

Breaking the Sisyphean Curse: Reshaping Stakeholder Corporate Social Responsibility for a Better Tomorrow

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Abstract

Nothing can better illustrate the exhausting ascent of Multinational Enterprises (MNE) in Corporate Social Responsibility (CSR) than the myth of Sisyphus. This Greek King kept rolling his rock to the top of the hill, but whenever he got close to his objective, the stone slipped from his hands and rolled down the hill, to the starting point. He did not, however, succumb to despair as he continued to roll it to the top. CSR is suffering from Sisyphean torture, and it is unable to accomplish anything of significance. In this modern-day tragedy, OCP Group, a global public MNE in Morocco, is rebuilding a new city in Benguerir around the Mohamed VI Polytechnic University, just like it did for the mining city of Khouribga in the past. The impossible becomes almost possible, as Albert Camus concluded in his essay, stating that “everything is good” because “we must imagine Sisyphus happy.” Within the framework of the global value chain, this paper presents an analysis of the Moroccan case study, demonstrating the potential of stakeholder CSR to support vulnerable populations and contribute to the development of transition infrastructures.

Keywords

Global Value Chain, MNE, CSR, Stakeholder, Impact, People and Infrastructure

“Building the kind of country we yearn for, one that is committed to progress and dignity, is possible only with the participation of all Moroccans, men and women alike, in the development process.”

HM King Mohammed VI, 30 July 2022

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[#]MSc in Geopolitics and Geoeconomics of Emerging Africa.

1. Introduction

While there are several issues that need to be addressed in relation to the research topic, we chose to focus on those that are vital for the development of local production systems and relevant to the evolution of current modes of territorial governance. Given the number of actors involved in territorial development, it was crucial to think upstream of the governance of all territorial projects. The target populations for this research are rural youth and women, aspiring entrepreneurs, and SMEs.

There is also another crucial element we would like to discuss: a major inspiration behind this paper. We started compiling the result of our research around December 2022, when the world was captivated by the World Cup and the Atlas Lion's outstanding performance. A phrase kept coming up: "Dir Niya", have faith, often repeated by the team's coach. Everyone was amazed at what these simple words could achieve. This made us smile as we, as part of OCP, were already familiar with having faith and taking pride—"Nefs"—in what we do.

Faith & pride are the two principles that have shaped the vision of OCP's CEO, Dr Mostapha Terrab. They were the principles he relied on to motivate people and transform OCP into the leading African champion it is today. These same values were the reason we chose to talk about what OCP does in terms of CSR, as this could not only inspire other national actors to emulate its actions to benefit the people of Morocco, but it could also be a great lesson to companies and people from around the world. And so it is with great Faith & Pride, as well as gratitude to Dr Terrab for creating such a nurturing environment for all the people at OCP that we share our findings and look forward to the next chapters.

Companies were invited to participate in the Sustainability Dialogue when it started taking place in the noughties. The objective of Corporate Social Responsibility (CSR) was to complement the economic actions of businesses and governments alike with social, cultural, and sports actions. The question today is to see whether this CSR model is still effective in the era of the 4th industrial revolution, which its various political, social, economic, and environmental upheavals.

Morocco has significant economic and human potential that has yet to be unlocked and fulfilled. The country still has a rather high unemployment rate amongst its youth (16.2% on average) and a weak economic base that offers few economic prospects, thus reinforcing the country's dependence on OCP Group¹, a national public MNE. Despite the spectacular flourishing of the country's automotive sector, the economy remains vulnerable to imports of oil, gas, grains, and industrial components. Entrepreneurs still struggle to secure contracts and clients. Therefore, support and funding for youth-led initiatives are vital in this context.

This research project was conducted and completed through the combination of three methods: a study of the environment that favored the emergence of CSR in a context of global value chains led by MNEs (*bibliographic review*), an analysis of the opportunities and threats that weigh on the CSR model in Morocco (*through the study of the relationship between the company and its stakehold-*

¹<https://www.ocpgroup.ma/>.

ers); and the design of a CSR transition model based on stakeholders and social innovation.

This paper aims to provide a territorial diagnosis of the region of Khouribga aiming to define a new strategy to integrate local stakeholders into the process of territorial development. It was based on a threefold approach:

- 1) Territorial diagnosis.
- 2) Analysis of stakeholder expectations and needs.
- 3) Definition of a participatory framework in which youth and stakeholders will be invited to take part in the definition of sustainable development objectives and in the decision-making process.

We conducted a SWOT analysis in the first part to examine the production and governance relationships among all territory stakeholders, which we concluded with a stakeholders' mapping and the identification of all interactions and impacts.

We explored data from surveys and field visits in the second part, to get a better understanding of the expectations of stakeholders and the concerns of local communities.

The third part presents a comparative analysis of all existing offers directed toward youth and "stakeholders" in the territory of Khouribga.

We conclude the research with recommendations for a stakeholders' integration strategy into the Global Value Chain and territorial development. We also discuss the relationship between multinationals' CSR and territorial development, focusing on human and social impact.

2. CSR in Global Value Chains: Tensions between Social Integration and Costly Domination

2.1. Global Value Chains Philosophy

A global value chain fragments production among several key actors and territories (Jones & Kierskowski, 2001). Each actor specializes in a specific activity, with the shared objective of creating final added value through intermediate added value (Gereffi & Fernandez-Stark, 2016). Global value chains are driven by MNEs as the cores around which layers of suppliers of different tiers, as well as the entire chain of subcontractors required to achieve the final product, are assembled (Gereffi et al., 2005; Bair, 2005; Bair & Palpacuer, 2015; Ryan P. et al., 2022, Kano et al., 2020). These good practices (innovation & cooperation: Mudambi et al., 2008; Strange & Magnan, 2018) and key territories are being networked globally in a context of advanced globalization and digitalization (Hudson, 2004; Coe et al., 2008; Anner, 2015; Hammer & Plugor, 2019; Coe & Yeung, 2019).

However, GVCs face tremendous change as a consequence of the COVID-19 pandemic, the war in Ukraine, and shortages in value chains. In addition to these external shocks, GVCs must face two internal mechanisms. The first is the ambition for multinationals to reorganize their operations in a more regional manner. The second is the attempts of many countries to produce and capture

greater value added through their efforts to train people and develop ESG-based solutions (Amachraa & Quelin, 2022).

Biden's administration published, back in 2021, a report on "Building Resilient Supply Chain, Revitalizing American Manufacturing, and Fostering Broad Growth"², which identified five vulnerabilities in global value chains that accelerate their reconfiguration: semiconductors, batteries, rare earths, active pharmaceutical ingredients, and large-scale utilities. Its authors, as well as those behind the McKinsey Global Institute's report "Risk, Resilience, and Rebalancing in GVCs"³ suggested a series of measures and solutions, such as:

- Relocation of production,
- Diversification of suppliers,
- Establishment of strategic stocks,
- Risk management and adaptation capacities,
- Redundancy of transportation networks,
- Reduction of product complexity

Countries and MNEs involved in the development of GVCs have therefore begun processes of specialization, decoupling, and/or relocation (Kowalski et al., 2015; Baldwin & Tomiura, 2020; Shih, 2020; Gereffi et al., 2022), with ESG targets because even MNEs are targeted for their social and environmental impact (UNCTAD, 2013; Bair & Palpacuer, 2015; International Labor Organization, 2016; Kano et al., 2020; Ashwin et al., 2020; Gereffi et al., 2022; Phillips et al., 2022; Kano et al., 2022).

However, these actions have led to a severe criticism of GVCs (IMF, 2022), as there appeared to be an imbalance in value sharing between contractors and suppliers of the same GVC (Mudambi et al., 2008; Porter & Kramer, 2011; Meng et al., 2020) and a paradox between "market" economic efficiency and "society" vulnerabilities (Strange & Humphrey, 2019; Kano et al., 2022).

2.2. Corporate Social Responsibility & Stakeholders Theory: Emergence and Evolution

The debate on Corporate Social Responsibility (CSR) dates back to the 1970s, with the theory of shareholders (Friedman, 1970). According to the author, "there is only one corporate social responsibility, and that is to use its resources and engage in activities designed to increase profits for shareholders, as long as the company remains within the rules of the game, that is, engages in open and free competition without deception or fraud". Friedman then introduced "stakeholder theory" by referring to the need for a company to manage relationships with specific stakeholders in an action-oriented manner. "A stakeholder in an organization is any group or individual who may affect or be affected by the achievement of the organization's goals" (Friedman, 1994; Friedman et al., 2005). In this context, a stakeholder must be legitimate, empowered, and embody a

²<https://www.whitehouse.gov/wp-content/uploads/2021/06/100-day-supply-chain-review-report.pdf>

³<http://dln.jaipuria.ac.in:8080/jspui/bitstream/123456789/10865/1/Risk-resilience-and-rebalancing-in-global-value-chains-full-report.pdf>

certain urgency (Mitchell et al., 1997).

In the 1990s, CSR was seen as the reconciliation between the interests of the company and the general interest. Later, in the 2000s, companies publicly invited themselves to the debate on sustainable development. However, they were increasingly facing pressure from shareholders, employees, consumers, civil society, and the regulatory framework.

As a result, the concept of “social responsibility” emerged, based on the right of these various stakeholders to be scrutinized and expressed in terms of transparency, risk, and reputation. According to Visser (2011), firms tend to go through five stages, although they may have activities in several stages at once. The greed phase is characterized by limited defensive actions while protecting shareholder value. The philanthropy phase is about helping communities through charitable actions. Then, companies take a more promotional and marketing approach by using CSR to improve their image and public relations. The period of risk management begins when companies decide to adhere to CSR codes and implement social and environmental management systems in their core activities. Finally, companies enter a new period of responsibility based on innovation in operating models, revolutionizing processes, products, and services, and lobbying for progressive national and international policies (Visser, 2011). The aim is to address the root causes of unsustainability and irresponsibility. Thus, CSR could comprise four essential components:

- Value creation
- Good governance
- Social contribution
- Environmental integrity

However, CSR aims to complete the economic actions of companies with complementary social, environmental, cultural, and sporting actions. “These are essentially selective and compartmentalized “programs”, rather than holistic and systemic changes” (Hollender & Breen, 2010). CSR has neither the capacity nor the obligation to solve complex social, environmental, and ethical problems. But then, unless CSR is really aimed at solving these issues and reversing negative trends, what would be its point?

The concept of “Creating Shared Value” (CSV) appeared out of a series of Harvard Business Review articles written by Porter and Kramer. This work, which focused explicitly on the non-profit sector, quickly expanded to explore how corporate philanthropy can create social and economic value. In 2006, they evolved into how to integrate CSR into core business strategy, and the term “shared value” was coined for the first time. Shared value proposes to transform business-relevant social issues into business opportunities, thereby contributing to solving critical societal challenges while generating greater profitability. Within this framework, three ways to create shared value have been established:

- Redefining products and markets by responding to social problems where consumers can be served and contribute to the common good.

- Redefining productivity in the value chain by simultaneously improving the social, environmental, and economic capacities of supply chain stakeholders.
- Enabling the development of local clusters so that various development goals can be achieved in cooperation with local providers and institutions (Porter & Kramer, 2011).

Beyond its impact, CSV has clear strengths, one of which is the unequivocal elevation of social objectives to a strategic level. They also take a significant step forward in understanding the role of governments in corporate social initiatives, articulating a clear objective through the co-construction of a regulatory framework that enhances shared value, sets goals, and drives innovation.

This concept was presented as a great idea, but it is indeed a narrower reading of the literature of existing concepts such as CSR, stakeholder theory, social dialogue, and social innovation. Indeed, CSV ignores the tensions between social and economic objectives. The great difficulty is to maintain both social and financial objectives, which has been ignored in the articles of Porter and Kramer (Crane, Palazzo, & Matten, 2014). Therefore, what Reich criticized about CSR in general might be true for CSV, i.e., instead of promoting the common good, CSV could promote more sophisticated “greenwashing” or “social washing” strategies.

The concept of creating shared value is also company-centric: companies can turn some of their social and environmental problems into win-win solutions. However, they would need a thriving community, not only to create demand for their products but also to provide essential public goods as well as an enabling environment to ensure maximum well-being with the right use of resources. For its part, communities need thriving businesses to provide jobs and wealth creation opportunities for their citizens.

Another way of transforming value chains at territorial levels is through “inclusive economy” models, which refer to the harmonious participation of stakeholders in the economic life of a value chain (Prahalad & Hart, 2002; Elkington, 2018; Yunus et al., 2015). This involves an exchange between the governance structure of the value chain and its various stakeholders. Thus, a firm or stakeholder should be considered economically inclusive if it is able to actively contribute (i.e., “give”) to the economy and, in return, benefit from the value created by economic activity (i.e., “receive” *something in return*)⁴. In this case, “an inclusive enterprise” is a form of enterprise that explicitly states that its objective is to foster the economic inclusion of actors who are ordinarily excluded from participating in national economies and firms.

Value chains can contribute through three interrelated levers: by facilitating access to decent work (*especially for unemployed youth and women*), fairly remunerated and stable enough to allow for personal life planning; by providing access to goods and services that are either of vital importance or essential in the current social context; and, by providing access to finance, thereby accelerating integration and economic autonomy as it facilitates access to either of the two levers mentioned above.

⁴<https://www.yunusfb.com/>.

2.3. Global Value Chains, CSR and Territorial Development

A territory is a complex and multidimensional concept. It is not only a geographical space of projects but also one of dynamic production systems and governance relationships among different stakeholders. Thus, the territory is built over the long term and is developed through interactions and close connections between internal and external actors (Torre, 2019). It is the result of a long history and concerns rooted in local cultures and customs, the expression of the present, and conditions for its future. A territory is also a feeling of belonging, modes of public authority, and specific rules of organization and function (Moine, 2007; Torre & Zimmerman, 2015).

Territorial development is closely linked to the notion of localized production systems, referring to industrial districts (Marshall, 1919) or clusters (Porter, 1985). An industrial district is a collection of small and medium-sized businesses that are all located in the same geographical area but are capable of creating a competitive advantage on a global scale. Industrial districts are characterized by a high degree of social proximity among their members, often sharing similar cultures and values. They develop local content at a low technological level but remain focused on relationships and formal exchanges in which the production of knowledge is essential to territorial development (Camagni & Maillat, 2006).

In 1985, Porter popularized the concept of the “cluster”, which encompasses a group of companies and laboratories working in similar industries in the same geographical area, whose interactions related to know-how and technology allow them to increase their performance, competitiveness, and innovation. Other research focused on business ecosystems, which are networks of companies based on co-evolution and cooperation (Brandenburger & Nateberff, 1996). These ecosystems bring together a variety of actors (such as companies, labs, centers, etc.). Let's not forget the new local spaces for collaborative innovation such as fab labs, makerspaces, coworking spaces, incubators, living labs, accelerators, etc. In general, these platforms offer young entrepreneurs mentoring, innovative solutions, as well as funding and networks.

Another dimension of territorial development analysis relates to the notion of governance. It refers to the process of coordination among different actors, with different resources, who come together around issues with regards to their territory and contribute, with the help of appropriate tools and structures, to the development of common territorial development projects (Torre & Traversac, 2011). Thus, good governance must emerge from the bottom up, help achieve collective objectives, and facilitate citizen participation in decision-making. In this context, governance applies to:

- Economic and social actors who wish to collaborate and exchange their expertise to generate territorial innovation (Kooiman, 2000).
- Public-private partnerships (PPP) are defined through the definition of territorial development objectives (Wettenhall, 2003).
- The participation of various organizations (companies, NGOs, associations, co-

operatives, etc.) in the development of laws, rules, and regulations (Pierre, 2000).

Based on production and governance reports, the economic performance of territories depends on the contributions made by the achievements of its various production sectors, which shifts the question of the competitiveness of companies to that of the territories. Accordingly, the performance of territories and the dynamics of development depend on the ability of local actors to set up productions that differentiate them from competitors, either through the specificity of the product itself, through the specificity of the quality and the production process, or through an innovation driver. The models of local productive systems represent a manifestation of the links among companies and territories.

Three economists have shaped the question of the entrepreneur. Richard Cantillon (1680-1735) defined the entrepreneur as a person who takes risks in an uncertain market. According to this author, the entrepreneur is a “catalyst for production and trade”. A century later, Jean Baptiste Say (1767-1832) developed the theory of the “entrepreneur’s profession” and was able to define the entrepreneur as the link between knowledge and industry. For the economist Joseph Alois Schumpeter (Uzunidis & Boutillier, 2015), the entrepreneur is an economic agent who creates “new combinations of production factors” that is “investment opportunities”. Schumpeter is known for his concept of “creative destruction of innovation”, according to which an entrepreneur is a person who innovates, loves the game, and assumes the risk. This concept also finds its meaning in the various publications of Harvard Business School: it is now a process that allows an individual to create a new organization and innovate in the face of uncertainties.

The entrepreneur seeks to exploit opportunities with financial resources that he does not have. He seeks to profit by obtaining markets. It ultimately depends on customers and consumers (Ludwing von Mises, 1881-1973). According to Israel Kirzner, opportunities arise from imbalance. In this context, the entrepreneur does not seek the opportunity but rather discovers the information and exploits the ignorance of the public. Kirzner developed the concept of “entrepreneurial vigilance”, i.e., entrepreneurs’ ability to organize information intuitively. In addition, Fillion L. J. (1997) defined entrepreneurship as “the field that studies the practice of entrepreneurs, their activities, their characteristics, the economic and social effects of their behavior, as well as the modes of support provided to them to facilitate the realization of entrepreneurial activities”.

Other recent research looks at the concept of entrepreneurial behavior, i.e., the entrepreneur himself, his ideas, his capacity, his actions, his emotions, his values, his skills, and the logic of his action: the theory of entrepreneurial characteristics (McStay, D., 2008); entrepreneurial intention-based models such as Shapero and Sokol (1982) and Ajzen (1991) models; entrepreneurial capacity to exploit business and social opportunities (Bygrave & Minniti, 2000); and cognitive mechanisms of entrepreneurs’ thinking (Mitchell et al., 2007). In the 1970s, McClelland introduced the notions of success and role models. According to

him, success stories inspire the public, show the way, and make you want to undertake more than school.

Many other researchers and entrepreneurs, on the other hand, see entrepreneurship as first and foremost a mindset and entrepreneurial behavior to change and innovate. The entrepreneur is above all a social being and therefore a committed person. This research is particularly interested in the experience and values of the entrepreneur, support, and funding mechanisms, as well as the connection between entrepreneurship and territorial development.

As a conclusion to this chapter, the positive interactions between MNEs and territorial development would include:

- The anchoring of MNEs at the territorial level and the way it can favor the development of territories by creating added value and mobilizing specific non-transferable resources.
- CSR questions the responsibility of the company with regards to the territory.
- A territory that offers resources and know-how, financing possibilities, and connections between actors could help the development of entrepreneurship.
- The geographical concentration of MNEs helps the development of entrepreneurship and the emergence of a network of local suppliers.
- The coordination of actors and the existence of conditions conducive to the dissemination of knowledge.

For example, multinationals are developing public-private partnerships with governments, with local integration and employment objectives. These multinationals are engaging in processes to increase the volume of their purchases at the national level. The objective is to help local actors structure themselves, sustain their activity, and create quality jobs in the area where these MNEs are located. Thus, MNEs will allocate a specific budget to small local companies and set up processes adapted to the needs of local suppliers and small/very small companies around the industrial sites.

2.4. Contributions and Limitations of the Literature on GVCs: Tensions between Profitable Integration and Costly Domination

The economic performance of the Global Value Chain will depend on its various activities and functions. These contribute to this performance, which shifts the issue of the competitiveness of companies to the efficiency of value chains. These develop a global capacity to fragment production and coordinate it in a country's offer. As a result, the performance of GVC and the dynamics of development depend on the ability of foreign and local actors (suppliers and subcontractors) to offer innovative services to multinational firms and to set up productions that differentiate them from competitors, either through the specificity of the intermediate good itself, or through the specificity of quality and/or through innovative design processes, production, marketing, and development.

In global economics, the popularity of the GVC concept is marked by the fragmentation of global production among several countries and companies.

Thus, more and more countries are getting involved in GVC integration policies.

In these policies, the trend towards developing more integrated global groups and deep local integration is confirmed through a dynamic of mergers of companies and positioning of SMEs as service providers and sources of innovation proposals to GVC. This trend has fostered the global networking of multinationals, suppliers, and SMEs. In this perspective, clusters or technological innovation centers have become privileged tools of MNEs to promote adaptation, R&D, and innovation. The theoretical debate allows us to begin the analysis of the integration of the Moroccan economy into the Global Value Chains, where we are strongly interested in the competitiveness of GVC in Morocco, their adaptation, and the implementation of innovation to create integrative clusters.

In the context of globalization, multinational firms, which coordinate the activities and tasks of GVCs, are mainly targeted for their social, governance, and environmental impact. Economists and civil society note that these business networks create significant negative externalities in both social and environmental. Firms have therefore started a social turn and a green turn. However, these actions are now often considered social washing and greenwashing, leading to an intense criticism of the communication operations of multinational firms. There are massive contradictions between the CSR practices and policies of firms and their behaviors and strategies that led to the rise of mistrust and injustice feelings among various stakeholders of GVC: negative perception of GVC, high demand for jobs and integration of local SMEs, the difficulty of dialogue and communication with stakeholders, the low added value captured by developing countries, non-compliance with standards of rehousing of local populations, and environmental nuisances, etc. are among the biggest challenges.

As a result, CSR has become the main field of the struggle of actors to improve the private governance of GVC. For governance, several specialists suggested that actors, including social actors, find ways to take advantage of CSR and force change to change the business models of value chains towards models that allow the sustainability of activities and the active participation of all the driving forces of value chains. However, Gereffi and Meyer's analyses demonstrate how leading companies have managed to shape the field where this struggle is taking place, mobilizing CSR to control risk and maintain control along the value chain CSR strives to absorb and disseminate social protest and political conflicts in this perspective.

In this complex and multidimensional integration process, there is no ready-made recipe for success. Still, good practices observed and reflections that should generate debate, it should not be imagined that Morocco's participation in Global Value Chains will be what has been achieved in other Asian countries. Cultures are not the same, nor are ecosystems, resources, technologies, price structures, price structures, markets, etc. On the other hand, Morocco must have its own place by its environment and its African ambition.

In a country like Morocco, favoring employment and projects with a human dimension appears to be the best way, which does not exclude the use of new technologies and participation in sophisticated value chains. The gap between

international and local actors should also be reduced. Local actors are poorly mobilized and have little capacity and impact along the value chain. GVC sub-contractors have little ambition and fail to offer services or innovations to different industries. Sophisticated value chains are therefore not integrated, and markets are very short-term.

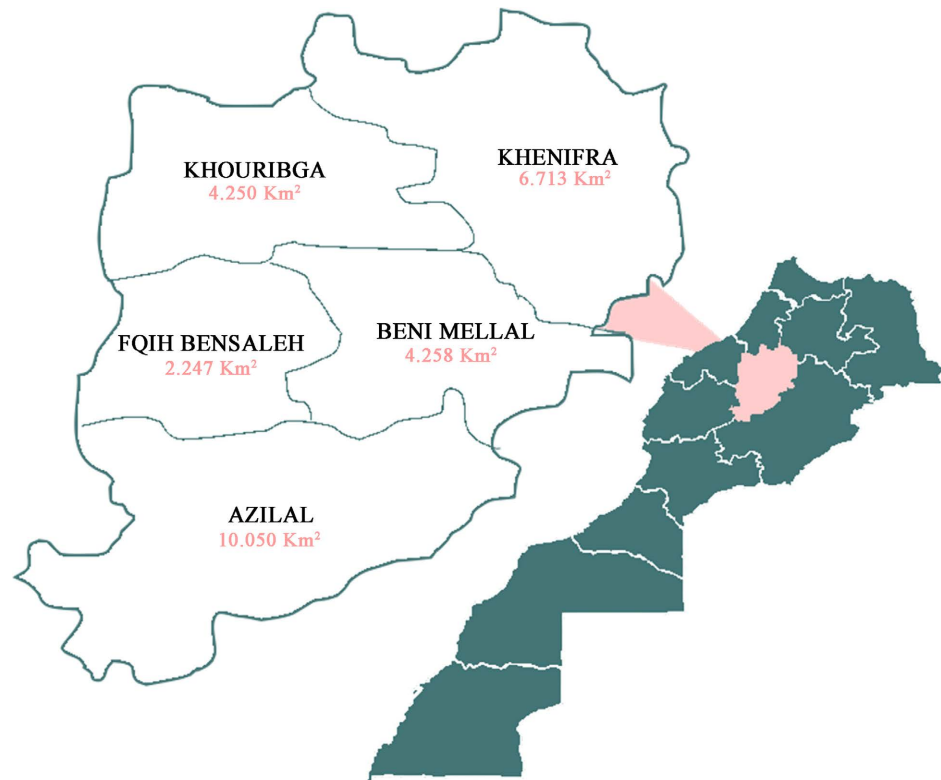
3. Impact of Global Value Chains on Khouribga Territories

3.1. OCP Adventures in CSR

MNE Actions and Territorial Development

OCP Group is a major player in the territorial development of Khouribga. It bases its territorial action on industrial operations on the one hand, and social responsibility on the other, with social responsibility being a key driver for its territorial performance. The industrial activities of this MNE cover three provinces: Khouribga, Beni Mellal, and Fqih Bensaleh. These territories include 16 municipalities and bring together about 120.000 families (Figure 1).

The Beni Mellal-Khenifra region's economy⁵ is based primarily on industry (Khouribga), agriculture (Beni Mellal & Fqih Bensaleh), and ecotourism (Azilal and Khenifra). The presence of structuring and infrastructure projects (Green Mine, the "1337 Coding School", Agropole, Fertiparc, Geopark, highways, & railways) represents a significant regional investment (60% of the population is



Source: Haut Commissariat au Plan—hcp.ma.

Figure 1. Map of the Khouribga and its neighboring territories.

⁵<http://benimellalkhenifra.ma/en>.

under 35 years old). Let's not forget immigration to Europe; Moroccans living abroad contribute substantially to the economic dynamics of the region through capital transfers and investments in important sectors in the area, such as real estate and services.

Since 2012, OCP group has embarked on a vast integrated investment program of CSR and development aid for the territory of Khouribga, which involves over 300 hectares, through rural roads, youth centers, socio-educational centers, coding schools, libraries, health centers, an amusement and environmental park, leisure facilities, sports, and real estate all integrated into a tourist circuit, including the Khouribga mining museum.

Over the period 2012-2017, OCP Group's contribution to the development of the Beni Mellal-Khenifra Region exceeded 2 billion dirhams, which were apportioned as follows:

- 41.3% to develop basic infrastructure.
- 20.7% for economic integration.
- 38% to support the socio-cultural sectors (*sports, health, education, and culture*).

Nevertheless, the region remains marked by a high unemployment rate (24% *in comparison to 16.2% in average*) and a weak economic fabric, reinforcing the region's dependence and reliance on OCP⁶.

The territory of Khouribga is facing the same classic issues of a mining city:

- A concentration of local actors on the mine and the MNE.
- A domestic economy offering very few economic prospects in terms of jobs⁷.
- An embryonic economic fabric, unable to create any added value.

The region is also experiencing a rapid demographic dynamic. Its population in 2014 was around 193.372 inhabitants, compared to 166.397 in 2004. However, Khouribga remains marked by a very high unemployment rate: 26.7% in 2014 with a very strong gender difference with 20.8% for men and 45.1% for women. It also shows a low net activity rate for men, at 69.4% against 75% on average, and an even lower rate for women barely reaching 20.4%⁸.

The unemployment rate and the activity rate are higher than the national urban average, indicating two facts: the residents of Khouribga are willing to join the labor market, yet they cannot find a job. This phenomenon is explained by the weakness of the private sector, which only employs 34.9% of the active population, compared to 52.3% in the other cities of the kingdom⁹.

Consequently, public employment is over-represented, with 26.3% of the employed population compared to 10.2% on average elsewhere. The region's dynamics are linked to the dynamics of the MNE, which is experiencing significant productivity gains, resulting in low job creation on the site of Khouribga while

⁶CAPITAL CONSULTING, 2017: Study Report on the entrepreneurial potential of Khouribga.

⁷CREADH, 2012: Economic impact of OCP on Khouribga territory.

⁸National Observatory for Human Development (ONDH) and United Nations Development Programme Office in Morocco (UNDP), 2021. National Human Development Report 2020.

⁹ONDH, 2021. Study on the situation of NEET youth in Morocco.

the city is experiencing strong demographic growth.

Entrepreneurship is a social choice by default¹⁰. Residents, particularly youth and women in rural areas, start an independent activity due to the lack of alternatives. Even with these living conditions, many young people hesitate to leave the city to go to work in Casablanca or Tangier. Their ambition is to secure a higher revenue (450 *dollars per month*) to cover the cost of living, especially the added cost of rent. Young people denounce the injustice created by these constraints and, as an alternative solution, aim to secure jobs at MNEs. Subcontracting projects are also very limited due to financial issues.

Porter's concept of CSR aims to transform business-relevant social issues into business opportunities, in an attempt to help solve society's major challenges, while generating greater profitability for business. OCP Group adheres to this approach and has successfully completed the stage of redefining and developing new products and markets along its global value chain. The business transformation process has improved its economic, social, and environmental adaptability and the integration of a growing number of stakeholders around the table.

It is necessary to maintain constructive efforts down this path, with new strategic linkages at the national and local level to integrate agricultural inputs, supply chains, and rare metals. The last step would be achieving the Sustainable Development Goals in the territories, through the establishment of new localized and innovative production sites, allowing small local entrepreneurs to manufacture parts and components and offer service innovations to MNEs.

3.2. Risks and Opportunities

The successful outcomes of the Skills Center¹¹ in its first years of implementation and the deep interest in identifying the needs of the populations of the province were behind the territorial diagnosis that was carried out in 2017 and 2018. The diagnosis covered numerous disadvantaged neighborhoods in the city of Khouribga and the rural municipalities of the province.

The targeted municipalities were: Hattane, Bir Mezoui, M'fassis, Bni Smir, Oulad Azouz, El Foqra, Boujniba, Boulanouare, and Oulad Abdoune. This diagnostic highlights several opportunities and strengths that youth integration policies should capitalize on as well as the various threats and weaknesses that could ruin the Skills Center's work should they not be carefully taken into consideration.

Opportunities and strengths identified can be divided into several categories. As a result, in terms of infrastructure, some municipalities have technical and agricultural training centers, social infrastructures established by the OCP (*clubs*).

¹⁰AMIDEST & David GEOURY, 2014-2017: Evaluation and positioning report on youth entrepreneurship and employability pathways. Partner Report.

¹¹The Khouribga Skills Center (KSC) is the pilot project of the OCP group's societal commitment to territories. It is a platform dedicated to promoting entrepreneurship, youth employability, the local associative network, and the socio-cultural animation of the territory. The KSC is also a way to build trust with the local population, promote the values of citizenship, and develop partnerships with stakeholders.

These infrastructures were built to receive residents for training sessions, artistic and cultural activities, as well as institutional partners willing to implement territorial development projects.

The emergence of a new generation of influencers who believe in action and initiative, a high capacity for mobilization among women, and the financial commitment of families (*particularly immigrants*) in assisting their loved ones to launch their own projects are all indicators of human capital.

The study also reveals that associative and cooperative networks play an important role in some of the province's municipalities. It also highlights the possibility of exploiting local resources such as cacti, local products as well as geological discoveries, all of which can help create value. It is vital to note that a relationship of trust has been established vis-à-vis the KSC and the services it offers.

The threats and weaknesses facing the region are linked particularly to the high rate of unemployment among youth and women (*whether skilled or unskilled*), the limited purchasing power of a large portion of the population, and the lack of diversification in the projects initiated in the region.

These negative elements are also linked to difficult natural conditions, a large influx of rural migrants, the return of many immigrants due to the crisis facing Europe and other issues such as beggary, drug use, and school dropout.

Other factors increase the vulnerability of this population, like the geographical scattering of residences in some municipalities, the unequal distribution and use of infrastructure, and Khouribga dependence on infrastructure and commercial activities.

In addition, there are several dysfunctions related to training structures, in particular:

- Remote higher education
- Inadequate curricula to the nature and needs of the region
- Insufficient vocational training for women
- Very low level of education of some social categories
- Delayed implementation of certain support projects, such as Dar Taliba, a, launched five years ago but not yet completed (*commune of Boujniba*)

It should also be noted that some municipalities suffer from a shortage of artistic, cultural, and sports entertainment spaces, as well as services capable of integrating and empowering pensioners. Furthermore, there is a shortage—sometimes an absence—of training programs offered by KSC in municipalities such as Bir Mzoui, Bni Smir, El Foqra, and Oulad Abdoune. This is usually due to the lack of information about the KSC.

The SWOT table below is the result of a consultation workshop of local and non-local stakeholders organized by the Skills Center in March 2018. Today, the constraints outweigh the potential, but the opportunities are tangible due to the action of OCP, the National Human Development Initiative, and the growing dynamic carried by youth and women in the social and solidarity economy (**Table 1**).

3.3. Sisyphus CSR with Stakeholders Needs

3.3.1. CSR Materiality Matrix

The objective of the analysis of the weight of the actor's involvement is to assess the balance of power among the stakeholders as well as the impacts in relation to the social action of OCP Group (Table 2).

From the actors' mapping and the actions carried out in the field, we were able to build an integrated matrix of impact and interdependencies, as shown in the table below:

The matrix of interactions reveals that:

- OCP Group, the INDH, and some local and international NGOs are long-standing players in this territory. Most of these NGOs are opportunity sensors with very little impact.
- Local actors are barely mobilized.
- The actors involved in supporting the creation of activities (public authorities and associations) have few resources and little impact.
- OCP subcontractors have little ambition, value chains are not integrated, and markets are very short-term¹².
- Pensioners remain on site with housing and social security coverage but have little societal involvement.
- Newcomers to the territory are represented by network movements.

3.3.2. Stakeholders' Needs and Expectations Analysis

It was appropriate to collect the opinion from young people directly for the following reasons:

- Assess their perception of the impacts of the Skills Center.
- Evaluate their entrepreneurial and change capacity¹³.
- Invite them to an introductory reflection on the co-construction of programs and the implementation of innovation from below.

The survey, conducted in 2017 and updated in 2018, covered the urban municipality of Khouribga and nine other rural municipalities. Particular attention was paid to youth and women from the ten municipalities targeted by the study. The following points summarize the main details of the survey as well as its associated activities:

- 678 young people were surveyed.
- 24 focus groups were hosted at the KSC, with thirty field visits & workshops conducted in 2017 & 2018.
- 52 representatives of associations and cooperatives.

While this survey showed that elements such as territory planning, agricultural land, social infrastructure, availability and quality of products and services, well-being, sustainable development, the environment, and human rights are increasingly taken into consideration by youth and residents of Khouribga in their

¹²Deloitte, 2018. Synthetic presentation of the work of thematic Diagnostics Economy-Sport-Culture-Health-Education carried out within the Situation RS of Khouribga.

¹³New Work Lab. Activity reports for 2016 and 2017.

Table 1. SWOT analysis of Khouribga territory.

 <p>STRENGTHS</p> <ul style="list-style-type: none"> ▶ Good Highway & railroad connectivity ▶ Proximity to main areas of agricultural consumption & production at national level ▶ Importance of MNE presence & commitment ▶ High rate of young graduates ▶ Large diaspora; immigration to Europe 	<ul style="list-style-type: none"> ▶ Interesting purchasing power for a part of the population ▶ Important associative network ▶ Availability of electrical energy sources ▶ Literacy rate above the national average
 <p>WEAKNESSES</p> <ul style="list-style-type: none"> ▶ Cut-out & disadvantaged neighborhoods in under-equipped industrial zone ▶ Weak economic fabric & lack of infrastructure (excluding OCP) ▶ Low impact of mines on wealth-generating activities (<i>subcontracting, maintenance, logistics, etc.</i>) ▶ Inadequate matching between supply & demand for higher education & research ▶ Weak infrastructure in rural municipalities ▶ Poor waste management 	<ul style="list-style-type: none"> ▶ High youth unemployment rate ▶ Limited entrepreneurial culture (<i>initiative</i>) ▶ Limited public action ▶ Lack of shopping & leisure spaces ▶ Lack of a shared collective vision (<i>stagnated projects</i>) ▶ Weakened diaspora in Europe (<i>crisis</i>)
 <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▶ New structural development for the tertiary sector as a result of the Green Mine Project (<i>integrated business, culture & leisure spaces</i>) ▶ Mine rehabilitation projects ▶ Better cooperative attitude among regional institutions ▶ Possible activation of the associative network ▶ Possibility of significant partnership development through OCP leadership ▶ Availability of renewable energies 	 <p>THREATS</p> <ul style="list-style-type: none"> ▶ Rising social tensions & demands in reaction to social & economic issues, as well as feelings of injustice ("<i>hagra</i>") ▶ Uncontrolled urbanization, such as "Oued Zem" ▶ Relocation of the most important purchasing powers to Casablanca ▶ Migration of the local educated youth to major cities ▶ Low level of precipitations ▶ Structurally weak associative network (<i>vision, governance, means, political opportunism, etc.</i>)

Source: authors' own.

Table 2. Stakeholders Analysis

Actor	Assets	Constraints	Impact	
			Territory on Stakeholder	Stakeholder on Territory
OCP Group	<ul style="list-style-type: none"> ▶ National MNE ▶ Major phosphates & fertilizers supplier ▶ 1st investor/sponsor in the territory ▶ Important network of suppliers 	<ul style="list-style-type: none"> ▶ Value sharing ▶ Social & environmental standards ▶ Local business environment 	<ul style="list-style-type: none"> ▶ Mine & soils ▶ Labor force 	<ul style="list-style-type: none"> ▶ Business ▶ Revenues ▶ Jobs ▶ Attractiveness
INDH1	<ul style="list-style-type: none"> ▶ Proximity ▶ Rural anchorage ▶ Social inclusion ▶ Youth Platforms 	<ul style="list-style-type: none"> ▶ Little economic prospect ▶ Low management ratio 	<ul style="list-style-type: none"> ▶ Sourcing ▶ Partnership 	<ul style="list-style-type: none"> ▶ Better field knowledge ▶ Access to information
C.R.I ²	<ul style="list-style-type: none"> ▶ Proximity ▶ Business Creation ▶ Investment Promotion 	<ul style="list-style-type: none"> ▶ Low capacity: small branch with 3 employees ▶ Lack of a one-stop shop ▶ Administrative bureaucracy & slow processing 	<ul style="list-style-type: none"> ▶ Sourcing ▶ Promotion of attractiveness 	<ul style="list-style-type: none"> ▶ Authorization & facilitation ▶ Business intelligence
OPPT ³	<ul style="list-style-type: none"> ▶ Training & competencies (9300 <i>trainees</i>, 3800 <i>graduates yearly</i>) ▶ Proximity 	<ul style="list-style-type: none"> ▶ Lack of market opportunities ▶ Follow-up of graduates ▶ Low practical qualification 	<ul style="list-style-type: none"> ▶ Direct/indirect recruitment, internships & support 	<ul style="list-style-type: none"> ▶ Supply of qualified HR
NGOs ⁴	<ul style="list-style-type: none"> ▶ Coaching & mentoring of young entrepreneurs ▶ Entrepreneurial support ecosystem ▶ Lively entrepreneurial scene ▶ Development of an entrepreneurial culture 	<ul style="list-style-type: none"> ▶ Problem of autonomy & fundraising ▶ Lack of communication on the activity, coordination, & visibility 	<ul style="list-style-type: none"> ▶ Partnership & funding ▶ MNE Hosting 	<ul style="list-style-type: none"> ▶ Creation of positive dynamics ▶ Improvement of the Group's territorial image
Media	<ul style="list-style-type: none"> ▶ Communication & visibility (<i>Promotion of territory activities</i>) 	<ul style="list-style-type: none"> ▶ Insufficient & inaccurate local communication 	<ul style="list-style-type: none"> ▶ Source of information of territory figures & data 	<ul style="list-style-type: none"> ▶ Branding
Entrepreneurs	<ul style="list-style-type: none"> ▶ Wealth and employment creation ▶ Investment ▶ Success-stories 	<ul style="list-style-type: none"> ▶ Challenging development phase ▶ Insufficient support for existing VSEs ▶ Lack of networking 	<ul style="list-style-type: none"> ▶ Funding & support KSC/foundation & partners ▶ Creation of cash flow 	<ul style="list-style-type: none"> ▶ Job creation ▶ Animation of the city (fairs etc.)
Suppliers & subcontractors	<ul style="list-style-type: none"> ▶ Creation of jobs & wealth ▶ Proximity ▶ Knowledge of premises & mastery of the environment 	<ul style="list-style-type: none"> ▶ Lack of expertise/standards ▶ Unqualified workforce ▶ Weak organization/structure ▶ Total dependence on MNE ▶ Lack of ambition ▶ Weak integration of the value chain at the level of the industrial ecosystem 	<ul style="list-style-type: none"> ▶ Markets MNE expertise & references ▶ Short-term vision (<i>Small Spot Markets, lack of stability</i>) 	<ul style="list-style-type: none"> ▶ Lack of commitment from subcontractors ▶ Loss of quality & service

Continued

Residents	<ul style="list-style-type: none"> ▶ Immediate workforce ▶ Source of information 	<ul style="list-style-type: none"> ▶ Demands (<i>land, prices, environment, nuisances, etc.</i>) ▶ Difficult population to hire ▶ Security/Safety issues ▶ High dissatisfaction rate (<i>given basic needs</i>) 	<ul style="list-style-type: none"> ▶ Development of new activities ▶ Job creation 	<ul style="list-style-type: none"> ▶ Safety/Security ▶ Image territory
MNE collaborators	<ul style="list-style-type: none"> ▶ Skills/expertise ▶ Training collaborators 	<ul style="list-style-type: none"> ▶ Low contribution & participation in social activities & volunteering 	<ul style="list-style-type: none"> ▶ Social component ▶ Training ▶ Tangible impact 	<ul style="list-style-type: none"> ▶ Lever for business development & prosperity
Pensioners	<ul style="list-style-type: none"> ▶ Expertise & know-how ▶ Discipline & seriousness (<i>Corporate Values</i>) ▶ Active potential, proximity & availability ▶ Potential trainer 	<ul style="list-style-type: none"> ▶ Multigenerational job demands ▶ Problem of well-being after retirement (<i>time management</i>) ▶ Weak entrepreneurial spirit ▶ Lack of support after retirement & low social contribution ▶ Lack of preparation for retirement 	<ul style="list-style-type: none"> ▶ Social Benefits (<i>Medical coverage, grants agreements, accessibility to MNE infrastructures</i>) ▶ Stability (<i>retired homeowners</i>) 	<ul style="list-style-type: none"> ▶ Impact (+ et -): ▶ Image territory ▶ Purchase of benefits from pensioners ▶ Loss of know-how & expertise

Source: authors' own (co-construction—workshop with CSR stakeholders). ¹National initiative for human development. <https://www.maroc.ma/fr/content/indh>; ²Regional Investment Center. <https://coeurdumaroc.ma/cri/public/>; ³Office of Professional Training and Labor Promotion. <https://www.ofppt.ma/en/>; ⁴Examples: AMIDEAST, Enactus, New Work Lab, Réseau Entreprendre Maroc, Izdihar, Station A, 1337, Fondation Zagora, USAID, international ONG, etc.

vision of future territorial development, their interest in these matters remains closely linked social and economic problems faced on a daily basis, including unemployment, unfavorable markets, a lack of hospitals, a shortage of water, a lack of social security coverage, etc.

These factors have definitely been a major influence on women and young people in rural areas, as they have very limited means and feel marginalized. Moreover, analyzing the data obtained through this survey data further confirmed that economic difficulties and an unfavorable territorial environment are the two major constraints facing young people in Khouribga.

Different components were analyzed to understand the expectations of young people: mindset, skills, markets, financing, mentoring, and territorial environment^{14,15}. The young people polled all agreed on the following critical expectations (**Tables 3-9**).

As a result, we face some important challenges: How do we improve communication and highlight Khouribga work on entrepreneurship and innovation? How do I highlight the territory and its inhabitants? How can we improve the way we communicate our actions? How can coordination be improved?¹⁶

¹⁴OCP Entrepreneurship Network, 2014: OCP Entrepreneurship Program Reference Document.

¹⁵New Work Lab. Activity reports for 2016 and 2017.

¹⁶Startup Morocco, 2016. Activity reports on startup support.

3.4. Development Options Tailored for Local Community Assets

Khouribga Skills Center was established on the same location as the former OCP Executive Training Center, which burned down in 2011. Its opening in 2014 was marked by a wave of protests and blockades. Since January 2015, the Center has launched two programs: entrepreneurship and employability. The specific pedagogical strategies used made hosting young people possible, and gradually created a favorable atmosphere in a rather tense context. It has mobilized a set of partners, now grouped in a stakeholder platform that creates institutional and organizational synergies.

On the other hand, the center underutilizes its exceptional infrastructure and does not provide yet all possible trainings. Attendants can choose from a wide range of opportunities, depending on their target audience and goals.

Table 3. Mindset analysis.

Idea	<ul style="list-style-type: none"> ➤ I have no ideas to engage in a project. ➤ Where can I find ideas? ➤ How do I know if my idea is original and if it would succeed? ➤ Difficulty exploring ideas along job hunts or full-time jobs
Fear	<ul style="list-style-type: none"> ➤ Fear of failing and not securing enough revenue to survive. ➤ Stepping out of one's comfort zone: Leaving the work force and embarking in an entrepreneurial journey. ➤ Fear of loneliness.
Patience & perseverance	<ul style="list-style-type: none"> ➤ Entrepreneurs underestimate the time & effort needed to gain the trust of customers. ➤ In IT projects, it is expected to have results and therefore revenues quickly. Thus, during difficult phases, teams cannot stay motivated and complete their tasks.
Risk-taking	<ul style="list-style-type: none"> ➤ Tough move to risk of embarking on an entrepreneurial journey, leaving behind a stable & secure monthly income. A tougher move if the young entrepreneur has dependents.
Market related mental block	<ul style="list-style-type: none"> ➤ Competition: Larger companies in the sector make it impossible to create a startup or a cooperative. ➤ Competition: those who have the means will copy me fast and reach the market faster. ➤ "Will it work in Morocco?": While it works elsewhere, things are different in Morocco.
Success stories	<ul style="list-style-type: none"> ➤ Insufficient media coverage of success stories ➤ Insufficient information on successful actors: Who are these young entrepreneurs who started from nothing and built large companies? Who are these entrepreneurs that young people can relate to?
Confidence	<ul style="list-style-type: none"> ➤ Entrepreneurs dread discussing their projects out of fear of seeing their ideas stolen and developed by another party with more means and experience.
Eager to learn	<ul style="list-style-type: none"> ➤ While some advanced skills are rare in Morocco, it is possible to recruit professionals to help young entrepreneurs develop these skills. However, the desire to learn and develop skills is not always present.
Moral support	<ul style="list-style-type: none"> ➤ Insufficient support from the immediate environment for a person to start a business. ➤ Families and friends often discourage young people or potential entrepreneurs and criticize their ideas.

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018)¹⁷.

¹⁷New work Lab, 2017. Report on the expectations and needs of young and aspiring entrepreneurs.

Table 4. Skills analysis.

Communication	<ul style="list-style-type: none"> ➤ Discussing & presenting the project. ➤ Pitch in front of the clients or investors. ➤ Improving communication with customers & between team members.
Commercial	<ul style="list-style-type: none"> ➤ Getting the first references. ➤ Finding the first customers. ➤ Know key personnel in a company or industry
Digital Trust	<ul style="list-style-type: none"> ➤ Skepticism about e-payments in Morocco & the resulting rarity of online purchases represent an obstacle for e-commerce projects developed by young entrepreneurs. ➤ Lack of trust in online payments also blocks purchase of software & paid IT solutions. ➤ Difficulty purchasing software & hardware from international e-commerce platforms.
Recruitment	<ul style="list-style-type: none"> ➤ Recruiting the right resources. ➤ Finding the right profiles.
Access to skills	<ul style="list-style-type: none"> ➤ Absence of certain curricula from Moroccan schools. ➤ Lack of technical skills. ➤ Lack of professionalism
Advanced technical skills	➤ Absence of trained & experimented Moroccan professional in certain specific disciplines, such as drones or enhanced reality.
Market research	➤ Conducting market research & ensuring the project has potential.
Business Management	➤ Project management, marketing, financial aspects, etc.
Building your network	➤ Building your professional network.

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018).

Table 5. Market analysis.

Lack of business opportunities	<ul style="list-style-type: none"> ➤ Difficulty finding customers: big companies rarely collaborate with startups. Even when the management wishes to, other departments resist this course of action. ➤ Moroccan customers do not trust startups and prefer dealing with established businesses.
Unfavorable conditions	<ul style="list-style-type: none"> ➤ Excessive payment periods/late payments. ➤ Administrative slowness in big companies stifles startups growth.
Access to information	<ul style="list-style-type: none"> ➤ Limited access to information is an indicator of a country's low development (Harvard). ➤ Scarcity of studies available on the market. ➤ Reliable information and statistics are hard to get.

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018).

In this work, four offers tailored for Khouribga's youth are analyzed, in addition to the Skill Center's catalogue:

- Professional training
- Entrepreneurship programs

Table 6. Financing analysis.

Access to finance	<ul style="list-style-type: none"> ➤ Young people lack funds & connections that could help start businesses. ➤ Older entrepreneurs have commitments that prevent them from taking any risk. ➤ Administrative slowness characterizing access to funding prevent startups from benefiting of opportunities (Maroc Numeric Fund). ➤ Institutional funding's aversion to risk & errors results in unrealistic requirements for startups (ex: detailed full year expenses). ➤ Profiles of members of the boards (ex: bankers) granting funds to startups do not match with the "enterprising mentality", resulting in decisions unsuited. ➤ In addition to offering loans on trust, Réseau Entreprendre also arranges follow-ups (monthly meetings over 3 years with a mentor) as well as access to its network.
Access to information	<ul style="list-style-type: none"> ➤ While there are opportunities (ex: calls for applications, initiatives, competitions) for seed funding in Morocco, information is scattered & unorganized. ➤ There is a real need for dedicated platform where all the available opportunities are advertised by the relevant parties.

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018).

Table 7. Mentoring analysis.

Finding mentors	<ul style="list-style-type: none"> ➤ Absence of mentoring structures. Only entrepreneurs are willing to provide help to other startups. ➤ Urgent need for mentoring in specific areas such as accounting, legal and HR. ➤ Other lacking areas are time & work management, self-confidence, resilience, etc. ➤ Organizations often approach unsuited mentors for their needs & purposes. ➤ Incubators & coworking spaces could offer mentoring services to startups. ➤ People who can be good mentors have not yet been approached by the right organizations.
Finding incubators	<ul style="list-style-type: none"> ➤ Absence of business-oriented incubators in Morocco. ➤ Only impact/social oriented incubators are available, thus lacking in means to help startups with their business. ➤ Hub: insufficient information about the spaces where entrepreneurs could have a safe space to discuss their projects.
Coaching & guidance	<ul style="list-style-type: none"> ➤ Entrepreneurs lack an adapted support system, where they would get the right advice needed to take their business to the next level (advice, investment, networking, moral support).

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018).

Table 8. Territorial environment analysis.

Labor law	<ul style="list-style-type: none"> ➤ Hiring process is hindered by the complexity & costs associated with employment termination. ➤ The creation of a self-entrepreneur status could fill the gaps surrounding fixed-term contracts as well as casual and part-time contracts.
Legal status	<ul style="list-style-type: none"> ➤ Many freelancers work on both national & international projects without having a legal status. ➤ A large number of said freelancers have a daily job and very often conduct their freelance activities secretly.

Continued

Exchange Office	<ul style="list-style-type: none"> ➤ E-commerce isn't very popular in Morocco. ➤ International e-payments are cumbersome for all categories of purchases: registration at events, advertising, partners' fees, etc. (<i>Currency Exchange Office</i>). ➤ It is possible to reclaim the mandatory 10% tax on international transactions, though most are unaware/do not fully understand the process. ➤ Regulatory framework prohibits all direct payments in foreign currencies in Morocco.
Unnecessary bureaucracy	<ul style="list-style-type: none"> ➤ Tedious processes for basic administrative procedures: changing a company's registered address, authenticating signatures (<i>MAD 20 per page</i>),
Taxes	<ul style="list-style-type: none"> ➤ Costly social charges, with salaries subjected to withholding tax, impact hiring rate & processes negatively. ➤ Reducing social charges for startups would boost employment rates.
Government	<ul style="list-style-type: none"> ➤ Important gap between governmental initiatives & approaches & entrepreneurial endeavors: institutional solutions are suggested for entrepreneurial issues. ➤ Inadequate administrative support for startups creation. ➤ Most initiatives implemented by the state are more suited to experimented businesses than startups.
Equal opportunities	<ul style="list-style-type: none"> ➤ Startups operating the areas of digital and sustainable development get more support in comparison with others operating in other fields.
Legitimacy	<ul style="list-style-type: none"> ➤ Obtaining a label should result from an expertise certification & validation, such as contests, as this would help win customers. The process exists but isn't systematic.
Other	<ul style="list-style-type: none"> ➤ Banking regulatory framework in Morocco does not allow subscriptions. ➤ Provisions of the Law on the Protection of Personal Data not sufficiently enforced/followed.

Source: Focus Group & Co-construction with Stakeholders and Partners (2017 and 2018).

Table 9. Comparative analysis of youth integration models in Khouribga territory.

Offer	Limits	Main Actors
Vocational training	<ul style="list-style-type: none"> ➤ Sectoral pedagogies, often out-of-date ➤ Slow institutional framework ➤ Low interest in innovation & entrepreneurship ➤ Discouragement of targeted audience 	<ul style="list-style-type: none"> ➤ OFPPT ➤ Professional Associations
Entrepreneurship Programs	<ul style="list-style-type: none"> ➤ Methodological individualism ➤ Low technological & social innovation capacity ➤ Weak ecosystem dynamics ➤ No inquiries about the future of the company 	<ul style="list-style-type: none"> ➤ Big Groups: OCP, CCG, Inwi, Orange, AWB ➤ NGOs ➤ INDH ➤ MarocPME ➤ RIC
Fab Lab/Incubator	<ul style="list-style-type: none"> ➤ Concept labeled by MIT & adapted to engineers ➤ Targeted audience is students ➤ Low economic impact over the long term 	<ul style="list-style-type: none"> ➤ Universities ➤ Support systems such as Réseau Entreprendre Maroc, Enactus, New work Lab, etc.

Continued

Socio-economic & educational centers	■ Generic support systems negatively impacting the quality of the offer	■ Skills & outreach centers
	■ Poorly drafted offers	■ SMEs solidarity Centers
	■ Targeting in dire need of improvement	■ INDH Platforms
	■ Young & unexperimented staff lacking the capacity of projecting themselves in Morocco's economic environment	■ Awrach

Source: authors' own.

- New innovation and collaboration sites
- Socio-economic and educational centers.

The purpose of this analysis is to highlight the elements the Skills Center should refocus on, such as its core business and pedagogical engineering, so as to be part of a coherent territorial network along other stakeholders.

There are five challenges to overcome to insure value-added services. The major challenge is to stay as close as possible to young people, their needs and worries to be able to respond to other challenges in the ecosystem. Another crucial condition is to involve the too often forgotten and marginalized youth with no significant education, to make sure we do not have to face, yet again, past mistakes and failures (**Table 10**).

Options for optimizing territorial development

To make sure we meet the new expectations of young people and entrepreneurs, it is imperative to tackle new challenges that arise in terms of territorial development as well entrepreneurial promotion:

1) Ensuring offers are more accessible to people: Highly scattered rural municipalities mean their population have to not only deal with difficult, impractical journeys and a significant lack of information, but also with the resulting slowed actions of local centers.

Some of the actions that could help alleviate these struggles are:

- Designate & train ambassadors of local centers among young influencers in the targeted municipalities.
- Develop a local communication strategy.
- Explore decentralizing part of the activities from center to remote municipalities through intermediates.
- Bring the services of the centers closer to the residents.
- Strengthen the intermediary associations technically in relation to their new roles.
- Reposition and revitalize the existing infrastructure, especially INDH structures.

2) Building local and sustainable value chains: When maximizing the chances of success of any project, the environment must imperatively be taken into account. In addition, realities on the ground in the municipalities of Khouribga must inspire feasible & sustainable projects.

Table 10. Key challenges of integrating youth into the territorial development process.

Challenges	Objectives
Openness	<ul style="list-style-type: none"> ➤ Strengthen trust and social ties with stakeholders. ➤ Foster permanent dialogue with all parties of the local ecosystem. ➤ Involve and integrate stakeholders and enhance all synergies. ➤ Involve youth in setting goal and decision-making.
Proximity	<ul style="list-style-type: none"> ➤ Maintain close ties with young people and stay tuned with their needs. ➤ Ensure an ever-growing and balanced coverage of the territory. ➤ Establish an adapted territorial approach of partnership and co-construction. ➤ Conduct regular analysis of the territorial impact.
Governance	<ul style="list-style-type: none"> ➤ Strengthen capacities & suitable staff, train mentors, and help build & develop skills. ➤ Create an integrated agile platform for listening, guiding, and coordinating. ➤ Build & reinforce territorial anchoring and a strong, continuous dynamic through innovative restructuring.
Differentiation	<ul style="list-style-type: none"> ➤ Develop an innovative & value-added service offer with focus on social dimension, allowing socially fragile recipients to integrate it via social entrepreneurship. ➤ Consider all specific targets of the young population: people with disabilities, young girls, orphans, as well as former inmates. ➤ Develop flexible trainings in terms of content & length to suit specific needs & profiles.
Cooperation	<ul style="list-style-type: none"> ➤ Nurture stakeholder interest. ➤ Encourage reconciliation between the various components of society. ➤ Develop an image that reflects reality objectively. ➤ Develop projects and programs within the framework of partnerships. ➤ Improve the coordination and complementarity of actors. ➤ Merge resources to achieve common objectives, such as territorial innovation.

Source: authors' own.

Measures that could facilitate this process include:

- Involving agricultural qualification centers as a key partner, especially for IGA and cooperative programs.
- Creating high potential technical training programs.
- Developing markets—souks—as centers of economic dynamics.
- Undertaking a comprehensive study of the cactus valuation unit.
- Using cooperative to develop the value chain of traditional local carpets.
- Creating flagship projects in different sectors, including catering and animation.
- Offering substitutes for people who have lost their primary occupations.
- Creating new opportunities such as the enhancement of mining heritage (*valuing fossils in Beni Smir for instance*) or the development of historical and/or scientific tourism.
- Establishing self-entrepreneurship centers.

We must also think about major initiatives, such as the rehabilitation of land

and the valorization of products. Agrophotovoltaics—which is the joint development of the same land parcels for solar photovoltaic and agriculture—are also an excellent mean to improve the food and energy security of the territory.

3) Capitalizing on youth and seniors: Human capital in the territory is a real asset on which we should capitalize to develop innovative solutions specifically tailored to embrace specific territorial realities. Young adults, pensioners, immigrants, and women are all key actors capable of enacting changes from respective positions.

Some of these solutions involve:

- Creating income-generation projects that would harness young adults' potential to benefit senior citizens (*medical care, personal assistance services, etc.*).
- Promoting pensioners' expertise through mentoring programs.
- Capitalizing on the experience of former immigrants to develop new projects.
- Developing entertainment activities for pensioners.

Bottom-up governance

The Skills Center's governance was built on a sustained, participatory model, based on two guiding principles:

- Its management by & for young people, with free access to all its services. This “community culture” is vital to nurture a climate of trust, essential to creating opportunities.
- The permanent involvement of highly trained & mobilized mentors in its programs.

The Skills Center has gradually established strong relationships with all public and private actors involved in employability and entrepreneurship. These actors include public institutions such as OFPPT, ANAPEC, CCIS, and CRI, as well as associative structures such as ENACTUS, Réseau Entreprendre Maroc, and local associations. Many were set close to the Center's premises, making mentorship opportunities easily accessible for young adults.

This setup leads to an increased efficiency of the system, which in turn ensures a good flow of information and a greater collaboration between the different stakeholders. This dynamic is reinforced by regular group thematic workshops to discuss the progress of projects and decide upon specific trainings for managers.

Gradually, a new collective culture is being established, which is gradually strengthening collaborative dynamics through improved inter-knowledge among stakeholders and shared common goals which are in turn translated into a clear action plan. Beneficiaries often access the shared service facility. They are able to reach out to any of the stakeholders, sometimes by stepping into the first office they encounter. Once the beneficiary has reached out to one of the stakeholders, the latter plays a role of advice and guidance to match each beneficiary with the mentor who meets their expectations.

Unfortunately, stakeholders are not always familiar with the beneficiaries'

history of movement in the system. This lack of information is the source for the discouragement & confusion for both sides. A digital platform would be a major step towards fulfilling expectations & ambitions on both sides, as it would re-group all the available information & history within the Center's network. It would allow each stakeholder to report on their various interactions following every meeting, be it trainings, internships, or job opportunities. It would also be a perfect follow-up tool, insuring greater fluidity in training times, project set-ups, as well as support towards employability. In addition, this platform would allow stakeholders to share their newsfeeds along with the new opportunities offered by their organizations.

4. Behind the Hill

This work was a valuable opportunity for its to participate in the critique of CSR and its relationship with government, stakeholders, and civil society (Friedman, 1994; Utting, 2000; Fox, 2004; Reed, 2004; Blowfield & Frynas, 2005; Prieto Carron et al., 2006; Utting, 2006; Karnani, 2007; Anderson et al., 2010; Idemudia, 2011; Visser, 2011; Porter & Kramer, 2011, Mosse et al., 2011, Yunus et al., 2015).

In this complex relationship, CSR initiatives are driven by concerns of three types:

- 1) Minimizing negative externalities and access to resources.
- 2) Making a positive and sustainable contribution to development.
- 3) Maximizing stakeholder well-being.

Conducting this research project relied on a three-pronged approach:

- A study of the setting that led to the emergence of CSR (*bibliographic review*) in the GVC context of MNEs.
- An analysis of the opportunities & threats to the CSR model in Morocco through a case study of the territory of Khouribga (*field survey, analysis of the materiality matrix of stakeholders involved*).
- A review of the needs & expectations of the stakeholders involved in the social development process.

Nothing better illustrates the commitment of MNEs to CSR than the myth of Sisyphus. The mythological king tirelessly rolled his immense boulder to the top of the mountain, only for it to roll down each time he was close to the top. He neither tired nor despaired, as he continued to roll it to the top for eternity. Paradoxically, accepting this inevitable defeat & taking it into account is a noteworthy transformation and, therefore, a "victory". Albert Camus was able to conclude that "everything is well" because "we must imagine Sisyphus happy".

One might even say CSR suffers from this "curse" of almost never achieving a positive result.

In the aftermath of a tragedy, OCP built a new city in Benguerir, in the setting of the Mohamed VI Polytechnic University, after having previously largely contributed to the construction and development of the city of Khouribga. The overall CSR environment became highly visible during the process, as things were no

longer as they were before.

While conducting our research, we analyzed the exhausting rise of CSR over a decade and examined at how the company's employees—its “social entrepreneurs”—believed in the positive contribution to the well-being of society. We explored the ways they tried to reach local communities by mobilizing stakeholder theory along national and international NGOs. Key CSR actors were tasked with developing programs aimed at improving the living conditions of local populations.

Initially, these actions were structured around well-calculated pilot programs such as those in education, agriculture, entrepreneurship, sport, culture, and health. Another cross-cutting program of technical assistance or capacity building for the actors involved was later developed.

We uncovered two limitations to these policies:

1) These “quick win” projects were elaborated in offices with a “make-do” logic, completely disconnected from the lives and realities of vulnerable populations.

2) There is a clear confusion between CSR and funders who then plays the role of a financier without having a clear orientation in line with the entrepreneurial objectives of the company, as well as the state's and communities' development objectives.

The multiplication of CSR projects has fostered the dispersion of resources (*both financial and human*) and a blurring of what Corporate Social Responsibility really is. It has become associated with a bank without an identity linked to either its core business or to its territories of intervention.

Subsequently, and with the aim of monitoring the scope of Corporate Responsibility and optimizing resources, CSR has provided financial support for local and regional development plans and put companies' know-how and resources at the service of the socioeconomic development of the territories of action. Companies are now returning to their bubble, while social objectives disappear from their vision. This new approach has not been very successful in the field and does not really provide effective solutions to social problems such as youth unemployment or access to resources and markets.

The gap between a business' interests and motivations, the state, and civil society is problematic, particularly in a “middle-income country” context. It is still unclear whether CSR would benefit from being more in touch with societal problems, from edging closer to the state's “development function” or from innovating in other manners to positively change the dynamic between state and civil society.

In the current context, actions conducted under the scope of CSR do not provide answers to thorny social problems, such as unemployment. This is due to the existing shifts in productivity gains as well as the rather low productivity of both public investment and the private sector locally and regionally.

More recently, new public and private programs such as “Forsa,” “INDH

platforms,” and “Intelaka” have created strong expectations of wage labor and subcontracting that are not compensated by support for entrepreneurship, which remains restrained by its lack of financing and lagging behind certain essential links in the entrepreneurial value chain, such as the empowerment of SMEs and the integration of large value chains into markets. Issues of capitalization, stability of CSR actions, transmission, and generalization of impact can also be added to the list.

We now wonder if the positioning of CSR based on “quick wins” is still relevant and if it would be resilient in a context of high uncertainties. Only a shared and stable vision as well as an investment of passionate people on the ground long enough will make it possible to succeed, resulting in a territory’s potential and capacities being better detected, exploited, trained & supported.

Nevertheless, the recent health and inflation crises have revealed three intrinsic strengths of Morocco:

- 1) The rebellious and resourceful character of young people;
- 2) The civic engagement of certain companies during the pandemic was exemplary and deserves to be supported in a structured way;
- 3) The dynamics of the social and solidarity economy, mainly driven by women, encourages great hope in Morocco.

People need to be at the heart of the CSR transition, which in turn should be designed to target specific results. This can only be achieved through a 360° vision combined to an innovative and stable participatory governance, starting from a presentation of the complex relationship between CSR, development, and society that highlights the crucial role of entrepreneurs in the governance of CSR, through a process of creating added value and developing complementary activities to industrial activities.

In developing countries, CSR is aimed to complement the economic actions of companies and governments with complementary social, cultural, and sporting actions. However, MNEs have been particularly criticized in terms of social and environmental impact, and economists relayed by civil society note that these companies create significant negative externalities, both social and environmental, and that CSR reinforces the dependence of territories on MNEs. Local integration, demand for jobs, pollution, water stress, land management, and human rights are examples of tensions between local populations and these extractive MNEs.

Companies have therefore started taking a social and environmental turn. However, these actions are now often considered “social washing” or even “greenwashing”, leading to harsh criticism of the communication operations of these MNEs (Utting, 2006). In this context, the use of artificial communication and the concealment of certain negative externalities, or the need for some development actors to ignore what is happening at the local level for a variety of reasons (Van Ufford et al., 1993) can be costly for businesses and society, as what is hidden always returns like a black swan.

Stakeholder theory (Friedman, 1994) has been considered the basic concept for understanding and analyzing the relationship between actors and the firm. Yet it appears that synergies between actors are not easy to acquire, and the measurement of impact is not necessarily at the heart of the action of each stakeholder. Each stakeholder must now design its actions and work plan by placing vulnerable populations, local residents in particular, at the heart of the objective. Our research reinforces this observation but also reveals the imperative to work both on a shared vision and on creating a stable and supportive environment for CSR.

The CSR of “stakeholders” is indeed an interesting prospect for activating all energies around the sustainable development table by promoting value sharing, cooperation, and social innovation. Thus, governments, companies and civil society are looking for a role to play in this CSR instead of entering into a social struggle, a destructive competition, or abdicating their responsibility. This vision of tripartite governance could form a safer and more stable framework and encourage MNEs to outsource innovation to local actors. In this context, the government would facilitate the overall environment of CSR dynamics through flexible regulation and targeted public aid. For its part, the participation of civil society will improve targeting and provide a good knowledge of the needs on the ground.

In these policies, the trend to develop clean technologies and more integrated sustainable and solidarity-based clusters at the local level is confirmed through a committed dynamic of local content, the development of sustainable and inclusive economies (*examples of solutions based on renewable energies, the circular economy, social enterprise, and the service cooperative*), and a restructuring of local SMEs so that they become service providers and sources of innovation proposals to MNEs and governments—starting from the conviction that the overall performance of a MNE is linked to the positive & lasting impact generated by industrial operations in territories where multinationals operate and, on the other hand, the imperative to integrate CSR and innovation as ways of adapting and transforming companies and territories

Thus, the identity of tomorrow’s CSR, whatever its sector of activity, would be that of a social and solidarity enterprise that respects the environment. OCP Group, a global MNE, has succeeded in developing its contribution to the economic development of the Kingdom of Morocco and in bringing out structuring projects on the territory of Khouribga that have contributed to the influence of the entire region. The establishment of the Mohamed VI Polytechnic University in Benguerir is now the expression of the new vision of value sharing in favor of research and development as a growth engine for the company and the territories of its activity.

Our research paper shows how the territory and all stakeholders involved will be able to benefit—on the long term—of OCP’s resources and expertise and put them at the service of sustainable and innovative development. It also reveals the

positive interaction between the movement launched by the Industrial Group to break down “silos of personal interests” and the level of value sharing in the areas of action with national suppliers and local communities. The company’s transformation process has therefore made it possible to open up to new audiences, conquer new markets, and set much more ambitious social, environmental, and governance objectives. Thus, agriculture, fertilizers, water, energy, research and development, innovation, and technology are new themes of partnership between OCP, the private sector, and territories. At the heart of this success stands—first and foremost—a visionary CEO, in touch with the realities of the world around him.

In a development context, the expectations and needs of stakeholders and target groups are limitless, hence the need to clarify what CSR can and cannot do. Consequently, it is important to prioritize actions (*to avoid the dispersion of energies and multiple solicitations*) to establish a permanent and constructive dialogue defining the real aim of CSR, away from personal interests and the influences of individual logics. In addition to this, changing the mindset of all the stakeholders is the most difficult objective, to ensure commitment and merit in the territory.

It remains difficult to think about evaluating the impact of CSR in Morocco after 3 years, as the situation of the targeted groups remains unclear, as is the case for the beneficiaries evolving in the socio-economic environment of the country. The CSR programs touch on vast areas, complicating all analysis processes of their impact in terms of learning or on the development of young people and women. We must consider the duplicability of CSR projects in the context of unpredictable actions and shifting public policies. We must also ask ourselves the question of the labeling of certain CSR initiatives: are they sustainable projects? Combining the three aspects of ecology, economy, and society? Finally, we must also ask ourselves the question of the motivation of stakeholders to integrate this CSR initiative, especially young people and women, in the social and solidarity economy. Given the complexity of CSR programs, it is therefore necessary to ensure that a coherent monitoring and evaluation plan is in place. Communication should be a pillar of program deployment. Good practices should be shared between stakeholders and targets. We should also pay closer attention to the issues of water, energy, and agriculture.

There are opportunities for positive interactions between business and sustainability. In our case study, we showed it was possible to open new perspectives for young people in the field of sustainable development. It combines environmental education, agricultural entrepreneurship, solar energy, circular economy, and service cooperatives. OCP Group’s expertise in these new businesses can have a positive impact on a number of structured stakeholders.

Young Moroccans struggle to find a good opportunity or mentor, as the demand is high and the number of qualified mentors very low—they must be entrepreneurs themselves to be able to help. It, therefore, is necessary to think about a new strategic approach to integrate young people and open new eco-

conomic prospects.

The Khouribga Skills Center Project was a post-Arab Spring CSR solution to develop young people's capacities for initiative based on the realities of local communities. However, despite being sponsored and carried by OCP, it has been underutilized and poorly integrated into the industrial ecosystem, with programming that lacks legibility and capitalization. The center's mentors, who are still very young, lack the ability to connect with the Moroccan economic environment. Actors in the territory have potential but lack the means and ambitions to achieve it, which raises the problem of the sustainability of their actions and the quality of their supervision.

Value chains are not integrated, and the existing industrial ecosystem does not provide sustainable and inclusive solutions. Beyond financial investment and the development of social infrastructure, major public and CSR initiatives must be able to identify vulnerable populations, synergies, and partners to be mobilized so that their involvement in the development of the territory has a real strategic impact.

Sport is central societal axis. Deeply rooted in the Moroccan culture, it can be a tremendous mean to create synergies with a real impact. Local sports centers are vectors of education, well-being, and living together; they can also participate in the attractiveness of the city and its influence. Some cultural initiatives with significant potential around cinema and theater are present on the territory, but most of the actors are rather focused, in their initiatives, on local cultural animation. OCP, INDH, Regional Councils, and some structured NGOs financially support the lack of resources among actors. Associative actors have potential but have limited impact and non-sustainable business models based essentially on subsidies and volunteering. The connection with major national and international actors must be strengthened.

5. Conclusions

Nothing is simple in Corporate Social Responsibility. Yet OCP Group, a global public MNE from Morocco and one of the biggest actors in the world of phosphate and fertilizers, has not only become more prosperous but also more stable, thanks to its committed actions for CSR and ESG.

The Group's tremendous contributions to the sustainable development of the territories where its industrial operations are located, its outstanding support and promotion of R&D, innovation and education through the creation of the Mohammed VI Polytechnic University, with its moral commitment to Africa's food security are the company's new pillars. This global and remarkably innovative vision was imagined and is orchestrated by its Chairman and CEO, Dr Mustapha Terrab, a true enlightened and tireless genius who stands behind all of the Company's successes since 2006.

Porter's concept of "Creating Shared Value" aims to transform business-relevant social issues into business opportunities, to combine solving societal major challenges with generating greater profitability for businesses. OCP Group

strongly adheres to this concept and has so far successfully redefined and developed new products and markets along its global value chain.

The business transformation process has improved the company's economic, social, and environmental adaptability and its integration of a growing number of stakeholders around the table. OCP must continue down this path, with new strategic linkages both locally and nationally, to ensure it integrates agricultural inputs, supply chains, and Rare-earth. The last step would be achieving Sustainable Development Goals in the territories through new innovative local production sites, thus allowing local SMEs to manufacture parts and components and offer service innovations to MNEs.

OCP is also strengthening its identity as a social and solidarity champion and investor by targeting best practices and key global production networks (*Africa and Latin America*). Its nurturing of a social entrepreneurial logic with clear objectives, the dynamics of the accumulation of skills, and the creation of a network of experts positions it as an upcoming leader in the field of R&D and innovation. The company is also enforcing its legitimacy in very competitive sectors, namely energy and water which, in a global context, would lead to it being the best or working with the best. CSR is the first step for OCP to continually improve its model, provided that the corporate culture is fundamentally changed.

CSR is the long-term moral commitment of a company to its stakeholders, specifically in terms of sustainable human development. Our objective is to rethink the perspective of "Stakeholders CSR" in the service of vulnerable people and infrastructure transitions. We believe that there is a positive interaction between global value chains and the bottom of the hill. If stakeholders can improve their contribution to sustainable global value chains with innovation, cooperation, and the right mindset, they can be acknowledged as key CSR partners providing more and more positive and sustainable value. To achieve this, improving innovation capacity requires investment in training and infrastructure, as well as changing corporate culture, building middle management, and developing capacity for listening and observing crises.

More broadly, we must also think about some major challenges:

- How do we continue to motivate social innovators in the face of a "roller coaster" and stay focused on the goal of food security and social and human development?
- How to change the "corporate culture" and how to prepare the "middle management"?
- How do we raise the general level of education and training and create employment opportunities in new sectors of sustainable development and transitions?
- How to promote the mixing of cultures and mentalities between very different generations and fields (social, industrial, and ecological)?

How could this trust- and stakeholder-based CSR ensure the best conditions for access to upstream resources at national and regional level, and how will it

help MNEs become more integrated and stable global hubs?

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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List of Abbreviations And Acronyms

- ANAPEC:** Agence Nationale de Promotion de l'Emploi et des Compétences
AWB: Attijariwafa Bank
CCG: Caisse Centrale de Garantie
CCIS: Chambre de Commerce, d'Industrie et de Services
CSR: Corporate Social Responsibility
CSV: Creating Shared value
ESG: Environmental, Social, & Corporate Governance
GPN: Global Production Networks
GVC: Global Value Chain
IGA: Income Generating Activities
INDH: National Human Development Initiative (*French: Initiative Nationale pour le Développement Humain*)
JV: Joint Venture
KSC: Khouribga Skills Center
MNE: Multinational Enterprise
NGO: Non-Governmental Organization
OCP: Office Chérifien des Phosphates
OECD: Organization for Economic Cooperation and Development
OFPPT: Office de la Formation Professionnelle et de la Promotion du Travail
R&D: Research and Development
RIC: Regional Investment Center (*French: Centre Régional d'Investissement*)
SDGs: Sustainable Development Goals
SME: Small & Medium Enterprises
UM6P: Mohammed VI Polytechnic University
UNCTAD: United Nations Conference on Trade and Development