure spaces, and a ferry terminal.

Equally important is the preservation of cultural heritage. The project restored the historic city walls, gates and fortresses, showcased emblematic sites, and incorporated a business model and plan designed to ensure financial sustainability and long-term viability for investments. This structured strategic plan set out the parameters for each part of the project, determining its key features, the associated costs, and the timeline for completion.

View of the new fishing port and the administrative district



Can you describe the stakeholder consultation process you followed when planning and designing your project? Have the relationships forged during the planning phase continued to strengthen the ties between the city and the port?

The Tangier city-port redevelopment engaged stakeholders at every level, with consultation processes carefully designed for each aspect of the project. One of the biggest challenges was freeing up port land. To address this, the project team worked closely with companies from the former free-trade zone, which employed around 10,000 people, and received support to help them build modern industrial units. Financial assistance was also provided to occupants of the former seaside zone, including artisans, public scribes and port workers. Consultations with local fishing industry stakeholders ensured that the new port's design met their requirements, improving both working conditions and the handling and marketing of local products.

To grow local cruise and yachting activities, the team held regular meetings and working groups with local authorities and tourism industry representatives including maritime and travel agencies, tour operators and guide

associations. This collaborative approach ensured the value chain was built around these activities. A dedicated scientific committee, bringing together historians, archaeologists, architects, scenographers, and port representatives, guided the project's cultural vision. Their contribution ensured that the Medina's heritage was carefully preserved, while making the area more engaging and attractive. This inclusive approach helped build strong local support and created a smooth, harmonious connection between the port and the city.

That same spirit of active engagement and inclusion continues to shape events at the redeveloped site, which now plays host to a variety of sporting, cultural, and artistic events including GLOBE40, Ironman 70.3 Tangier, the Ibn Battuta Conference, the Charity Yacht Rally, the ILCA U21 World Championships, the Moroccan National Film Festival, and Tangier's Jazz Festival (Tanjazz).

View of the marina and its adjacent public spaces



With the benefit of hindsight, what lessons have you learned from the redevelopment of Tangier's city-port interface?

Looking back at the project, there are four key things that stand out.

1/ Stakeholder engagement is essential: a redevelopment on this scale cannot succeed without close consultation with all parties involved. Once isolated and difficult to access, the port is now fully integrated into the city. That success was made possible by an inclusive approach that took into account the relationships between each project component and its immediate environment.

2/ A flexible approach is best: unexpected challenges and technical, legal, and planning hurdles meant a great deal of flexibility was required. The plans had to be adjusted continually, to overcome issues with acquiring the land needed, adapt to external factors, and keep the project on track.

3/ The importance of effective ongoing management: Running the site demands constant attention, thoughtful planning, and organisational agility. Constant effort is needed to sustain a high standard of services, guarantee safety, adopt new technologies, and meet environmental requirements. This applies both to operators and to the company responsible for managing the port.

4/ A large-scale, long-term project calls for careful management of interfaces and protection of stakeholders: In order to successfully deliver a long-term project of this size, with a multitude of component parts deployed in stages, the interfaces between technical systems and stakeholders need to be managed very carefully. Smooth coordination and clear communication between all everyone involved are essential to maintaining consistency and keeping the project on track. This approach also serves to protect all stakeholders by anticipating risks and creating a safe, collaborative working environment throughout the project's lifecycle. These lessons underline how important agile governance, a collaborative approach, and a sustained commitment are to the success of such an ambitious urban redevelopment.

View of the marina and its adjacent public spaces



What are the next steps for strengthening city-port relations in Tangier?

This ambitious project, together with several major city-wide initiatives, has significantly boosted Tangier's appeal. The city is now Morocco's second-largest by population and economic importance, while also seeing a big rise in tourist numbers.

Several strategic initiatives are now underway to build up the synergies between Tangier and its port even further. A strategic study is being prepared to guide the development of Tangier City Port over the period 2026 to 2030. It reflects Tangier's goals of becoming an ever more attractive destination, focusing on sustainability, and integrating the city into the surrounding region. On the operational side, the port is pressing ahead with QSE certification, incorporating ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety), to ensure strong performance, safety and environmental standards. The digital transformation is also under way, with projects aimed at streamlining operations, making processes more transparent, enhancing the customer experience, and facilitating connections with economic stakeholders.

The cable car is part of the redevelopment plan. It will link the port with the Medina and the new city, making it

easier for cruise passengers, yachters, and residents to get around. In addition to providing a sustainable transport option, it will offer panoramic views of the Medina, the Kasbah, the Marina and Tangier Bay, adding to the city's tourist appeal. Construction has already started.

Meanwhile, the urban development is moving forward with a new 1,500-seat convention centre, two five-star hotels with a total of 1,200 rooms, and new retail and residential areas, all set within nearly 30 hectares of cohesively designed public spaces. The project is scheduled for completion in 2029, giving the port a new identity and making it more attractive. The promised "picture postcard" view will be in place in time for the 2030 World Cup, once the project is fully complete.

Last but not least, the port is looking at installing green power charging stations with a total capacity of 16 MW for cruise ships and large yachts, demonstrating its commitment to the energy transition and reducing CO2 emissions at berth.



TANGIER CITY PORT AREA RECONVERSION

Transforming a Historic Port Area into a Modern Multifunctional Center

Project Review

1 / Port Facilities

The redevelopment of the Tangier city port area has been accompanied by major investments in port infrastructure. A new fishing port was built to enhance local economic activity and fishermen's working conditions, while the existing quays were modernized to meet contemporary operational standards, particularly to accommodate cruise vessels. The passenger terminal was expanded and upgraded to improve connectivity and user experience. In parallel, the project included the development of a modern marina, a new harbor master's office, an administrative district, as well as a handicraft village. The historic mosque was rebuilt on its original site, at the entrance to the port, preserving its symbolic role as a city landmark. The handicraft village and the administrative district were developed outside the customs-controlled area to ensure accessibility and foster stronger interaction with the local community.

Before the project



After the project



- 1 Handcraft village
- 2 Mosque
- 3 Administrative district
- 4 Fishing port facilities
- 5 Maritime terminal
- 6 Marina



“For the city of Tangier, the redevelopment project represents a historic opportunity to reinvent its waterfront, showcase its port heritage, and provide its citizens with a modern, attractive environment in which to live.”

Mr. Adil Alaoui Hafidi
University professor in Tangier

Before the project



After the project



Before the project



After the project



Before the project



After the project





“The new fishing port has significantly improved working conditions for professionals, with its modern facilities designed to meet their needs. This major project has delivered notable economic and social benefits by supporting fisheries activities, promoting the seafood products market, and creating jobs locally. It has also strengthened value chains and helped organise the sector more effectively, driving socio-economic inclusion across the region.”

Mr. Allal Zerghani
Secretary-General of the Mediterranean Fisheries Chamber
Member of the Federation of Fisheries Chambers



The fishing port before the project

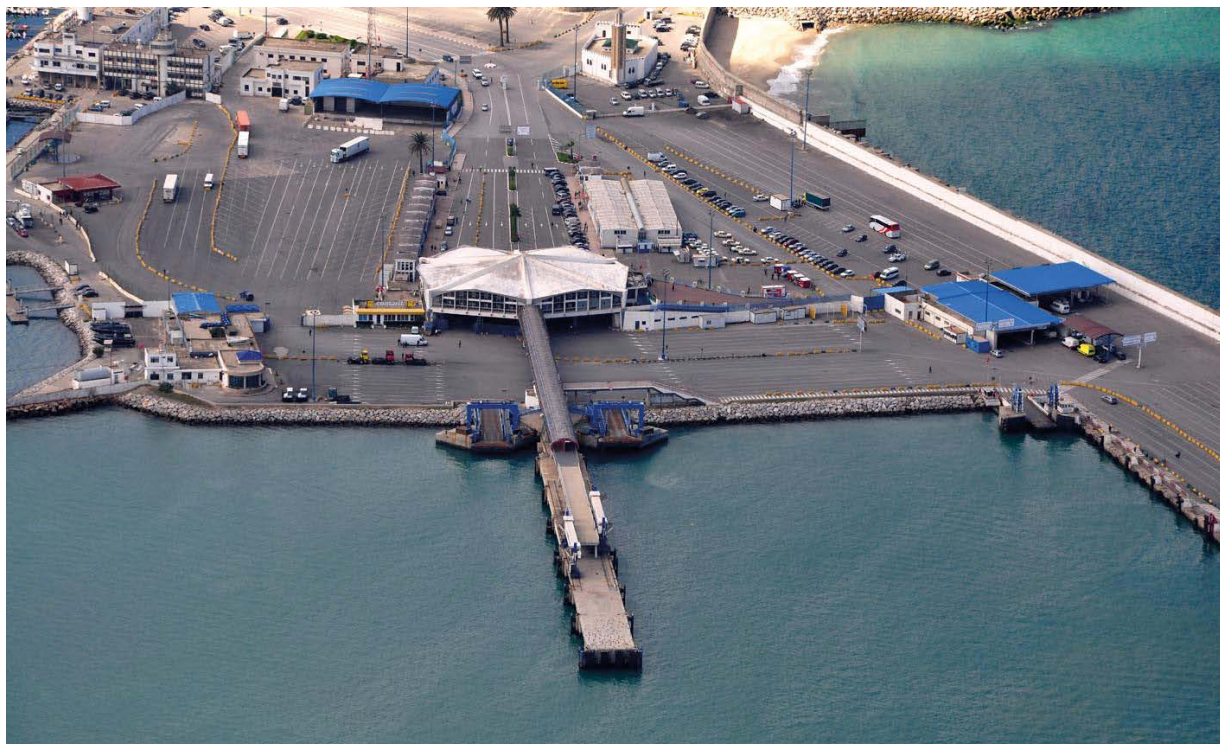
The fishing port after the project





“Tangier City Port has become much more than a piece of infrastructure: it opens onto the horizon, breathes life into the city, and serves as a meeting place where architecture comes together with Tangier’s maritime soul. We are proud to have played our humble part in this transformation.”

Diwane Architects, firm of architects



The ferry terminal before the project

The ferry terminal after the project: extention and modernization of the existing terminal, improvement of passenger reception conditions, connection to Tarifa, Spain, in 40 minutes.



The quay before the project



The quay after the project





“The Tangier City Port redevelopment has raised Morocco’s international standing while preserving the historic character of the port and the city. Tangier Marina is the living expression of that vision, connecting citizens with the sea and opening up new opportunities for the blue economy.”

Mr. Sabri Kamal
Economic operator in Morocco’s maritime industry / CEO of the Sesamarine Group

The marina before the project



The marina under construction

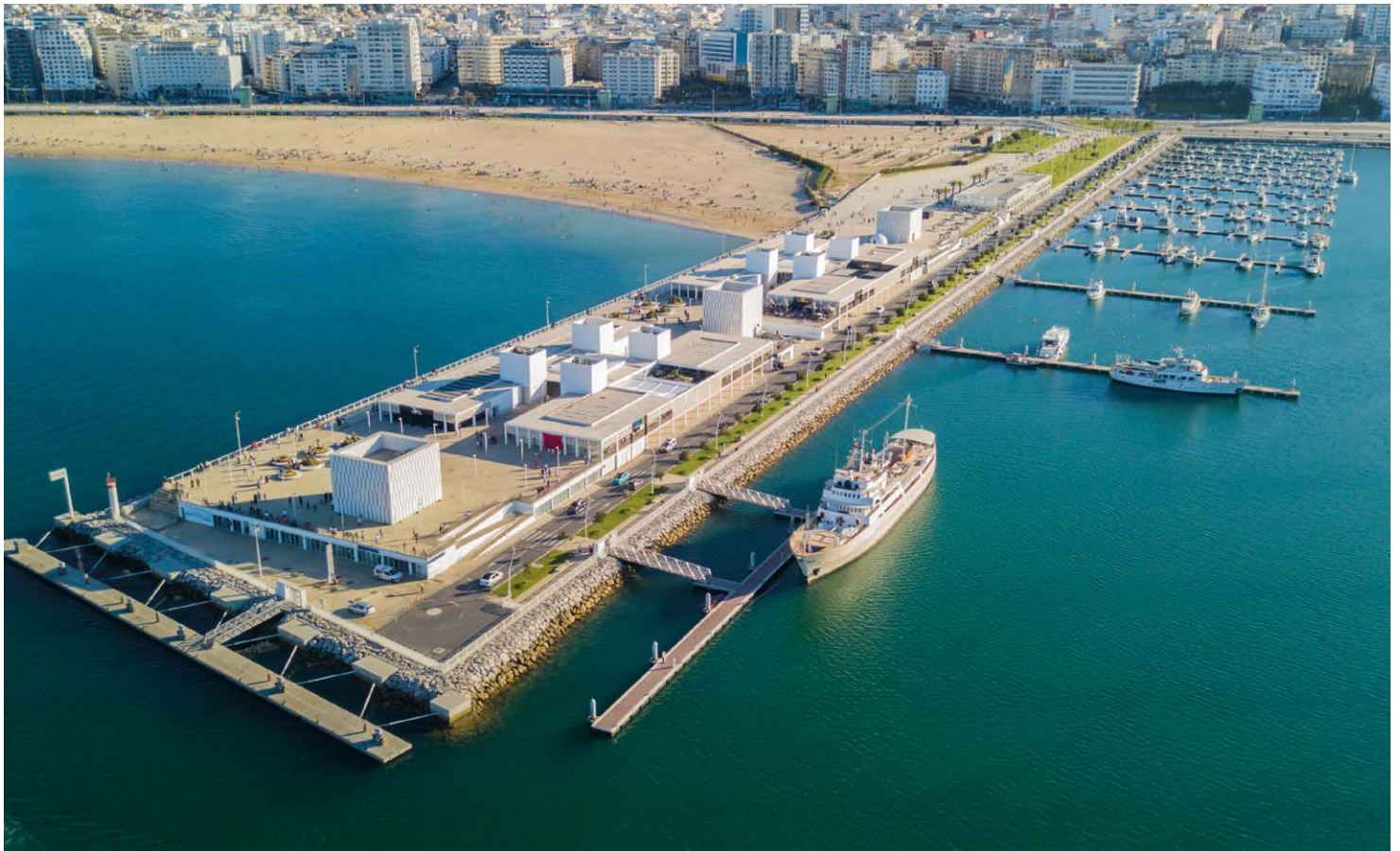


The marina after the project



The marina and the animation zone after the project

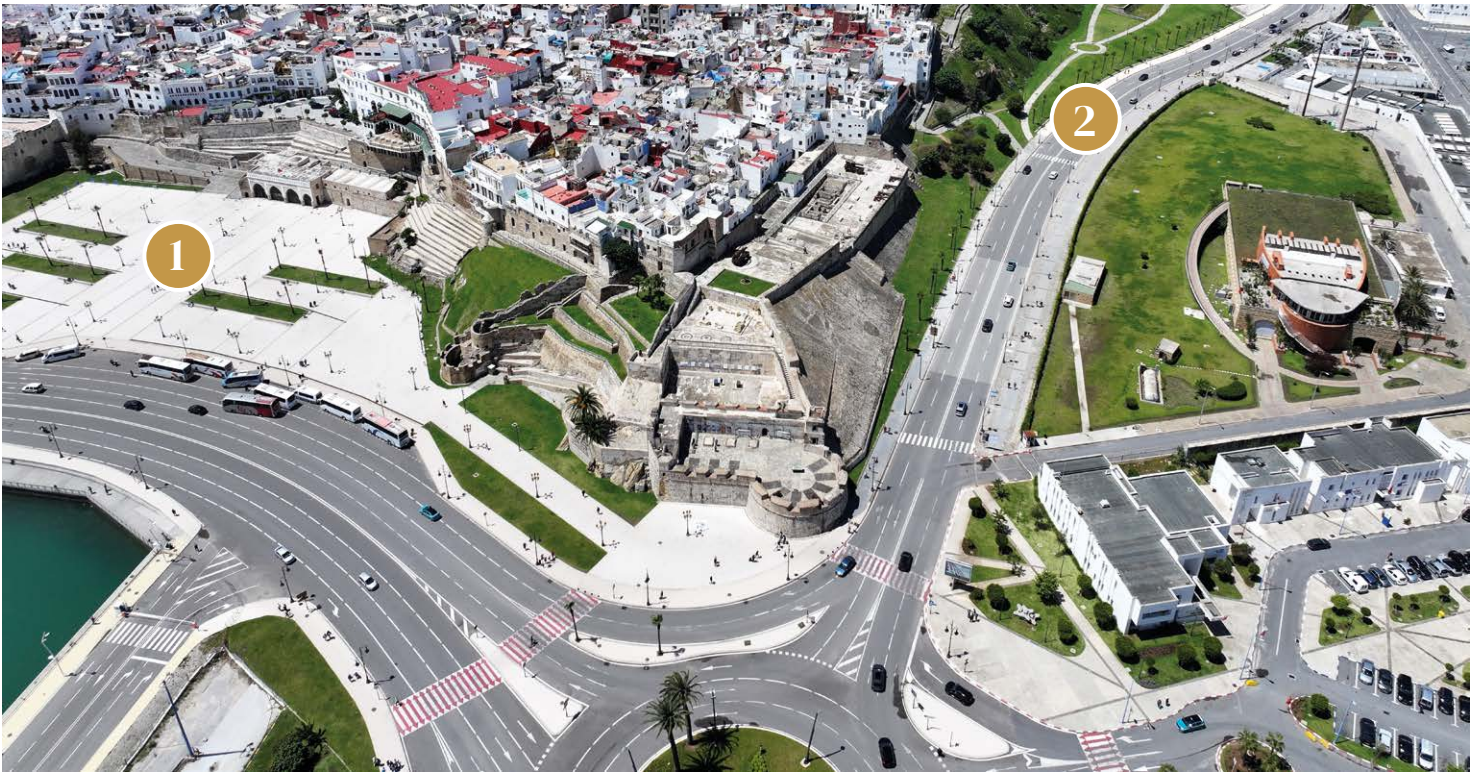
The construction of the marina has been complemented by the development of a lively animation zone, including cafés, restaurants, shops, and a yacht club. Together, these facilities create a vibrant meeting place at the heart of the marina, fostering conviviality and enhancing the attractiveness of the waterfront.



2 / Public Spaces

The redevelopment of port infrastructures has enabled a complete transformation of public spaces along the city-port interface and the waterfront. This includes a reorganization of the traffic plan to improve flows to and from the fishing port and the passenger terminal, as well as the creation of esplanades and pedestrian promenades on areas formerly occupied by port facilities.

View of the Place Bab el Marsa, Borj Dar El Baroud, and the new infrastructure road



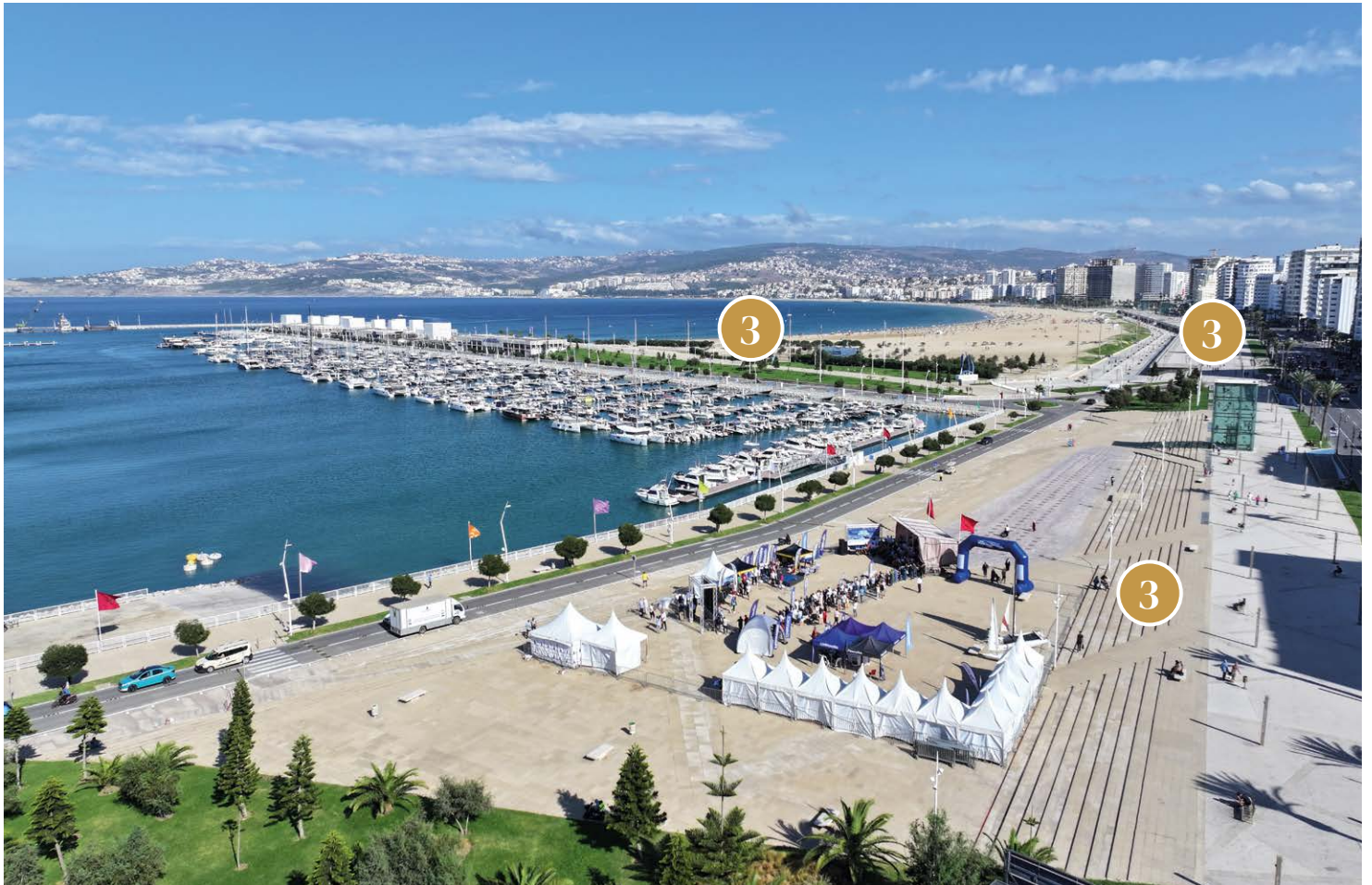
1

Public spaces

2

Road belt

View of the new public spaces and the marina promenade designed to host events



3 Public spaces and waterfront promenade

The place Bab El Marsa before the project

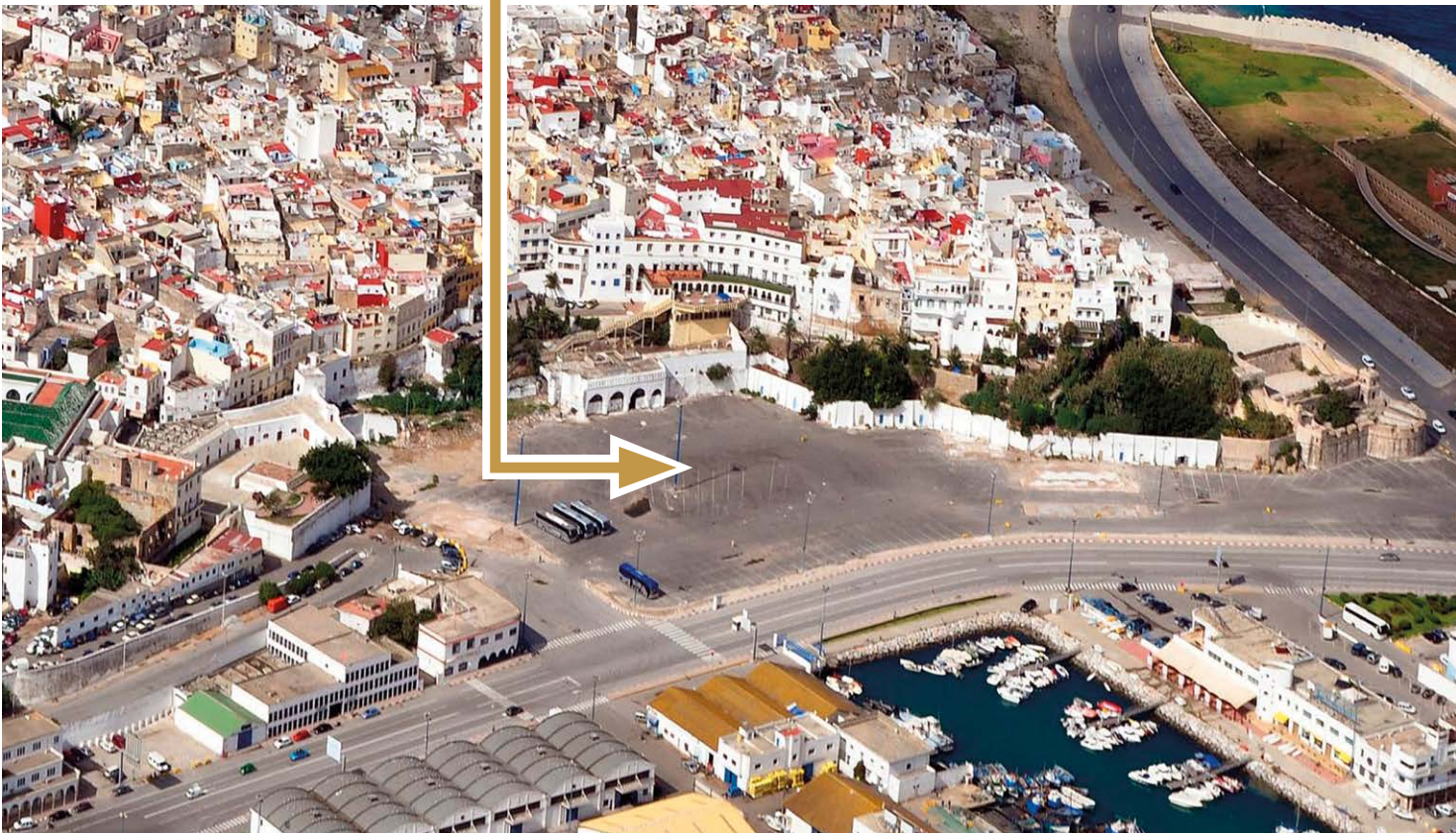


The place Bab El Marsa after the project





The place Bab El Marsa before the project



The place Bab El Marsa after the project



The Port-City Interface, a Driving Force Behind Tangier's Vitality and Influence

View of the marina and Mohamed VI Avenue: a strategic location in the heart of the port



View of the new public spaces between the marina and Tangier's beach





“From its inception, the redevelopment project has been an extraordinary human and professional journey. It is social, inclusive, and multidimensional in nature, encompassing yachting, cruise tourism, ferry transport, fishing, real estate, and cultural and religious activities. So it was an opportunity to engage with complex challenges and collaborate with a wide range of stakeholders.

That immersive experience gave me a comprehensive and rewarding perspective, reflecting a decade of innovation, collective effort, and synergy between all of the different parties involved.”

Mr. Driss Benabad

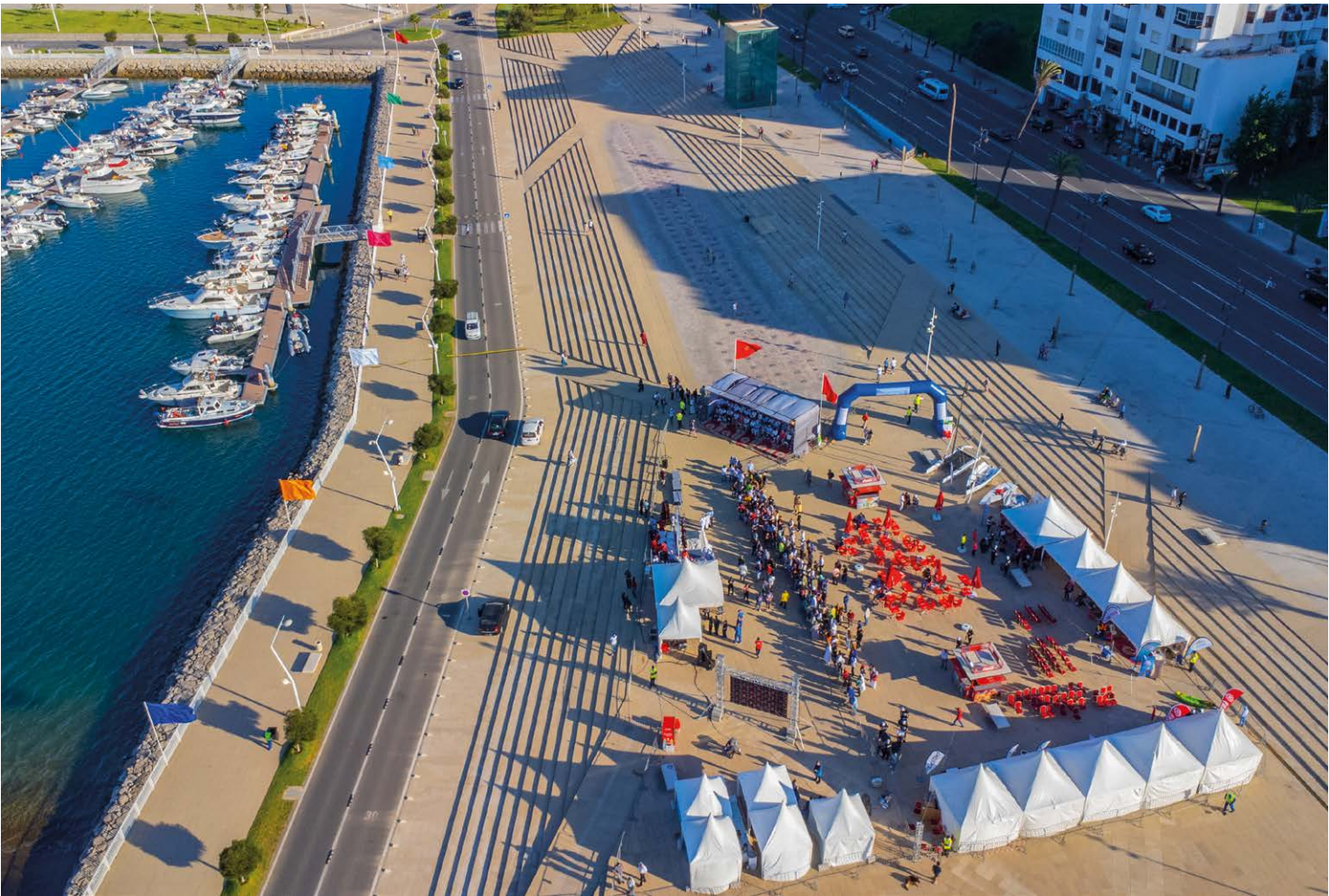
Deputy Managing Director, SAPT - Tangier City Port

“As a global, cosmopolitan city steeped in history, Tangier deserved a project worthy of its identity and status. The transformation of its waterfront perfectly illustrates that. The project, ambitious, coherent, and carefully coordinated, has ensured that the city once again has an exceptional space for living and working, in total harmony with its multifaceted character. It represents more than just an urban development: it is the result of unwavering commitment, meticulous work on the ground, and a vision carefully honed over time. It reflects our collective ability to dream big and turn a shared ambition into reality.”

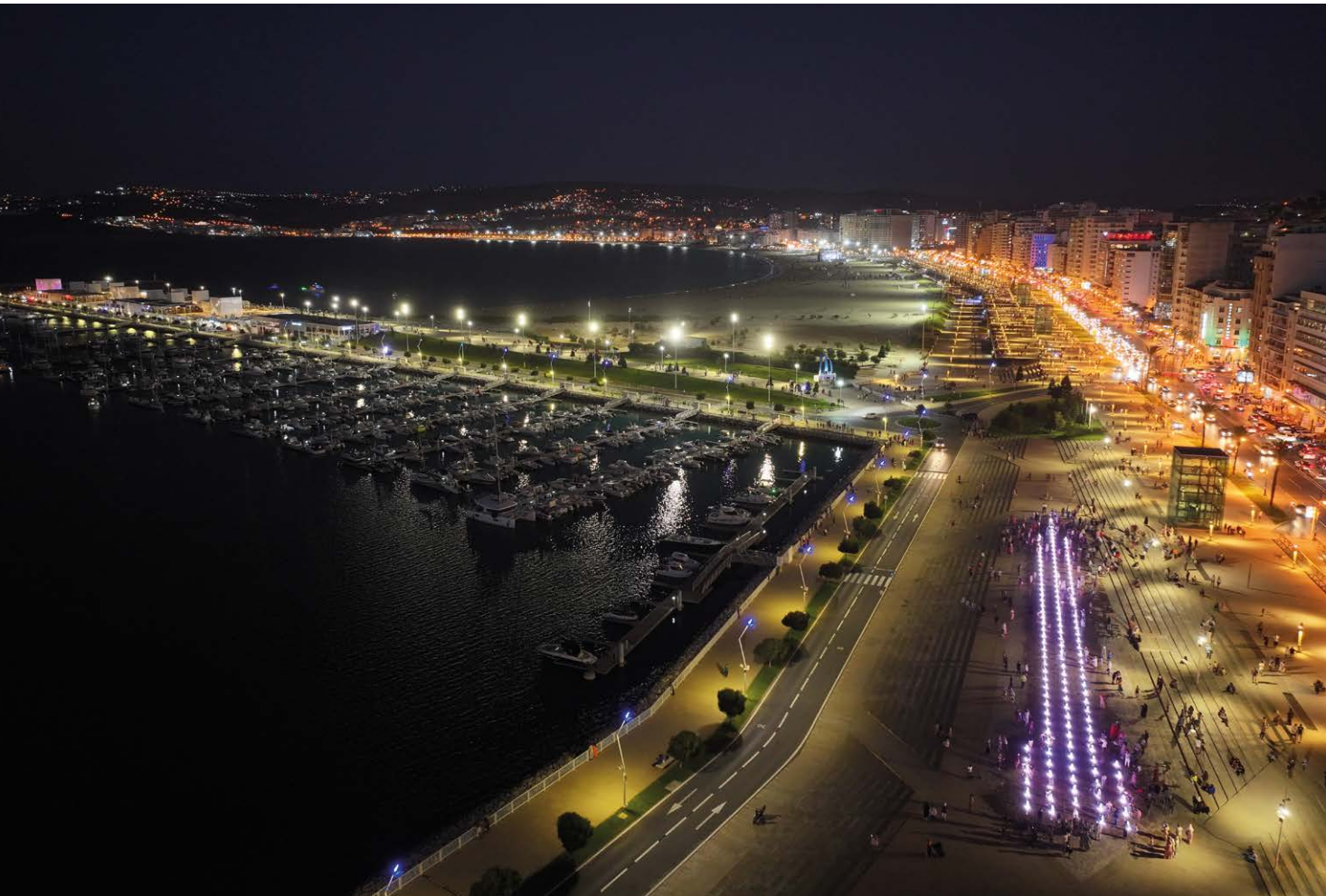
Mr. Kamal Din Aamraoui

Chief Executive, SGPTV Tangier City Port

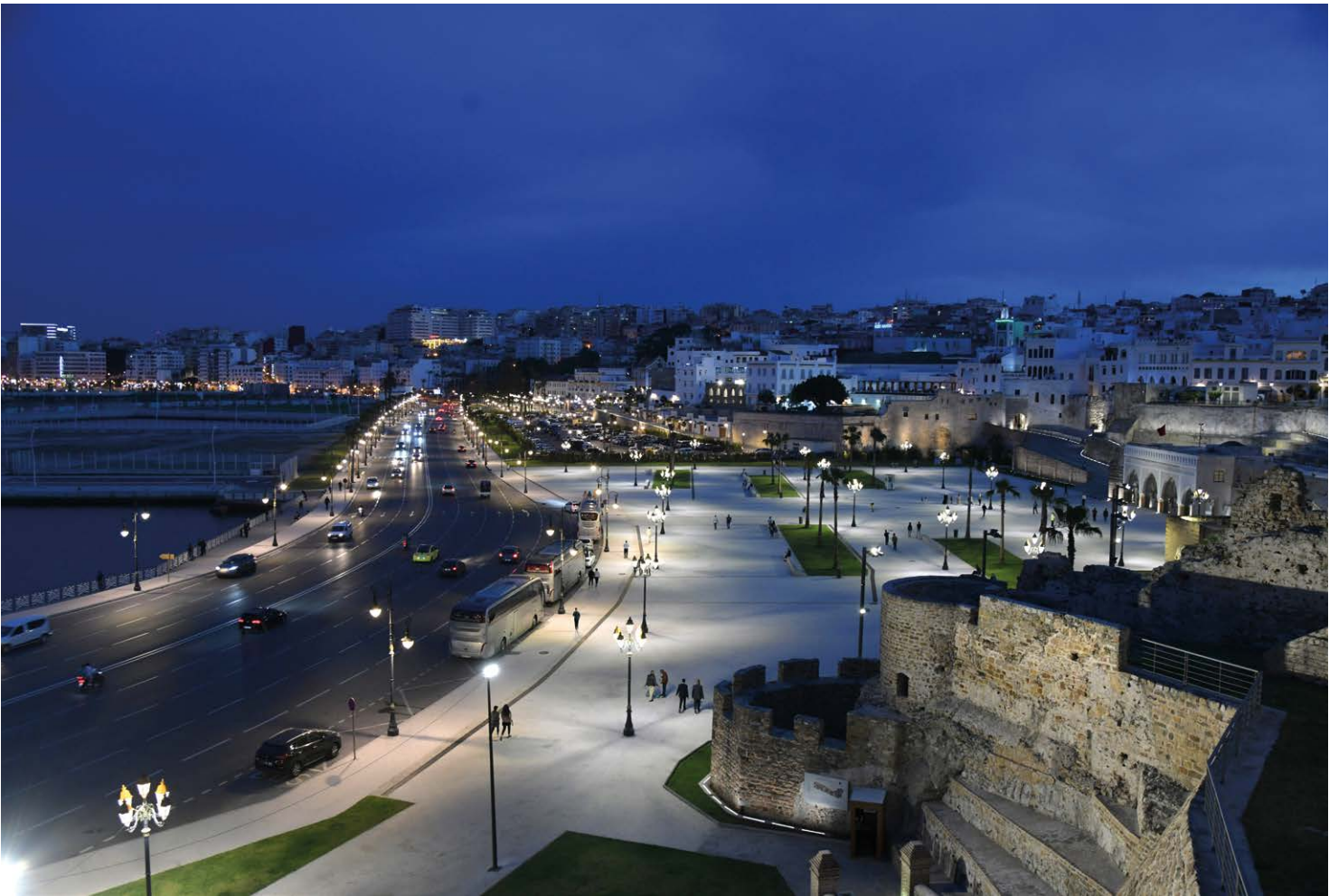
The esplanade in front of the marina



The marina and the waterfront after the project



The place Bab El Marsa after the project



3 / Cultural Components

The redevelopment project of Tangier city port area has been accompanied by a reappropriation of its historical heritage and maritime history through major cultural initiatives, including the renovation of the medina walls and fortifications, the creation of an exhibition space, and the transformation of the former customs building into a Port Center.



1 Port center

2 Tangier Fortifications Interpretation Center - Borj Dar El Baroud

3 Medina's walls, ramparts



Tangier Fortifications Interpretation Center Borj Dar El Baroud - before the project



After the project



Tangier Fortifications Interpretation Center Borj Dar El Baroud - before the project



After the project



Borj En-Nâam: exhibition space dedicated to the memory of Ibn Battouta, Moroccan explorer - before the project



Borj En-Nâam: exhibition space dedicated to the memory of Ibn Battouta, Moroccan explorer - after the project



Borj En-Nâam: Exhibition center dedicated to the memory of Ibn Battouta, Moroccan explorer - before the project



Borj En-Nâam: Exhibition center dedicated to the memory of Ibn Battouta, Moroccan explorer - after the project



Borj En-Nâam: exhibition center dedicated to the memory of Ibn Battouta, Moroccan explorer - after the project



Borj En-Nâam: exhibition center dedicated to the memory of Ibn Battouta, Moroccan explorer - after the project



The Medina's wall before the project



After the project: restoration of 2km of wall, ramparts, borjs, gates, landmarks, and public spaces adjacent to the Medina





“It was a living dialogue with time from the very dawn of the Tangier City Port redevelopment, an experience in which I was honoured to help showcase the historic site and its military elements, the walls, keeps, batteries, and bunkers that stand as guardians of the past and witnesses to bygone ages. The work was carried out with reverence and rigour, each restored fragment telling its own story, and every rediscovered aspect seeming to echo across the centuries. My personal contribution was inspired by my deep passion for this heritage, drawing on a combination of ancestral expertise and traditional restoration techniques to preserve Tangier’s soul. Each careful, precise gesture helped breathe new life into this long-forgotten wall, an emblematic symbol of an identity forever anchored in the Atlantic waves and the Mediterranean light.”

Mr. Mohamed Al Jattari
Archaeologist and Restorer

“This project transforms Tangier’s port heritage into a driver of urban, cultural, and tourist development for future generations.”

Mr. Ahmed Bennani
President of the Royal Yacht Club of Tangier (RYCT)

The ramparts after the project



The customs building before the project



The customs building transformed into a Port Center (Port Center Bab Diouana) - after the project



Exhibition at the Port Center Bab Diouana



Exhibition at the Port Center Bab Diouana



4 / Reconnecting the Citizens with their Port

View of the medina and Bab El Marsa from the sea





“The redevelopment of the Tangier City port district is a major strategic initiative with international significance. By combining heritage, hospitality, and modernity, the project aims to reposition Tangier as a leading Mediterranean metropolis. It will strengthen the city’s image in key source markets, diversify its tourism offering, and provide fresh impetus for local development. Thanks to SAPT’s efforts, this ambitious project enhances Tangier’s appeal and reinforces its status as a crucial hub connecting Africa, Europe, and the wider world.”

Ms. Mouna Loukili
Provincial Delegate of the Ministry of Tourism, Tangier

View of the port from the medina



View of the fishing port from Borj Dar El Baroud



View of the port from Bab El Bahr, the iconic gate of the medina



Panoramic view of the ferry terminal, the shipyard, and the mosque from Borj Dar El Baroud



Panoramic view of the Tangier bay and the marina



The Globe 40 race: gala evening on the terraces of Borj En-Nâam



The Globe 40 race



Art Explora Festival including its museum ship



International Sport Fishing Competition in the Strait of Tangier



Ironman 70.3 Tangier



Ironman 70.3 Tangier



Tangier Jazz Festival - Tanjazz



Tangier Run Women



5 / A New Waterfront District Underdevelopment

The redevelopment project of Tangier city port area has been accompanied by a reappropriation of its historical heritage and maritime history through major cultural initiatives, including the renovation of the medina walls and fortifications, the creation of an exhibition space, and the transformation of the former customs building into a Port Center.

Perspective view of the urban component



- 1 Residential component
- 2 Shops and services
- 3 Tourism component
- 4 Convention center

Perspective view of the urban component: shopping center, hotels, convention center, residential housing



Completed residential area and shops



Ongoing construction work: 5-star hotel, residential, and commercial buildings



What Tangier's People Say About the Project

"SAPT winning the AIVP Prize for the Tangier port redevelopment is a remarkable recognition of how the port has been successfully reconciled with the city and its people, paving the way for its future growth."

Mr. Rachid Taferssiti

Historian, President of the association Al Boughaz in Tangier

"Working on Tangier's fishing port was a unique and exhilarating experience. The port was built on land reclaimed from the sea, which presented real technical and organisational challenges. Located right next to Tangier's main seaport, it forms the first impression of the city, so we focused on creating an innovative and welcoming image. Every challenge, from managing the reclamation fill materials to adding modern facilities suited to fishermen, made us even more excited and proud to see this ambitious project take shape and reach completion."

Mr. Reda Tazi

Architect responsible for designing the Fishing Port

"The SAPT has been instrumental in the evolution of Tangier from a city known to many but visited by few into a vibrant, internationally appealing destination. As a museum director, I am especially impressed by the SAPT's thoughtful stewardship of historical sites and their successful transformation into dynamic and engaging interpretive centres."

Ms. Jennifer Rasamimanana

Executive Director, Tangier American Legation Museum (former USA Consul General)

"As a committed partner, we fully support the redevelopment of the Port of Tangier—a visionary and transformative initiative. This project is part of an ambitious urban and tourism development strategy aimed at repositioning Tangier among the leading Mediterranean cities. It will establish the port as a centre of excellence for yachting and cruise tourism, enhancing the city's appeal and global visibility. By revitalizing the waterfront, Tangier will strengthen its cultural and economic potential, becoming a key destination for international visitors and investors alike."

Mr. Mohamed Jalili Idrissi

Head of Operations, EagleHills Morocco (in charge of the real estate component of the project)

"Once an integral part of Tangier's economy, urban and cultural life, the port became isolated in the 20th century as it expanded with a series of new developments. Today, thanks to the redevelopment project, it has been restored to its rightful place at the heart of the city. The restoration of the old customs building exemplifies this revival, though it is just one part of the overall project. This success has been driven by the King's strong support and the unwavering commitment of local stakeholders and Société d'Aménagement de la Zone Portuaire de Tanger Ville."

Mr. Ahmed Etalhi

Expert in environmental issues, development, and Islamic architecture

"The Tangier City Port redevelopment project began as a shared dream, driven by the strength of a united team. Though there were obstacles and challenges along the way, a combination of commitment, collaboration, and perseverance cleared the path to success. The removal of the port fences and walls was a watershed moment, as the port opened up to the city and reconnected with its people, becoming a space for living and coming together, and a source of shared pride."

Mr. Abdelouahed Kabraoui

Senior pilot and director of the marine division

"A major and visionary project, the Tangier City Port redevelopment is part of an ambitious drive to transform the city's urban and tourist landscape, aiming to reposition Tangier as one of the Mediterranean's foremost port cities. Now a multi-purpose port complex, its sustainable development actively extends the city's international reach, while showcasing its heritage, maritime identity, economic potential, and the connection between the city and its port."

Mr. Jamil Ouazzani

Marketing and Strategic Intelligence Director, SAPT - Tangier City Port

"The Tangier City Port redevelopment is a model of sustainable transformation, turning the old port into a hub for tourism, culture, and economic activity. By refocusing on yachting, tourism, and modernised fishing, it has stimulated the local economy and showcased the city's heritage by converting warehouses into cultural spaces. The adoption of eco-friendly solutions like LED lighting, water management, greening, and soft mobility illustrates Tangier's commitment to a harmonious urban transition."

Mr. Tarik Chahi

Head of Infrastructures and Facilities, SAPT - Tangier City Port

"From the very start of the redevelopment project, I was closely involved with the process of modernising Tangier City Port, reinventing the city-port interface, and showcasing the local heritage. That collective success has transformed the port into a model of openness and sustainability. My passion for digital technology later took me to the IT department, where I oversee the security and quality of digital services while guiding teams toward smart and sustainable port governance."

Mr. Hicham Kersit

IT Director, SAPT - Tangier City Port

"Being part of the Tangier City port district redevelopment, particularly restoring and celebrating the Medina's historic and cultural heritage, was both a big challenge and a highly rewarding experience for me. This ambitious project is key to the growth of local tourism, and has strengthened the connection between the city and its port while preserving Tangier's unique identity. It represents a harmonious and sustainable transformation that delivers real benefits for the city."

Mr. Rachid Bouya

Project Manager, SAPT - Tangier City Port

"The Tangier City Port redevelopment has brought the sea back to the city and strengthened the connection between the port and the city. It has created numerous direct and indirect jobs while boosting tourism and the local economy. The transformation has made Tangier a major hub for tourism, culture, and commerce, offering renewed appeal to residents, visitors, and investors alike."

Mr. Rachid Hajoui

Marina Director, SAPT - Tangier City Port

The reconversion of Tangier City Port symbolizes an urban and economic renaissance, where history meets modernity to create a dynamic and sustainable space, redefining the relationship between the city and the port.



Mohamed Ouanaya, CEO of Tangier City Port, and Driss Benabad, Deputy Managing Director, receiving the trophy of the 2024 edition of the AIVP Prize Antoine Rufenacht



From left to right: Carole Hein, Co-chairwoman responsible for the Expert Panel, Édouard Philippe, AIVP President Fabrice Loher, French Ministry of the Sea, Driss Benabad, Deputy Managing Director, SAPT - Tangier City Port, Mohamed Ouanaya, Chief Executive Officer, SAPT - Tangier City Port, Hugo Espírito Santo, Secretary of State for Infrastructure, Geraldine Knatz, Co-chairwoman responsible for the Grand Jury



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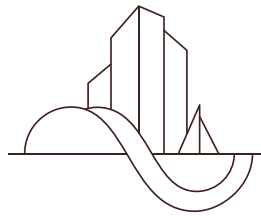


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