



SOCIAL DIALOGUE AND INDUSTRIAL RELATIONS IN MOROCCO

The phosphate mining sector makes a significant contribution to Morocco's economy. In 2010, products of phosphates and derivatives accounted for nearly a quarter of Moroccan exports by value, or approximately 3.5 per cent of GDP. Keeping this sector competitive and profitable

requires a dedicated workforce that is equipped with relevant and up-to-date technical skills. At the same time, it is essential to ensure that working conditions and workers' dignity are respected. Sound social dialogue is a cornerstone to achieving both of these goals.

FACTS AND FIGURES

Partners:
OCP Group
(Office Chérifien des
Phosphates)

Beneficiary country:
Morocco

Timeframe:
2010 – 2011

Budget:
EUR 279,444

THE RESPONSE

The OCP Group (Office Chérifien des Phosphates) is both Morocco's largest company and the world's leading exporter of phosphates and its derivatives: it employs more than 18,000 staff.

The OCP Group chose to engage in a public-private partnership with the International Training Centre of the ILO (ITC-ILO) in Turin in order to develop tailor-made training activities to strengthen the negotiation skills of its management and workers' representatives.

In particular, training was geared to helping management and workers' representatives improve their consensus-building skills, thereby improving their capacity to manage conflicts and reach mutually agreeable decisions and outcomes.

The trainers were all experts in social relations and labour legislation. They used a hands-on interactive training method, which included case studies from industrial contexts, and visits to companies and organizations.

RESULTS

Ten one-week workshops were tailor-made and held for OCP Group staff members in Turin. In total, 163 workers' representatives and health and security delegates, as well as 20 OCP management representatives, attended. The programme led to a number of positive outcomes, including:

- Improved understanding of the advantages of social dialogue in the workplace and of the forms it can take;

- Improved capacity to adopt a cooperative attitude between workers' and management representatives;
- Improved negotiation and consensus-building skills, especially improved capacity to develop needs-based negotiation and to reach mutually satisfactory outcomes.





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BENEFITS OF PARTNERING

Increased capacity to build consensus, manage conflict, and reach mutually agreeable outcomes has led to a combination of improved employment conditions for workers and greater productivity for the OCP Group.