The Territorial Planning Process of the Fez-Meknes Region from a Gender Perspective: An Exploratory Study

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Abstract: Since 2015, Morocco has become aware of the imperative to integrate the gender dimension into the territorial planning process. In this context, the region, as a key actor in territorial management, is called upon to take into account the gender approach during the elaboration of its Regional Development Programme (RDP) as a planning tool in accordance with Law 111-14 concerning regions in Morocco. This article aims to understand how the gender approach is integrated by stakeholders in the process of drawing up the RDP by analysing the specific interests and needs of women and men. Analysis of the various phases of the RDP elaboration process from a gender perspective, including preparation, diagnosis, strategic vision, action planning, budgeting, and finally, the implementation and monitoring-evaluation phase, led us to adopt a qualitative methodology. This approach was implemented through the mobilization of a single case study focusing on the RDP of the Fes-Meknes region for the period 2016-2021. Consequently, we conducted semi-structured interviews with a sample of 15 key informants directly involved in the elaboration of the RDP at its different stages. The results indicate that little account is taken of the specific needs of women at all stages of the process, from preparation to implementation and monitoring-evaluation. This is due to several factors, including the scarcity of sex-disaggregated data at the regional level, the ambiguity of the new legal text on the concept of gender and its integration into the RDP, the ineffectiveness of organizational mechanisms related to gender issues, the lack of knowledge and tools for gender-sensitive planning, as well as the weakness of the 'gender culture' among members of the regional council (RC).

Keywords: Gender Approach, Planning Process, Territorial Planning, Regional Development Programme RDP

1. General Introduction

In Morocco, in light of global trends, we are witnessing an increasingly growing awareness of the impact of gender-based inequalities on the country’s economic and social development process. In response to this situation, several legal reforms have been implemented, reflecting a strong commitment to addressing gender-based inequalities across various development sectors. Among the key reforms, it is worth highlighting that the 2011 Constitution instituted the principle of equality between men and women, more specifically in Article 19, which stipulates: «The Moroccan State shall work to achieve parity between men and women. To this end, an Authority for parity and the fight against all forms of discrimination shall be created » (art. 19).

In the same vein of reforms, it is worth noting that Morocco has integrated the gender approach as an essential strategy for developing its public policies, with the aim of responding effectively to the needs of women and men (CEBSG, 2018). This is one of the most effective measures that can be put in place to prevent inequalities between women and men and respond effectively to their needs. Although progress has been made at national level, it remains limited to a few sectors, despite their shortcomings.

In line with the reforms undertaken by Morocco, the territorial level, in the light of the decentralization process begun in the 1980s and continuing to the present day, is now the framework for the effective deployment of national strategies for inclusive and sustainable development. Since then, local authorities, seen as key players in territorial management, have gradually been given powers of their own, shared with the State and transferred (Title II of Law 111-14), enabling them to respond better to the needs of women and men. Moreover, it is only since 2015, with the adoption of the new territorial governance model known as ‘Advanced Regionalisation’ (art.1 of the 2011 Constitution), that the regions, in collaboration with the other local authorities (provinces/municipalities and communes), have been called upon to draw up their development programmes incorporating a gender perspective. However, it should be stressed that planning in general, as well as gender-sensitive planning, are still new practices in local authorities, particularly at regional level, introduced with the new organic law 111-14 dedicated to the regions.

To date, there has been limited scholarly inquiry into the integration of the gender approach within regional development programmes in Morocco. To fill this research gap, we are committed to developing a theoretical framework resulting from an in-depth literature review based on the gender and development approach. This approach aims to understand how the gender perspective is integrated across the board throughout the planning process, drawing on the Harvard model of strategic business planning. This model, which defines
strategic planning as necessary to define the company's strategic positioning, was the first to be put into practice by private companies in the early 1960s and adopted in the field of public action in the 1970s (Paul, 1993). This new type of public action management is also defined in the book by Olsen and Eadie (1982) entitled 'The Game Plan, Governance with Freefight', where strategic planning is presented as "a disciplined effort to guide the fundamental decision-making of communities and public organizations" (Olsen & Eadie, 1982). The aim of this study is to analyze the RDP of the Fés-Méknes region, taking into account its particular context and gender sensitivity.

2. Theoretical Background

Since its introduction in the 1970s, it has been clear that there is a gap in the definition of the concept of gender. The concept has been the subject of ongoing controversy and debate among theorists, practitioners and specialists in the field of gender studies. If, for some, the term "gender" is a substitute for the word 'women', for others it is interwoven with social relations, based on the idea that the unequal distribution of resources, responsibilities and power between women and men results from these "sex social relations" (Berni, Reveillard, Chauvin, & Jaunit, 2012). While for others, the term "gender" reflects the roles culturally and socially assigned to women and men. The concept first appeared in the famous 1972 book by Anglo-Saxon sociologist Ann Oakley, referring to socially constructed notions of feminine and masculine sex, as well as to a process of interdependent and complementary hierarchical construction between men and women (Oakley, 1972).

The introduction of this new concept challenged previous approaches to development, such as the 'women and development' approach, followed by the 'women in development' approach (J. Bisilliit, 2000). For the first current, women were long considered an absent category in the development models supported by Northern donor countries during the first decades of the Cold War (Wilson, 2015). In contrast, advocates of the 'gender and development' approach believe that the analysis of women's situation cannot be done in isolation, but must be put in relation to that of men, given that the relationship between the two sexes is based on unequal power. In other words, this approach aims to identify power relationships, institutions and social practices in order to promote women's empowerment, taking into account inequalities in all development sectors (Degrave, 2011).

This is what development specialists call planning from a gendered perspective, as Claudy Voué has pointed out: "relations and inequalities between women and men are influenced by all kinds of unplanned events and processes" (Vouhé, 2001). This is what development specialists call planning from a gendered perspective, as Claudy Voué has pointed out: "relations and inequalities between women and men are influenced by all kinds of unplanned events and processes" (ibid). On the other hand, Bisilliit (1996) has pointed out that changes in gender relations are often the result of gender-blind policy interventions or programs, which affect women's and men's roles as well as their access to and control over resources in the private and public spheres (Bisilliit, 1996).

In short, gender planning means defining development problems and priorities in a given context, such as at regional level, identifying the specific needs and constraints of different groups, formulating objectives and strategies, allocating resources, monitoring implementation and evaluating impact (Vouhé, 2001). According to Claudy Voué, a "gender intervention" or "gender-sensitive intervention" will consciously seek to reduce inequalities between women and men, or at least not to increase them (ibid). Taking this approach into account in the planning process involves several stages and the use of various tools. Several analytical frameworks have been developed, such as the Harvard framework, the Longwe framework, etc. (Candia, Ines, & Maitrayee, 1999), with the aim of influencing planners' intentions with regard to traditional gender-blind planning.

In Morocco, taking the gender approach into account in the various territorial development projects has become a legal requirement, as we have already pointed out. Several pieces of legislation require local authorities, particularly the region, to integrate this approach when drawing up their RDPs.

According to Law 111-14 on the regions and Decree no. 2-16-299 of 29 June 2016 laying down the procedure for drawing up the RDP, "the regional development programme is the reference document used to document the projects and actions scheduled or planned to be carried out in the region with a view to promoting integrated and sustainable development, in particular improving the region's territorial area and strengthening its economic competitiveness" (Art.2). The RDP is the reference document for programming projects and activities falling within the remit of the region. It is drawn up during the first year of the Regional Council's term of office and sets out, for a period of six years, the development actions that the region intends to carry out within its territory (DGCT & TARGA, 2022).
In the same vein, Law 111-14 requires that the development of the RDP should take into account the gender dimension throughout the process, as an upstream planning approach to make the programme more gender-sensitive (Art. 83), and that the region should take into account the gender aspect when setting the objectives of the projects included in the budget and when defining the quantified indicators for measuring the expected results (Art. 171).

Drawing upon the literature on gender approach and planning, as well as the territorial planning process, particularly the RDP as a regional planning tool, we will develop, in the figure below, a conceptual model integrating the gender approach across all phases of RDP development, from preparation to implementation and monitoring-evaluation.

![Conceptual Framework of the Planning Process from a Gender Perspective](image)

**Figure 1: conceptual framework of the planning process from a gender perspective (authors)**

### 3. Methodology

To carry out this research, we have chosen a qualitative methodology, considering this approach to be the most suitable for gaining an in-depth understanding of the territorial planning process, as a complex phenomenon involving multiple stakeholders. This approach will enable us to gather a variety of perspectives and experiences from the actors involved in the planning process, which will enrich our understanding of the dynamics at play. The case method lends itself particularly well to the analysis of the planning process from a gender perspective, as it aims to grasp how a system works, to deal with contemporary phenomena in their context, and to mobilize various sources of data (Yin, 2009).

In this study, we will use a longitudinal single-case approach to analyze how gender mainstreaming in the RDP planning process evolves over a five-year period, from 2016 to 2021. This approach will enable us to observe changes and trends over time, providing valuable information on the impact of policies and interventions on gender equality. In addition to interviews with key stakeholders, we have also relied on a desk review of key documents relating to the development of the RDP, in order to complete our understanding of the planning process. Before proceeding with the thematic content analysis, the recorded interviews were transcribed onto more than 130 pages and coded using Excel, thus ensuring a rigorous and in-depth analysis of the data collected.
Table 1: Identification of the interviewees

<table>
<thead>
<tr>
<th>Interviewees</th>
<th>Sex</th>
<th>Age</th>
<th>Education</th>
<th>Responsability /Function</th>
<th>Level Of Participation In The RDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>M</td>
<td>53</td>
<td>Master’s</td>
<td>Division Chief of Regional Affairs</td>
<td>At all stages of the RDP process: diagnosis, vision, action plan, budget, implementation, and monitoring-evaluation.</td>
</tr>
<tr>
<td>1.2</td>
<td>M</td>
<td>41</td>
<td>Master’s</td>
<td>Division Chief of Training and Human Resources.</td>
<td>Indirect participation in all stages of the planning process.</td>
</tr>
<tr>
<td>1.3</td>
<td>W</td>
<td>45</td>
<td>Master’s</td>
<td>Division Chief of the Advisory Bodies.</td>
<td>Involvement in all stages of RDP preparation: preparation, diagnosis, strategic vision, action plan, budget, implementation, and monitoring and evaluation.</td>
</tr>
<tr>
<td>1.4</td>
<td>M</td>
<td>53</td>
<td>Master’s</td>
<td>Division Chief of Finance, Budget, and Accounting.</td>
<td>Participation in RDP budgeting through preparation of the multi-year programming file.</td>
</tr>
<tr>
<td>1.5</td>
<td>M</td>
<td>51</td>
<td>PhD</td>
<td>Division Chief of the social, cultural and sports affairs.</td>
<td>Involvement at every stage: from diagnosis to implementation.</td>
</tr>
<tr>
<td>1.6</td>
<td>W</td>
<td>32</td>
<td>Master’s</td>
<td>In charge of Social Projects within the Social, Cultural, and Sports Division.</td>
<td>Indirect participation in all stages of the RDP preparation.</td>
</tr>
<tr>
<td>1.7</td>
<td>W</td>
<td>31</td>
<td>Bachelor’s</td>
<td>In charge of cultural and sports projects in the Social, Cultural, and Sports Division</td>
<td>Indirect participation in all stages of the RDP preparation.</td>
</tr>
<tr>
<td>1.8</td>
<td>M</td>
<td>32</td>
<td>PhD</td>
<td>In charge of monitoring the Regional Development Program (RDP) within Regional Development.</td>
<td>Direct participation in all stages of the RDP.</td>
</tr>
<tr>
<td>1.9</td>
<td>M</td>
<td>58</td>
<td>PhD</td>
<td>Former First Vice President of Regional Council (responsible for economic affairs of the region)</td>
<td>Participation at all stages of the RDP: from preparation to monitoring and evaluation.</td>
</tr>
<tr>
<td>1.10</td>
<td>M</td>
<td>43</td>
<td>Master’s</td>
<td>Former Fourth Vice President of the Regional Council.</td>
<td>Participation at all stages of the RDP process, from preparation to monitoring and evaluation.</td>
</tr>
<tr>
<td>1.11</td>
<td>M</td>
<td>58</td>
<td>PhD</td>
<td>Former Member of the Regional Council from the previous term (Member of the Finance Committee).</td>
<td>Participation at all stages of RDP: from preparation to monitoring and evaluation.</td>
</tr>
<tr>
<td>1.12</td>
<td>W</td>
<td>37</td>
<td>Master’s</td>
<td>Former Chairwoman of the Committee for Women, Youth, and Sports.</td>
<td>Participation at all stages: diagnosis; strategic vision; action plan; budget; implementation, and monitoring and evaluation.</td>
</tr>
<tr>
<td>1.13</td>
<td>M</td>
<td>37</td>
<td>Master’s</td>
<td>Former member of the Equity, Equality, and Gender Approach body (Coordinator of the thematic committee dedicated to gender approach).</td>
<td>Participation in the territorial diagnosis stage.</td>
</tr>
<tr>
<td>1.14</td>
<td>W</td>
<td>42</td>
<td>Bachelor’s</td>
<td>Former member of the Equity, Equality, and Gender Approach body</td>
<td>Participation in the territorial diagnosis stage.</td>
</tr>
<tr>
<td>1.15</td>
<td>M</td>
<td>37</td>
<td>Bachelor’s</td>
<td>Former member of the Equity, Equality, and Gender Approach body</td>
<td>Participation at all stages of RDP: from diagnosis to implementation.</td>
</tr>
</tbody>
</table>

4. Findings

The results of this research, aimed at analyzing how the gender dimension is incorporated into the regional planning process, highlight a weak integration of this approach throughout the process, particularly in its initial preparation phase before and during the launch of the RDP.

4.1 Preparation and Launch Phase

This is the first stage of the process during which the regional council initiates the development of its RDP. This phase is characterized by the preparation of a special prescription document (SPD) by the members of the regional council, particularly the elected officials in coordination with the governor of the region, for the benefit of the entity that will be designated to provide technical expertise in developing the RDP.
Upon reading this document (SPD)\(^1\), it becomes evident that the concept of gender is regarded as an essential approach in the elaboration of the RDP. However, despite the awareness among stakeholders of the necessity for its integration, both the concept and the gender approach remain unclear to the majority of respondents. Indeed, most of them emphasize that the concept of gender remains ambiguous in the law governing regions, particularly regarding its consideration in the elaboration of the RDP.

This observation is mainly due to the lack of training specifically dedicated to elected officials, particularly on the gender approach, its relevance, and the necessary tools for its integration. According to most of the interviewees, the concept of gender is poorly understood. For them, both the concept of gender and the approach as a whole are still new, not only in the Fés-Méknes region, but also within all the territorial collectivities of the Kingdom. They consider this concept to be poorly appropriated by all stakeholders and to remain ambiguous in Law 111-14 regarding its integration into the RDP.

As the following testimonies show:

"For me, gender encompasses both the female and male sexes, unlike certain perceptions that consider it as including marginalized individuals, youth, or other categories. In summary, gender concerns both women and men" (I.1)

"The concept of gender encompasses various categories within society, including women, children, the elderly, and individuals with specific needs. In my view, it is not limited solely to women, contrary to what many people believe, but encompasses all of these categories that I have mentioned" (I.3).

These responses indicate that there is no shared vision of the concept of gender among RC members, whether men or women, due to the lack of accompanying training during this phase to unify understanding of the concept and the approach in general. In addition, the results highlight the lack of gender awareness among RC members, whether elected or civil servants.

### 4.2 Diagnosis Phase

The territorial diagnosis phase is the first key stage in the operationalization of the RDP planning process. Identifying gender at this stage requires the availability of sex-disaggregated data as a sine qua non for a gendered analysis of the needs of women and men. Respondents claim that this phase has been carried out, but with limited consideration of the gender dimension. Firstly, because of the absence of a person responsible for gender issues within the consultancy and the RC. Indeed, the analysis focused on two sectors, namely education and health, for which information is somewhat available at regional level. However, it should be noted that the data for these areas is disaggregated by sex (male and female), but not by age.

According to the following testimonies:

"Conducting a gender analysis means examining the available statistics to obtain an overview of the situation of women. This approach also makes it possible to identify the areas in which women are marginalised in order to propose appropriate responses" (I.10).

"The gender analysis consists of examining the data collected, in particular the basic documents of the RDP, including the information collected from the administrations and the projects and programmes being implemented in other devolved services". (I.1).

From these responses, it appears that gender analysis consists of studying the situation of women by sector. However, there was no feedback on the sources of inequality or an exhaustive analysis of the situation in the various areas within the region’s remit (art 80 to 90 of law 111-14). In fact, the responses show that no training has been provided on gender analysis or on the tools to be used to implement a gender-sensitive territorial diagnosis.

### 4.3 Strategic Vision Phase

Once the strategic diagnosis stage has been completed and validated by the RC, based on the results of the diagnosis, it launches the development of the strategic vision. The responses received from all the interviewees indicate that the vision drawn up by the RC is aimed at the overall development of the region, indirectly seeking

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\(^1\) Prepared in accordance with Decree No. 2-12-349 of 8 Joumada I 1434 relating to public contracts. (B.O. n° 6140 of 4 April 2013).
to improve the conditions of both women and men, without focusing specifically on improving the situation of women and men. As stated by a previous elected representative: “The gender approach was not very present in our thinking when we were preparing our strategic vision. We were thinking mainly about our vocation for these 6 years, which was to ensure more attractive regional development for our region. We were a long way from thinking in terms of gender” (I.9).

Indeed, the majority asserted that it is mainly in the fourth strategic focus, 'Reducing social deficits and territorial inequalities' (RFM & KPMG, 2017), that women's needs are indirectly addressed. However, none of the other areas directly targets the mitigation of inequalities. The members of the RC, particularly the elected representatives, maintain that their main objective was to promote regional development ensuring greater economic attractiveness, wealth creation, and the strengthening of regional potential, for the benefit of both women and men, and, consequently, all citizens. This is illustrated by the Following verbatims:

“’The gender approach is taken into account directly in the fourth strategic priority, reducing social inequalities, while in the other priorities it is integrated indirectly. Our vocation is regional development, so our actions target both women and men” (I.7).

“In my opinion, the areas identified in the diagnosis indirectly target women, with the exception of the social field, where projects have been proposed that will directly target women” (I.1).

4.4 Action Plan Phase

The various strategic lines established have been put into practice through 97 territorial development projects for the Fés-Méknes region (Région Fés-Méknes, 2020-2022). However, of these 97 projects, only 3 directly target women, mainly in the social field, as the head of the social affairs division states: “More than 30 projects have been included in the programme as part of the contract-programme, and their main objective is to directly and indirectly benefit women. These projects are mainly in the social field, encompassing sectors such as health, primary education and culture”(I.6). Whereas the 94 projects indirectly affect women and are aimed at the general development of the region, as indicated by the majority of respondents.

In the same direction, according to some respondents, the project selection stage is very critical, and is preceded by a ‘negotiation’ phase carried out by the council’s elected representatives in coordination with the region’s wali and the ministerial departments in the various sectors. This is the stage where each elected representative enters into a phase of advocacy by defending the projects within their responsibilities within the council to the ministries. As stated by the head of the regional council “Establishing an action plan consists of a phase of continuous dialogue and negotiation between the council and the ministerial departments concerning the projects to be implemented in the region” (I.7).

In addition to this mainly political reason, the respondents put forward other criteria that influence the selection of projects to be set up, such as the availability of the budget, the technical study of the projects and the surface area required for construction, as highlighted by a previous elected representative (I.10). In this context, it is crucial to emphasize the region’s interdependence with regard to budgetary constraints and its financial autonomy, which is being called into question at national level. As a consultant in public policy development put it, “Given this state of regional-national dependence, projects meeting women’s needs must emanate from the ministries, i.e., from the national level” (I.15).

4.5 Budgeting Phase

With reference to Law 111-14, particularly Article 171, which stipulates that the region's budget must integrate the gender aspect when setting objectives and indicators, it emerges from the respondents' answers that the Gender-Responsive Budgeting (GRB) tool is poorly understood and not very appropriate. According to them, GRB is often perceived as a budget sum reserved solely for projects directly targeting women.

A CR official explains: “A gender-sensitive budget encompasses all allocations reserved for projects designed to meet the needs of women, young people and children” (I.3). Similarly, a council official explains that “The gender budget is an instrument introduced at international level and by Morocco to promote the socio-economic conditions of women” (I.7). These testimonies underline the scarcity of training courses for actors on this tool. Although some training courses have been organized at national level, they are described as very basic. A council official said: “Training has been organized by the Centre of Excellence for Gender Responsive Budgeting in partnership with UN Women. However, this training, although useful, is considered insufficient to establish a
truly gender-sensitive budget. They were mainly introductory in nature, providing basic knowledge in this area” (I.7).

In addition, the respondents’ statements reveal that the budget for the Fés-Meknes region is not gender-sensitive. Instead, it is seen as a traditional budget, made up of two parts (income and expenditure), with no budget line specifically geared towards a gender perspective. A budget department manager explains: “The region’s budget is a ‘traditional’ budget divided into two parts, an operating budget and an investment budget. As far as taking gender into account in the budget is concerned, it’s a whole process that starts with the diagnosis, the strategic priorities and the prioritized projects, whereas drawing up the budget is simply the translation of what has been decided at all these stages” (I.4).

Similarly, an analysis of the official budget document for the Fés-Meknes region for 2022-2023 confirms this observation. Even the names of the projects in the PDR are not listed individually, but are grouped together under a single heading covering all the projects programmed. The budget manager (I.4) states: “Our budget is not Gender-Responsive budget. No heading in the budget document is dedicated to women, and even the titles of the projects to be carried out are not indicated in the document. Moreover, integrating gender into the budget requires the development of indicators for the planned programmes and projects, to be measured as and when they are implemented. However, in our region and in all the regions of the kingdom, we are still waiting for a model performance project to be published”.

4.6 Implementation, Monitoring and Evaluation Phase

As we have already mentioned in the section on budgeting, Article 171 of Law 111-12 states that the RDP must be accompanied by a performance project, including indicators for measuring and monitoring the evaluation of planned projects. However, analysis of the final RDP document, as well as the responses of all those interviewed, show that the logic of planning using performance indicators has not yet been put in place by the region. They state that although this performance logic is mentioned in Law 111-14, it has not yet been applied within the region. According to the respondents, they still need training in these working tools, as most of them do not know what a gender-sensitive indicator is or how to construct one.

For some, gender-sensitive monitoring is understood as the set of indicators used to monitor projects that directly target women (I.7, I.8, I.10). For others, gender-sensitive monitoring makes it possible to assess the extent to which the objectives set by a project have been achieved, particularly the objectives directly targeting women (I.3, I.14).

Testimonials:

“Gender-sensitive monitoring: these are indicators that can be measured over time to monitor the level of implementation of projects in progress or completed with regard to the gender approach” (I.4).

“Gender-sensitive monitoring aims to assess the extent to which objectives have been achieved in projects that specifically target women, as well as in other more general projects. However, in our region, we currently limit ourselves to analyzing the impact of projects, but this evaluation takes place at the end of their implementation” (I.7).

5. Discussion and Conclusion

Analysis of the results obtained has led us to conclude that the RDP planning process in the Fés-Meknes region lacks sensitivity to the gender approach. These findings reveal a gap between theory and reality on the ground. Despite its institutionalization, the gender approach remains ambiguous in Law 111-14 regarding the regions of Morocco, primarily due to the lack of a clear definition of the concept of gender and its integration into the RDP. Faced with these institutional shortcomings, it appears that stakeholders lack visibility of the concept and approach in general.

In addition to these legal reasons, the results led us to conclude that there was a lack of gender culture within the council, reflecting the low level of interest in the gender dimension during the development of the RDP, from diagnosis to implementation and monitoring-evaluation. In accordance with the literature on gender and development, the integration of this dimension into a development action should begin at the diagnosis stage, with a gender analysis enabling an inventory of gender-based inequalities and their various sources to be drawn up.
Moreover, it should also be noted that two sectors targeted by the RDP are considered to be feminized sectors with a strong female presence at both national and regional level. Sectors such as energy, for example, which fall within the remit of the region, remain a male-dominated sector. According to gender specialists, these actions contribute indirectly to the entrenchment of gender stereotypes. There are also technical reasons for the lack of a gender analysis at regional level, due to the absence of a database disaggregated by sex and age at regional level. This data, which is a prerequisite for any gender-based analysis, remains a real obstacle for CR stakeholder.

Similarly, for the other phases, particularly the vision phase, addressing the unequal relationships between women and men for territorial development that responds equitably to specific needs is not yet a priority among regional actors. In our view, this situation reflects a lack of awareness of the importance of gender as an essential component for fair and inclusive regional development.

As for the programming and budgeting phase, the gender perspective is poorly taken into account. Firstly, in terms of programming, this approach is not yet a priority for decision-makers, given the very limited number of projects devoted directly to women. In fact, these players lack the cross-cutting logic of the approach, which consists of thinking from a gender perspective for each development initiative. As for the genderisation of the budget, as a tool for analysing the approach that calls into question power relations by examining the budgets and priorities of our societies, it turns out that it has not been implemented due to a lack of firm political will, despite its institutionalization under law 111-14 dedicated to the regions (art. 171).

In the same vein, analysis of the last implementation and monitoring-evaluation phase has shown us that there are other managerial constraints, reflected in the low level of adherence to the results-based management approach in general, and the gender-sensitive approach in particular, within the RC. This approach, which implies the introduction of gender-based measurement and monitoring indicators, is very weak in the region’s management system. This finding therefore implies that the evaluation of the projects put in place will be gender-blind, in other words, the actions implemented will be analyzed without any focus on the impact on gender relations, which could indirectly widen the inequality gap between the two sexes.

6. Limitations and Further Research

The completion of this study was hampered by a number of limitations, four of which stand out in particular. Firstly, there was a lack of documentation on gender issues in the region. Secondly, the delays and unavailability of actors, particularly politicians, combined with their lack of expertise on gender issues, made the interviews more difficult and prolonged. Due to these obstacles, we were forced to select a single case, that of the Fès-Meknès region, with a restricted sample of fifteen people whom we considered best qualified to respond to our interview guide.

Thirdly, the delay in the publication of the final report of the RDP for the period 2020-2027 by the RC has forced us to focus our analysis on a single experience (2015-2020). Although this period is limited, it gives us an initial perspective on how gender is taken into account in the planning process, in accordance with the new organic law 111-14 on the regions. This law aims to draw up the development programme in a participatory and gender-sensitive manner. These limitations highlight the need for future in-depth research, perhaps with greater access to information and wider stakeholder participation, to better understand the implications of gender in the regional planning process.

References


