Enabling Shared Value in Phosphate Mining Communities

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Purpose
To develop a holistic understanding of, and build OCP’s capacity for intervention in, a state-owned company-town system

Activities

Workshops: Building OCP Capacity + Insight

Marketing
- Intro to market orientation
- Industry case studies
- Prototyping new approaches

Capacity Building
- Intro to L-Lab Tools (e.g. 4 Player Model; Shifting the Burden)
- Stages of emerging drivers case study

Systems Mapping
- Intro to systems mapping
- Mapping sample mining community loops

Data Gathering: Deepening Team Understanding

Site Visits
- Khouribga: Mining site, water facility, pipeline
- Jorf Lasfer: Chemical plant, vocational training center

Interviews
- Current and retired OCP employees
- Local NGO leaders
- Advisor to CEO, anthropologist, professor, etc.

Final Analysis
- Diving into full systems map before and after OCP Skills
- Meadows’ Leverage points overview
- Case study presentation of company towns
- Discussion

Personal Insights
- System constraints apply universally, no matter your power or authority
- Sometimes you have to take a step backward in order to take two steps forward
- The concept of CSR is moving from paternalism to shared value; empowerment of local government, civil society, and industry is key
- Tools we found helpful: Check in/out; Ladder of Inference; 4 Player Model; Stakeholder Interview Model; Enacted Systems (e.g. Habits of Thought)

Recommendations
- Examine map and see which negative reinforcing loops are weakened, which balancing loops are strengthened, and which loops are not affected by OCP Skills, taking these insights into consideration when planning future interventions
- Avoid short-term solutions that delay the implementation of long-term solutions
- As OCP continues its organizational transformation, create your own map using the systems thinking concepts and tools that we shared with you