Abstract:

Africa has enormous potential to enable it to achieve real growth. However, current growth remains weak and fragile. Achieving sustained growth inevitably means adopting sustainable development strategies. The role of large African companies and their weight in this direction is central.

In this context, Morocco aims to establish a true mutually beneficial South-South cooperation policy with African countries. An interest that is justified by the national strategy and the potential of Africa.

This policy has pushed large Moroccan companies to engage in a voluntary approach to contribute to the prosperity of sustainable development in Africa by engaging in responsible practices for the continent.

This article proposes to shed light on the state of play in OCP’s responsible practices in Africa. We will begin with a presentation of the notions of sustainable development and CSR, then we will focus on CSR in the African context, highlighting the practices of the OCP in Africa. We reserve the last part to discuss these actions.

Keywords: Sustainable Development, CSR, OCP, Africa

Introduction

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1. Sustainable Development And Corporate Social Responsibility: Challenges And Definitions

1.1. The issues of sustainable development

It is commonly accepted that sustainable development encompasses three dimensions: economic, environmental and social (Boukherroub, 2013). Stevens (2006) highlights the key dimensions and synergies of sustainable development in the following figure:
Baumann (2011) characterizes the dimensions of sustainable development as follows:

- **Economic issues**
  Today, economic activities provide wealth and employment and are also responsible for serious social and ecological problems. Sustainable development must make it possible to integrate non-financial concerns into the functioning of economic actors. In fact, the wealth produced is always more unequally distributed, be it between countries or between the social strata of the same country.

- **Environmental issues**
  They mainly affect:
  - Global warming and its consequences: rise in sea level, increased frequency and power of violent climatic events (storms, floods, heat waves, ...). Scientists predict a temperature increase of 1.4 to 5.8 degrees by 2100.
  - The erosion of biodiversity: it is estimated that the rate of extinction of species is several hundred times faster since the contemporary era than that usually observed at the geological scale.
  - The depletion or pollution of natural resources The calculation of the ecological footprint of humanity, that is to say the area needed to produce all the resources necessary for its operation is instructive: if all the inhabitants of the world lived like a European, it would take the equivalent of two other Earths to satisfy their needs.

- **Social issues**
  The social consequences of our development choices are also worrying. At the global level, there is an increase in inequality: 20% of the population concentrates 80% of the wealth produced annually. More than a billion people live on less than a dollar a day and lack access to basic needs (eg drinking water or medical care).
The different angles of sustainable development refer to a macroeconomic dimension. In this context, how can companies contribute to sustainable development?

1.2. Corporate Social Responsibility: declining sustainable development

The declination of sustainable development in the world of business is reflected in CSR.

CSR often appears as a realization of the integration of the three dimensions of sustainable development (economic, social and environmental) into the world of business.

Baddache and Leblanc (2015) characterizes CSR through the following assumptions:
- The company and society are interdependent.
- The company must know and be responsible for the environmental and social impact of its activities, products and services.
- CSR and profitability are not antinomic, on the contrary; CSR allows you to question, innovate and adapt the company's strategy and processes in order to create shared value for the company and its stakeholders.

Déjean and Gond (2004) make the difference between institutional and academic definitions of CSR. Most definitions developed in the institutional sphere place a central role on the company's commitment by specifying that this commitment must go beyond legal obligations and expectations (Ben Yedder and Zaddem, 2009).

McWilliams and Siegel (1997) define CSR as all actions that meet society's expectations and that go beyond the firm's economic interests in accordance with the law.

Swanson (1995) adds that CSR incorporates a dual perspective of social control over the enterprise and voluntary compliance by the enterprise with a set of duties. These two orientations are at the level of institutional and organizational macro-principles and micro-principles implemented in the decision-making processes.

Regarding the definitions of CSR proposed by international organizations, we cite the World Business Council for Sustainable Development (1992). For this organization, CSR is a commitment of companies to act in a legal framework to participate in economic progress and to contribute to the improvement of the quality of life of its employees, the environment and society as a whole.

Despite the many interpretations of CSR and the variety of definitions, it nevertheless seems that there is a consensus on its main characteristics: "CSR is intrinsically linked to the concept of sustainable development: companies must integrate economic spin-offs, social and environmental in their management, that is to say they must not only worry about their profitability and growth, but also their social and environmental impacts. A socially responsible company must perform well in the economic, social and environmental spheres. That said, what about the African context?

2. CSR In The African Context

CSR is the subject of nascent and nascent public debate in most African countries. In companies, there are few actions. Since few countries have implemented SD and CSR strategies and there are no financial incentives for companies that have successfully incorporated CSR practices. That is why policy development and law enforcement in the African context is one of the important steps in CSR.

The African approach to CSR is special. The issues of CSR are part of the culture of African countries, on the one hand, and the development of the informal sector in most of these countries.

Integrating CSR into this framework would not be easy. The involvement of the different stakeholders is paramount. Although we can not deny the middle class's awareness of social and environmental issues in African societies, this remains limited. "A company that pollutes and mistreats its employees will not necessarily be penalized by the African consumer, which is regrettable" according to Téné (2014) the co-founder of the CSR Africa Institute.

According to Wong (2015) CSR practices in Africa are essentially based on philanthropic actions in the areas of health, education, employment, infrastructure or the environment. The author adds that the purpose and by extension the responsibility of the companies are from the start social: a business must benefit its promoter, his relatives, but also to the community. The consideration given to
the entrepreneur will depend in part on his contribution to the well-being of the community (Yaméogo, 2007).

The role of traditions in the development of CSR in Africa must also be noted as they encourage all members of the community to protect the group's resources.

At the same time, there is consensus that in recent years the African continent has undergone structural changes in economies. In this context, several actors can serve as support and carry CSR in Africa.

Wong and Kiswend (2011) characterize the actors of CSR in Africa as follows:

- **Authorities**
  
  Several African states are "full members" of the International Organization for Standardization (ISO) and participate in standards development processes through their national standards bodies. Many States, however, are only observer members or correspondents in this organization. As part of the development of the ISO 26000 guidelines (on corporate social responsibility), national mirror committees have been set up around national standards bodies.

- **Business environment**
  
  A sub-regional forum for reflection of employers' organizations in French-speaking Africa on corporate social responsibility was held in Bamako in August 2007. Organized by the National Council of Employers of Mali (CNPM) in collaboration with the International Labor Office (ILO) and the International Organization of Employers (IOE), the objectives of this forum were to identify a common African strategy for promoting CSR on the continent. During this occasion, the employers affirm "to seize all the scope of the social responsibility of the African company and encourage the leaders of company to appropriate voluntarily and freely this concept and to make every effort to ensure its promotion". Often it is the employers who push companies to go further as in Morocco.
 
Moreover, several private companies have adopted QSE tools and standards (quality, safety, environment), and have been triple certified ISO 9001, ISO 14001 and ISO 9001. OHSAS 18001. This QSE approach has been a way for some African companies to engage in sustainable development and CSR.

- **Civil society**
  
  Most African countries have a fairly strong presence of civil society organizations specializing in local development, human rights, the environment, the fight against corruption, and so on. Civil society nevertheless remains more or less structured according to the country and, in most cases, not very influential.

- **Academic world**
  
  Sustainable development is well known and is the subject of lessons learned and research in Africa within universities in several academic fields (law, economics and management, communication, journalism, sociology, etc.), in research centers and specialized schools. CSR is not always addressed as an independent discipline or branch or as a teaching module. However, academic consultants are increasingly interested in CSR in several English-speaking countries (South Africa, Ghana, Nigeria, Kenya, etc.) and in some French-speaking countries (Morocco, Tunisia).

- **International organizations**
  
  Developed in African countries with the support of international organizations (notably with support from UNDP), the Global Compact is one of the most well-known and widely accepted CSR initiatives by African actors. In the countries where they are created, networks promote the institutionalization of CSR at the national level, the building of expertise within the member entities and the sharing of good practices between participants.

Thus, as highlighted by Wong, 2015, two forms of CSR coexist in Africa, one of "Western" inspiration and globally regulated by ISO 26000, the other, "African", which is based on the function before all social of the company.
3. OCP Practices In Africa

In order to better understand responsible practices in Africa; we chose to explore the case of the OCP group. Therefore, this part of the study will deal with the exploration of the state of affairs and the identification of responsible business practices in the African continent.

Starting from our objective of tackling a theme of undeveloped research, the analysis is conducted based on academic bibliographical references and articles from the specialized professional press. Data collection was also done, based on OCP’s communication study (the annual sustainability reports, the website, and other group annual reports). We believe that an analysis of a case such as that of the OCP group may offer elements that can be generalized to other similar cases, to other Moroccan companies and possibly to other multinationals.

3.1. Presentation of the OCP case

The OCP group occupies a special place in the industrial history of Morocco; the Group is the world's largest exporter of ore, the market leader in phosphoric acid and a major player in solid fertilizers. This performance, OCP draws the roots in its history and in an accumulated experience of 90 years, since its creation in 1920.

Office Chérifien des Phosphates at its inception, OCP Group since 1975 has evolved on the legal front, to become in 2008 a corporation called "OCP S.A" headquartered in Casablanca. From a few hundred people to its creation, for a turnover of 3 million US dollars, OCP achieved a turnover of 46 billion dirhams in 2013 and has nearly 23,000 employees.

OCP's mission presented in its annual report on sustainable development; is to ensure global and sustainable access to phosphate by committing to economic, social and environmental leadership in Morocco and around the world.

3.2. The transition of OCP Group to Sustainable Development and CSR

Since its creation, OCP has been concerned about the environmental and social impact of mining activity in its territories. This has resulted in citizen actions for local communities and for the preservation of the environment.

In 2006 and following the appointment of Mr. Mostafa Terrab as Group Chief Executive Officer, OCP adopted a new managerial mode. In 2008, there was another legislative change with the modification of the status of the OCP, a state-owned public law public limited company, OCP SA. These managerial and legislative changes have led OCP to abandon all forms of paternalism and to engage in a real strategy of sustainable development and CSR.

In recent years, these concerns extend beyond the limits of the OCP Group and the Moroccan borders to expand at the global level framed by the national strategy. Morocco aims to establish a mutually beneficial South-South cooperation policy with African countries. An interest justified by the national strategy and the potential of Africa. This policy has pushed large Moroccan companies such as the OCP Group to engage in a voluntary approach to contribute to the prosperity of sustainable development in Africa by engaging in responsible practices for the continent.

3.3. OCP practices in Africa

The World Bank's World Development Report highlights the vital contribution of agriculture in the fight against poverty. According to Oxfam International, the international community needs to promote stronger support for agriculture.

Although Africa now has 65% of the world's uncultivated arable land, it continues to import food with $ 35 billion each year. Investment in agriculture is very urgent, first to feed the population, but also for the development of the continent. The African Development Bank says: "the transformation of agriculture will come development". Its president, emphasizes: "No region in the world has developed without transforming its agricultural sector".
In this context, OCP can play a major role in reducing hunger. OCP is convinced that the solutions go through reasoned fertilization of land, to increase agricultural productivity and improve food availability and through actions for small farmers (Labaronne, 2015).

On the occasion of the 7th edition of the international conference "Argus FMB Africa Fertilizer 2016", held in Marrakech, the OCP Group has announced the creation of its subsidiary, OCP AFRICA, dedicated to the development of the group’s activities in Africa. This new African company is dedicated mainly to agricultural transformation in Africa. Its mission as presented on its website is to bring products and services to farmers to make our continent an ocean of prosperity.

To develop its African strategy, OCP AFRICA obtained the authorization to create entities in several countries of the continent. It has opened some fifteen subsidiaries in the mainland in Côte d'Ivoire, Senegal, Cameroon, Benin, Congo, Nigeria, Angola, Tanzania, Zambia, Zimbabwe, Mozambique, Ghana, Kenya and Ethiopia.

According to the decrees published in the Official Bulletin of July 21, 2016, the capital amounts to one million dirhams for each of these subsidiaries, wholly owned by the subsidiary OCP Africa SA. It has four objectives: to invest in research and development, secure fertilizer production, ensure farmers' input supply and contribute to the development of sustainable agricultural ecosystems. Specifically, to respond to food insecurity in Africa, OCP Africa favors four priority projects:

- **Agronomy**

  With the aim of improving the fertility and productivity of African soils, the group proposes to support a sustainable and precise agriculture thanks to products adapted to the soil and the local cultures, by reproducing the experiment of fertilization carried out in Morocco on other African countries. The objective is to adjust the nutrient intake as close as possible to the needs of the plants by offering: the right product, in good quantity and at the right time to the right plant (Labaronne, 2015).

  For this, OCP Africa invests heavily in research and innovation and strengthens its agronomic skills for sustainable agriculture and precision. By the way, through soil mapping, R & D partnerships with research institutes and local actors in the agricultural sector.

- **The production**

  Through this axis the OCP group aims to secure the production of competitive fertilizers close to major agricultural basins. The group has decided to set up, in-house and with its local partners, storage solutions in ports and in the vicinity of consumer regions. The agricultural change of Africa can only be carried out closer to the farmers, this is the reason why OCP Africa has concluded several local and international partnerships, to provide farmers with a complete offer of products and services allowing increased yields and increased income.

- **Logistic**

  The goal is to ensure the routing of inputs to farmers. That is to say to make available to farmers the right products, at the right time, in sufficient quantity, and at the right price. For this, the group will strengthen existing logistical capacities and contribute to the development of new local distribution networks, serving the entire agricultural sector.

- **Marketing and sales**

  Through local partners, the company seeks to guarantee the best service to the end customer by using the most advanced technologies in the field of marketing and sales, including web and mobile tools. This makes it possible to propose to the actors of the different agricultural sectors the products and services most adapted to their needs.

  Thus the agricultural sector is also a driving force for African economies through the creation of thus the agricultural sector is also a driving force for African economies through the creation of jobs and businesses in the agricultural sector and thus fully benefits local economies.

In deciding its strategy in Africa, OCP Africa's approach does not exclude any country, as stated by Tarik Choho (former CEO of OCP Africa); but the deployment of its strategy and its actions will be done on a case-by-case basis according to the agricultural potential of each country, the specific obstacles to its development, and the level of maturity of the market. Some countries such as
Kenya are now being used as examples in Africa for their level of agricultural development, while others still have huge untapped potential, hampered by virtually nonexistent access to agricultural inputs and services. Some countries with developed port and road infrastructure will also play a particularly important role as a logistics hub for serving their region.

3.4. Towards strengthening Social Responsibility in Africa

The various stakeholders that can bring CSR to Africa, including local communities, employees, the public sector, suppliers, customers, unions, and shareholders, can all play an important role in turning CSR into a reality. Africa. We focused instead on the roles of the company, the public sector and the public.

- Companies:
  The incorporation of CSR principles by African businesses can be beneficial for both communities and businesses. To ensure that the adoption of environmentally and socially responsible practices does not affect the profitability of companies, Sayer (2005) argues that CSR must help manage risks in ways that enhance the company's reputation by strengthening its relationship with companies, different stakeholders.

- The public sector:
  The public sector must play its role fully through the supervision of African companies. It must also provide a legal framework to support companies and populations in this context of change towards CSR.

- The population:
  The involvement of the population in decision making, especially in relation to social acceptability in projects, is essential.

Conclusion

Companies in Africa are under increasing pressure to adopt an environmentally friendly approach and contribute to sustainable community development by contributing to local capacity building and equitably distributing benefits.

In this work, we presented CSR practices in Africa of a large company, the OCP group. Faced with many changes, the company has set up a structure dedicated to supporting these activities in Africa: OCP Africa. This subsidiary aims to contribute to the overall improvement of performance by integrating interactions between the economy, nature and society in Africa.

These CSR initiatives valued by this large company fit into the perspective of economic and social development. Such a development requires the support of several actors; having regard to the importance of the environmental, social and economic challenges to be faced on the African continent.

Finally, it must be emphasized that in order to strengthen CSR in Africa, other stakeholders in particular, the public sector and the population (local community and employees) must fully assume their responsibilities.

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