



Corporate Upgrading Policies: Cases of Tunisia and Morocco

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Abstract

The policy of upgrade clearly makes it possible to encourage small and medium-size companies (SME) Maghrebien with their effective insertion in the new world economic context. It in particular aims encouraging the local production, modernizing the management and information systems and at promoting industrial competitiveness. This article has the aim of putting in full light the experiment of upgrade of the companies, carried out by our neighbors Moroccan, and Tunisian who preceded us in this field.

Keys words: upgrade, SME, industrial competitiveness, Tunisian experience, Moroccan experience, intangible investment.

Résumé:

La politique de mise à niveau permet clairement d'inciter les petites et moyennes entreprises (PME) maghrébines à leur insertion effective dans le nouveau contexte économique mondial. Elle vise notamment à encourager la production locale, à moderniser les systèmes d'informations et de gestion et à promouvoir la compétitivité industrielle. Cet article a pour objet de mettre en pleine lumière l'expérience de mise à niveau des entreprises, menée par nos voisins Marocain, et Tunisien qui nous ont devancés dans ce domaine.

Mots clés : Mise à niveau, PME, compétitivité industrielle, expérience tunisienne, expérience marocaine, investissement immatériel.

Introduction

The globalization of competition, the diversity of the markets and the fast process of innovation on the level as of products and of the technological processes modified the determinants of industrial competitiveness to the international level. The requirement for the Maghreb countries to be integrated in this new context which offers to industries, on the one hand opportunities and on the other hand challenges and threats carrying of the risks, not adaptability and/or not competitiveness, and starting from the long experience of the European Union within the framework of the upgrade of the countries which it integrated since in particular the entry of Ireland in 1973, the upgrade appears as a requirement answering this prospect in order to take advantage of the positive effects of liberalization and to reinforce production capacities, of sale and export.

The policy of upgrade clearly makes it possible to encourage small and medium-size companies (SME) Maghrebian with their effective insertion in the new world economic context. It in particular aims encouraging the local production, modernizing the management and information systems and at promoting industrial competitiveness. In addition to, the implementation of the programs of upgrade in the Maghreb countries reveals logics, production structures, and sometimes very distant levels of economic development.

This question, indeed, encouraged several authors (Bougault. H, and Filipiak. E, [2005], Miraoui. With, [2009]... etc) with reflections relating to the bases of the programs of upgrade, on the one hand, and effectiveness of the institutional devices of the programs of upgrade like on the type of instruments of incentive to the investment to set up on the other hand.

Indeed, “the upgrade of the Algerian economy can benefit from the long experience of the European Union to make it possible the Algerian companies to at least ensure their survival on the basis of construction of a competitive advantage for an important part of them. Moreover, our adjoining countries; Tunisia and Morocco preceded us in this way; they can enable us to benefit from their positive experiment like avoiding the dangers and traps which this operation of upgrade generated or is likely to generate”ⁱ. In this meaning, and on the basis of this logic, this article has the aim of putting in full light the experiment of upgrade of the companies, carried out by our neighbors Moroccan, and Tunisian who preceded us in this field.

1. The experiment of upgrade of the companies in Tunisia: Objectives and results

1.1. Emergence of policy of upgrade

It is initially advisable to specify that the concept of “upgrade” is a recent concept which started to be employed in Tunisia right before the signature of the agreement of free exchange zone. This concept was not clearly defined by a legal text. Only the structures of piloting and management and the means of financing of the activities entering this program were the object of texts. It arises from the documents and the notes of information distributed by the Department of Industry and from the official discourses that this program treats the upgrade of the company and its environment. The companies in difficulty object of the law No 95-34 of April 17th, 1995, are not, on the other hand, eligible with this program. They can be only after cleansing of their financial situation (Dhaoui. M, [2002]).

Tunisia is the first country of the South the Mediterranean to have integrated free exchange zone (ZLEⁱⁱ) Euro med on January 1st, 2008 (agreement signed on July 17th, 1995 in Brussels with the European Union). Thus, adhesion with WTO, within the framework of the agreements of Uruguay round signed in Marrakech on April 15th, 1994, clearly registered Tunisia in a approach of opening and liberalization of its economy.

1.1.1. The Tunisian Program of Upgrade

In answer to the requirements of this new context, and in order to prepare the ZLEⁱⁱⁱ, the Tunisian public authorities implemented a program of upgrade of the industry (PMN) which started in 1996dans the Plan [1996-2001] envisaged the adhesion of 2,000 industrial companies over the period. A second phase of the program was retained within the framework of the 10th plan [2002-2006] targeting 1600 SME, and finally a third phase of the program was planned within the framework of the XI plane [2007-2011], aiming at the upgrade of 1200 industrial companies and 300 service companies.

This program treats the upgrade of the whole of the industrial companies (which are not in economic difficulty) to facilitate and make a success of their insertion in the European economy. Indeed, the program of upgrade of the company privileges the actions leading:

- Improvement of competitiveness by the reinforcement of human competences and the control of quality;
- The acquisition of new technologies;
- Reinforcement of the capitalization of the company.

In order to help Tunisian SME in their upgrade and to face international competition, the Tunisian government set up a very structured device, composed of the following structures^{iv}:

A. The Office of Upgrade (BMN)

The BMN is created by decree n° 95-916 of May 22nd, 1995 fixing attributions of the ministry for Industry, the BMN has the role the definition, the implementation and the coordination of the policy of the government within the framework of the upgrade of industry. Á this effect, the BMN proceeds, with the participation of departments concerned and of the organizations of support in industry, with the definition, 'execution and the follow-up of the PMN of the industrial sector like to the development of the studies necessary. It ensures the secretariat of the COPIL. It also has the role of ensuring the coordination of the various funding sources relating to the PMN, which they are of internal nature, bilateral or multilateral.

B. Steering committee (COPIL)

Indeed, the COPIL is the entity in charge of the program of upgrade of the companies. It has as a role to lay down the directions of the PMN, to examine the requests of the industrial companies and to grant the bonuses. The decree n° 95-2495 of December 18th, 1995, in its articles 3 and 4, defines the procedure and attributions of the COPIL. This decree states in particular that: "the COPIL is composed of 16 members representing the administration, the employers' organization trade unions and the financial institutions.

C. Development funds and of Industrial Competitiveness (FODEC)

There exists, also, in Tunisia Development funds and of Industrial Competitiveness (FODEC) which was created by the law n° 94-127 of the bearing December 27th, 1994 finance law for management 1995. Articles 37 to 44 of this law specify the missions of the FODEC and the methods of their implementation.

Indeed, this bottom is a separate account of the Treasury whose mission is to contribute to the financing of the actions relating to the improvement of product quality industrialists, the industrial operations of reorganization and the strategic studies.

It also has, for mission of granting subsidies to the industrial technical centers and of undertaking any action aiming at developing industrial competitiveness. The Ministry in charge of Industry, Energy and SME is the director of this Fund.

1.1.2. Principals of the Tunisian PMN

The program of upgrade of the Tunisian economy comprises several parts intended to create, besides the program of upgrade of the companies an economic environment offering to its actors the conditions of a greater effectiveness and an adaptation to the changes of the national and international environment. This special program is articulated, indeed, on three principles withdrawn according to Bougault. H, and Filipiak. E, [2005], thus; the first principle of the program of upgrade of the companies is that of one support for the investment of productivity and modernization of the companies. Indeed, the objective is double: it is a question of acting immediately on one of the engines of the growth, namely the investment, while giving a perennial character on this movement by the means of competitiveness.

The second principle returns to the preoccupation with a bearable growth in time and directed in a fundamental way the spirit and piloting of the program: are eligible the only companies economically viable and having a growth potential and of improvement of the productivity unquestionable.

Lastly, the third and last principle is; that of the voluntariate of adhesion. Any industrial company, then of services to industry, whatever its sector of membership, can fall under the program of upgrade. If the program is initiated and controlled by the State, it is not presented to in no case as a program interventionist which would understand, for example, a list of eligible companies. Moreover, it is not about a sectoral program.

1.2. Realization, results, and evaluation of the Tunisian PMN

The program of upgrade, such as it was conceived and implemented in Tunisia, is presented clearly in the form of a tool of the policy of accelerated growth carried out by the authorities as of the middle of the years 1990. The Tunisian experiment of upgrade constitutes a success. Indeed, one of the best evidence of this success can be illustrated in 1996 by the high number of companies having adhered to the upgrade since launching (Miraoui. With, [2009]).

Five years after the starting of the program, the Office of setting level launched a study on evaluation of the PMN, in order to underline the insufficiencies and to better choose the axes of orientation which could be retained by the PMN within the framework of the 10th economic and social expansion plan. For this purpose, it was envisaged a comprehensive assessment including three shutters (Dhaoui. MR. L, [2002]):

- A quantitative investigation, of great scale, near the 590 companies having obtained the approval of their files of upgrade lasting the period [1996-1999];
- A thorough qualitative investigation near a representative sample of 80 companies which profited from the advantages of the FODEC;
- An evaluation of the institutional shutter including the other speakers within the framework of the PMN, including the financial institutions, the services concerned of the Department of Industry, professional associations, the institutions of support, the research departments, etc.

In 2002; near 1 103^v undertaken, whose program had been approved by Steering committee (COPIL), watch which the companies had integrated the requirement of competitiveness, in an environment of local and international competition, of which:

- 67% of them had diversified their production and 78% had developed new ranges of products while improving their manufacturing process;
- Nearly 82% of the companies their utilization ratio had improved of the equipment;
- 75% of the companies had adopted a program quality and of certification;
- 69% of the companies had undertaken a reorganization of their function commercial and centered their efforts on the clarification of a development strategy of exports. At the end of 2005, the number of companies having adhered to the upgrade reached nearly 3 000 companies, at the end of 2006 3 896 including 2434 having received the agreement of their modernization plan relating to the renewal of the equipment, the reorganization of the system of production, the staff training, the quality control, etc and at the end of January 2007 of 3 686 companies. In November 2007, nearly 3904 Tunisian companies adhered to PMI (Program of Industrial Upgrade) and some 2 636 programs of upgrade were approved. The number of adherent companies to the National plan of Upgrade, since its starting in 1995 and until the end of the month of July 2008, exceeded the objectives set to be established with 4040 companies against 3 980 programs. The program of upgrade of the companies, treats 10 000 companies (Miraoui. A, [2009]).

For the investments; 2,746 ^{vi}MDT (that is to say approximately 1,950 ^{vii}M€) of investments of upgrade had been approved at the end of May 2004, including 12% with the title as of immaterial investments and 1% for the diagnoses. The most important investments were carried out in the sectors of foodstuffs and textile.

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To start from 2000, the investments of upgrade drop in most sectors, apart from textile clothing and of chemical industries. This evolution is dependent mainly downwards of the average investment, the large companies having completed their foreground of upgrade whereas an orientation marked towards the adhesion of SME is recorded. The year 2003 sees nevertheless a rather strong revival of the investments in the foodstuffs, industries leather and shoe, like in miscellaneous industries.

The investments carried out within the framework of the upgrade primarily were of the immaterial investments. However, the latter knew a strong increase starting from 2002. This growth of the immaterial investments is explained by two factors:

- The first is launching by certain companies having already carried out a foreground of upgrade of a second program whose contents in immaterial investments are significant^{viii};
- The second factor is related to the specific measures intended to encourage the companies to invest in the immaterial one, in particular bound for SME. Nevertheless, at the end of May 2004, the share of immaterial accounted for only 12% of the entire investment.

In December 2008, the total of adhesions reached 4157 companies, against 3928 companies in the year 2007, that is to say an evolution of 5.5%. The total of the approved investments also knew a light increase in the year 2008 estimated at 7% (4657.9 M in the year 2008 against 4318.3 M in the year 2007). In addition, the total of the bonuses granted for the establishment of the diagnoses increased by 8% in the year 2008 compared to the previous year (Azouaou. L, [2010]^{ix}). Indeed, the following table details the progress report of the files of upgrade in Tunisia by branch of industry:

Table (1.1.): Situation of the files of upgrade by branch of industry end of the year 2008

	IAA	ICC	ICH	ID	IMC CV	IME	ITH	Total
Approved files	354	213	157	382	137	352	1242	2837
Investments	875	169	341	618	927	808	920	4658
Immaterial investments	91	41	37	69	55	114	186	593
share the immaterial one	10 %	24 %	11%	11%	6 %	14 %	20%	13 %
Granted bonus	118	26	44	90	80	124	169	650
Files in progress	222	72	69	208	117	181	442	1311
Refused files	3		1			5		9
Total adhesion	579	285	227	590	254	538	1684	4157

IAA :Food industry, ICC : leather industry and of the shoe, ICH : chemical industry, ID : miscellaneous industries, IMCCV industry of building materials of ceramics and glass, IME : mechanical engineering industry, ITH : textile and clothing sector.

Source : BMN^x, [2008].

Indeed, the table expresses the situation of the files of upgrade by branch of industry, the textile and clothing sector constitutes by far the sector most active in the upgrade of Tunisian

industry with 1684 like a total of adhesion, that is to say (more 59% of total of adhesions in the year 2008).

In general, the positive assessment which can be fact seems to rest, beyond the effectiveness of the institutional device and the incentives put in work, on the overall character of a program of upgrade of the economy relating as well to the banking environment and financial, the administration, the infrastructures, vocational training. And this report lets think that such a process supposes preconditions which are a raised level of education, an already significant and diversified manufacturing fabric, finally of the powerful administrative structures. For that, and starting from the analysis of the elements of assessment of the program of upgrade of the Tunisian companies carried out by Bougault. H, and Filipiak. E, [2005], one can thus raise the most explanatory elements of Tunisian success:

- The institutional assembly considered to be flexible and effective;
- Effectiveness and the coordination of the stages;
- The simple architecture centered around the Steering committee, of the Office of upgrade and the National Fund;
- Not very constraining procedures with free adhesion; An inciting system of granting of bonuses commonly called carrots. These bonuses constituted the main motor of adhesions in Tunisia.

2. The experiment of upgrade of the companies in Morocco

2.1. Context of the policy of upgrade

Morocco knew during ten last years of important economic transfers. The country started a process of liberalization starting from the beginning of the years 1980.

After the installation of a program of structural adjustment in 1983, which had put into full lights a range of macroeconomic reforms (control with the budget deficit, controls inflation, attenuation of the deficit of balance of payments currents and reduction of the weight of the foreign debt, thus of the microeconomic reforms concerning multiple distortions on the markets of the goods, the services, Morocco leaned clearly towards the market economy, via the adhesion with WTO, which took place by 1994, and the signature of the Association agreement with the European Union^{xi} which was carried out by 1996, and which will be followed by the signature of other agreements of free exchange, thus the Agreement of free trade with the European Free Trade Association (EFTA) in 1997, the Free-trade agreement with Tunisia, Egypt and Jordan says "Agreement of Agadir in February 2004", and the Free-trade agreement with the United States in March 2004.

2.2. Emergence of policy of upgrade

The Free-trade agreement with the European Union envisages a progressive tariff dismantling of the arsenal of protection on the whole of the industrial sectors with different rates taking into account their strategic importance for Morocco and the time necessary with their upgrade ^{xii}.

2.2.1. The Moroccan program of Upgrade

The national plan of upgrade was started in 1997. This program aims at the upgrade of the company, mainly by the improvement of its factors of competitiveness. It was strongly carried by the international financial backers, and particularly by the European Union within the framework of program MEDA. Thus, according to the estimates of the Ministry for the Trade, Industry and the Crafts, the program of upgrade requires the mobilization of 4.5 billion euros over the period [1997-2002].

During this period, no institution was especially in charge of the programs of the upgrade. This activity was added to the wallet of the missions of the Ministry for the Trade, Industry and the Crafts. The results achieved at the end of this period were very in on this side as of waitings. The authorities tried, later, to start again the process in particular by repositioning the upgrade of Moroccan SME like a strategic choice. The authorities had realized that it was necessary to give up their liberal approach while being implied more in the process of the upgrade in particular by founding an adequate institutional framework of promotion, coordination and accompaniment ^{xiii}.

Within this framework, and starting from 2002, several structures set up to take part in the installation of the program, and which can be regarded as being signals which represent a certain change of attitude on behalf of the Moroccan government with respect to the upgrade of the companies.

A. The National agency for the Promotion of Small and medium-size company (ANPME)

The ANPME is a public agency managed by a board of directors where the private sector is largely represented (10 members out of 14). The board of directors of the ANPME is chaired by, trade and the upgrade Minister of Industry of Economy (MICMANE). It was created in November 2002, in accordance with the law 53-00 formant the charter of SME, was promulgated in August 2002 and which confers various missions to him referring to the promotion and the development of SME. Indeed, the ANPME has defines ^{xiv} the upgrade as a process which aims preparing and at adapting permanently the company and its environment to the requirements of the market and which results in:

- Improvement of the productivity of the company: to offer a product/service to lower costs;
- Reinforcement of the competing positioning of the company;
- Control of the development in the technologies and the markets “.

It saw herself entrusting like mission the identification, the development, the launching and the follow-up of the actions of technical assistance in of companies. The objective is their to facilitate the access to the services of a capable local expert testimony qualified to meet their specific needs as regards upgrade. Thus, operational attributions of the ANPME according to the charter is articulated around:

- development and the implementation of programs of council and accompaniment aiming at creation, the promotion and the modernization of the companies by the assumption of responsibility of part of the expenditure engaged by SME within the framework of these programs;
- the contribution to the improvement of the environment of SME by the support and the encouragement of networks and structures of support of SME, by the assistance and the promotion of the partnership on the levels local, regional, national and international between SME and large companies and finally by administrative, tax and legal measurements of simplification;
- Improvement of the access of SME to the professional grounds and buildings at advantageous prices, thanks to an assumption of responsibility of part of the costs of installation of the related infrastructures there;
- Collection, treatment and dissemination of information on and for SME.

B. The National committee of Upgrade (CNMN)

Indeed, the CNMN is set up in December 2002. It is composed of the representatives of the public sectors and deprived and has as a responsibility to trace the strategy, like coordinating and supervising all the actions aiming at the upgrade of the industrial sector. The CNMN is used as place of exchange from the points of view between the various speakers (public-private) and of identification of operational measurements of upgrade.

The CNMN has the role of being used as place of exchange from the points of view between the various speakers (public-private), of relay of information with respect to the Prime Minister and identification of operational measurements of upgrade to be implemented by the government departments concerned. The Committee holds of the monthly meetings which are chaired by the minister in charge for the upgrade of the economy.

Adding to the previous structures, the FONMN was created, and was financed in January 2003 by the European Commission and the Moroccan government, This Funds is intended to subsidize, with the assistance of the banks the services of council and technical assistance carried out by Moroccan research departments.

Indeed, this fund intervenes on two faces. On the one hand, in its shutter “technical assistance”, it finances partially the services of council and technical assistance to the companies (industrial or of related services to industry) carried out by Moroccan research departments, and this in order to improve competitiveness of these companies. In addition, this funds offers, in its shutter “investments material”, a mechanism of co-financing between the State and the banks which, is intended to finance programs of upgrade of the industrial companies^{xv}.

The policy of the upgrade in Morocco is articulated around a collection of several programs. Indeed, the principal program of upgrade in Morocco east that registered in the shutter

“Modernization of SME” of the program of support to the companies “Morocco Euro Undertaken” financed by the European Union through funds MEDA.

This program was started in 1998 within the framework of the partnership euro-Mediterranean. It is equipped with an operational budget financed for an amount of 21.9^{xvi} million Euros within the framework of the MEDA I.

The main object of this program is to facilitate the access for SME to the services of a national and international expert testimony in order to meet its specific needs as regards upgrade. This program came to a end on June 30th, 2004. Nevertheless, it was prolonged by a new program “Modernization SME” which took over for the period [2004-2008] within the framework of program MEDA II, thus aiming the support to the development and the modernization of SME with an allocated budget of 13^{xvii} million euros, of which more than 11 million Euros are assigned to the activities of direct support to the companies, the remainder being intended for the realization of the studies.

This program deals with 90% of the cost of the operation of technical assistance. The rest (10%) is financed by equities of the profit company and must be versed before the starting of the operation of assistance.

Indeed, the criteria of eligibilities such as defined in this program are as follows:

Undertaken Moroccan private law, are excluded the subsidiaries from the multinationals;

Industrial companies having manpower of more than 20 people and 3 frameworks at least, carrying out a turnover higher than 2.5 million dirham, of which more than 50% rises from the transformation;

Service companies related to industry having manpower of 10 people and 3 frameworks at least, carrying out a turnover higher than 1 million dirham, exerting since at least 2 years.

2.2.2. Components of the Moroccan PMN

Indeed, the Moroccan program of upgrade is composed of two types of measurements^{xviii}:

On the one hand, it understands measurements relating to the improvement of the environment of the business, and in particular on:

- Reinforcement of the infrastructure of reception

The actions conducted within the framework of this objective consist in putting at the disposal of investors, besides a land base, high quality services and an adequate environment necessary to the good walk of their activities (creation of zones of economic activity, industrial parks, free zones, seedbeds of companies).

- Reinforcement of the technological infrastructure

It is a question of making it possible the companies to fulfill the international requirements standards quality and to be with the listening of the technological changes, in particular by setting up sectoral Technical centers which have the role of ensuring the technological survey.

- The support at professional associations

The objective is to more imply professional associations as an interface between the companies and the other actors of the economic life, in order to relay the administration in the assistance, the framing, the representation and the orientation of the companies.

- The development of vocational training

It is a question of leveling the system of vocational training and of making it evolve according to the needs for the economy by mechanisms of identification for competences requested by the companies or necessary to the introduction for new technologies.

In addition, the PMN aims to offer a direct support to the companies, and in particular:

- Technical assistance with the companies

A set of services of support, council and technical assistance are offered to the companies for the realization of the diagnoses, the business plans and the immaterial investments. It is a question in particular of accompanying them as regards strategic development, of management, promotion and marketing, of production, quality and R & D, of accounting and finances, financial montages.

The promotion of the international competitiveness of the Moroccan economy
The actions conducted in this field are it by the means as of federations and professional associations: formation, sensitizing and information, accompaniment in the upgrade of the companies, creation of information systems, control of activities supporting product quality and the production, programs of environmental good management.

2.3. Realization, result, and evaluation of the Moroccan PMN

The Moroccan program of upgrade in addition underwent many delays in its implementation. It was initially strongly determined by the external aid programs, in particular those of the European Union. Since 2002, the authorities registered the PMN in a national dynamics, with the installation of funds specific, the funds national for the upgrade (FOMAN), and of a dedicated organization, the National agency for the promotion of SME (ANPME). However, in spite of the efforts of revival of these last years, the program of upgrade always seems to be in its launching phase.

Notwithstanding efforts of revivals which were carried out in the last years, the results remain limited. Bougault. H, and Filipiak. E, [2005], specify in this respect the Moroccan program showed, in its first years of operation, of a low dynamism and did not know to cause an interest shown at the Moroccan companies. They advance thus, that the number of companies concerned with the implementation of the upgrade is definitely less important; at June 30th, 2004, it is nearly 363 companies on a total of 7 714 industrial companies of more than 10 employees listed in 2003. Among these 363 companies, 275 profited from actions from diagnosis, 220 of actions of

upgrade and 132 having profited from the 2 types of action. In their document, the authors raise several explanatory factors of the weakness of adhesions of the Moroccan companies with the PMN, which is presented like the following:

An insufficient implication of the Moroccan State in the program: The Moroccan State prevailed logic to let make the market and to correct the imperfections of them. It does not seem to be implied in the installation of a harmonized device of upgrade;

The absence of a tool of national financing: In this framework, Bougault. H, and Filipiak. E, [2005] announce that no national finance mechanism could be implemented in the first phase of the program at Morocco. Funds FOMAN was certainly set up in 2003. But the same question of its perennality arises, because it is still a tool of financing based on flows of resources dependent on budgetary constraints and resources of money-lenders;

A weak legibility of the program: Moreover, the multiplicity of the institutional bodies taking part in the program makes the device institutional not very readable. In the absence of a clear and mobilizing speech and of a making safe framework, the Moroccan companies were shown being wary with respect to the program^{xix};

Insufficient financial incentives: À the absence of financial incentives is in addition added the question of an always a favorable environment of the business to the private sector, which makes that the companies are long in being made transparent^{xx} ;

Institutional rigidities: Within this framework, the authors noted that, structure in charge of piloting of the upgrade, the ADPME, is the heiress of the Moroccan Office of industrial development (ODI), public structure having for mission promotion and the support with the investors of the industrial sector, of which it recovered the buildings and staff (80 people approximately); An insufficient European financial accompaniment: Accordingly, Morocco estimates that the EU is not able to fulfill waitings of her economy and the requirements of her industrial structure considering the weak amount granted by the Union.

Adding to these factors, Miraoui. With, [2009] advances that other problems and obstacles limited the installation of upgrade to Morocco; Initially, the regrouping of the foreign only one credit lines arranges (ANPME) for a greater effectiveness, did not give the anticipated results, thus, the procedures are interminable and the little furnished funds, difficult to reach.

The attitude of the companies reveals that the financial instruments proposed within the framework of the PMN were insufficient so that they agree to take part in it. Indeed, the Moroccan program being before a whole bearing device, the companies do not see necessarily the interest to be made transparent in the absence of a financial incentive. The Tunisian experiment shows that the bonuses granted to the companies constituted a key factor behind their adhesion with the PMN^{xxi}.

So and by becoming aware of the need for upgrade, thus the importance of the economic transparency, in particular the availability and the access to information, the Department of Industry, of the trade and the upgrade created a Web site on the upgrade, by proposing the three objectives following from this point of view^{xxii}:

- To develop the various instruments of upgrade of the companies;

- To develop a device of exchanges of information on the various related aspects with the upgrade with economic operators;
- To inform on the last provisions and actions taken within the framework of the upgrade.

Conclusion

The competitiveness of Maghrebian SME is conditioned by its upgrade which must imperatively look another like in Algeria and in Morocco, because by developing competitive SME in the area, one can only stimulate the increase in the commercial exchanges, and this let us privilege the partnership and cooperation agreements of them between SME of the different Maghreb country (Azouaou. L, [2010]).

Also, the programs of upgrade in the Maghreb countries are in very different progress reports; The PMN of Tunisian industry constitutes the first program of scale implemented at the Maghreb. The results of this program are very encouraging in particular with the success of the application of a range of principles; “programs turned towards the powerful companies, relatively flexible job market, joint reform of the system of vocational training, strong incentives with the immaterial investment, and a political piloting extremely and a real registration of the program within the economic policy of the government, from where a visibility and an important adhesion”^{xxiii}.

Tunisia remains thus, in the Maghreb, a relatively dynamic economy by occupying the 32ème world position in terms of competitiveness on the 139 countries (FORUM, [2010-2011]).

However, Morocco should make more effort in order to reinforce the competitiveness of the economy, to increase the flexibility of the job market. Indeed, the Moroccan program did not know true takeoff in its first years; without clear framework of action, without finance mechanism, and real appropriation by the national actors.

In this meaning, Bougault. H and Filipiak. E, [2005] advance that this program showed, of operation, of a low dynamism and did not know to cause an interest shown at the Moroccan companies. Like, the slowness observed in the starting of the Moroccan program of upgrade leads again to a reflection on the positioning and the role of the State in the control of a policy of accelerated growth and modernization.

In this respect, Miraoui, [2009] proposes the greatest lesson drawn from the Tunisian experiment, which is that of the recognition of the importance of the investment immaterial as a factor of development and upgrade of the Tunisian companies. Indeed, the Immaterial Investment constitutes thus, a priority factor for the development and the growth of industrial fabric. And as also confirmed it in its analysis, Lamiri. A^{xxiv} [2003], this is by no means the case of Algeria!

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ⁱ Miraoui. Abdlekrim, "lessons likely to be drawn from the experiment of upgrade of the companies led in Tunisia and to Morocco for the upgrade of the companies in Algeria". In "Entrepreneurship and upgrade of the companies in Algeria", (Coordination by Miraoui. Abdelkrim and Toubach. Ali), LAMEOR, LAREGE, University of Oran, 2009, P 436.

ⁱⁱ Z.L.E (F.T.A.) : Free Trade Area

ⁱⁱⁱ Within this framework, it should be noted that, "the strategic choice of creation of this free exchange zone, as wanted by the Tunisian authorities, is not that of "a wild" opening on Europe, as it was the case in certain countries of Eastern Europe, but that of a progressive opening (gradual dismantling of the customs duties) and in close dialogue with the professionals to make it possible to set up in time the adjustments and the adaptations necessary to the level as of production structures and of their environment "(Dhaoui. M.L, [2002]).

^{iv} Bougault. Herve and Filipiak. Ewa, "programs of upgrade of the companies: Tunisia, Morocco, Senegal", Department of Research Arrange French Development, Paris, 2005, P 50-52.

^v Bougault. Herve and Filipiak. Ewa, "Programs of upgrade of the companies: Tunisia, Morocco, Senegal", Department of Research Arrange French Development, Paris, 2005, P 70.

^{vi} Bougault. Herve and Filipiak. Ewa, "programs of upgrade of the companies: Tunisia, Morocco, Senegal", Department of Research Arrange French Development, Paris, 2005, P 68.

^{vii} DT (Tunisian dinar) = 0.68 Euro at the 7/3/2003.

^{viii} It should be noted within this framework that, these companies having made the report that the only material investments did not contribute adequately to the improvement of their productivity and thus of their competitiveness.

This movement is particularly sensitive in the exporting sectors (textile and clothing – mechanical engineering industries and electric – chemical industries and pharmaceutical).

^{ix} Bouri. N, [2012].

^x (B.M.N): Office of Upgrade.

^{xi} The Moroccan government obtained the advanced statute on behalf of the European Union on October 29th, [2008].

^{xii} Within this framework, the upgrade in Morocco was at the beginning very intimate related to the association agreement. The concluding of this agreement marks the passage, in the relationship between Morocco and the European Union of a logic in preference to a logic of reciprocity. Morocco agreed of the tariff concessions in favor of the industrial good coming from the European Union. On the other hand, the European Union, by the means of funds MEDA or other funds begins to finance the upgrade of industrial companies (FEMISE Final report, [2007]).

^{xiii} FEMISE Final report, “Evaluation of the policies of upgrade of the companies of southern bank of the Mediterranean: cases of Algeria, Egypt, Morocco and Tunisia”, (Directed by: Bennaceur.Samy, Ben Youcef. Adel, Ghazouani. Samir, Me neighed. Hatem), In collaboration with: Achy. Lahcen, Benabdellah. Youcef, and Omran. Mohammed, Research n°FEM31-05, December, 2007, P 76.

^{xiv} www.anpme.ma. Le Fonds National de Mise à Niveau (FONMN)

^{xv} Are eligible with the FOMAN: companies of Moroccan private law and having an assessment before investment not exceeding 70,000,000 DH; The company must use at least 2 frameworks; To have exerted since at least 2 years (technical assistance) or 3 years (co-financing); To have a program of upgrade (component investments) not exceeding 20,000,000 DH (Bouri. N, [2012]).

^{xvi} Miraoui. WITH, [2009], P 443.

^{xvii} FEMISE Final report, [2007], P 78.

^{xviii} Tourkmani. M, “Follow-up of the economic, financial and social variables concerned with tariff dismantling with the European Union, Direction of the general economic policy, Finance Minister and of Privatization”, Folds back, 2003.

^{xix} Bougault. Herve and Filipiak. Ewa, “programs of upgrade of the companies: Tunisia, Morocco, Senegal”, Department of Research Arrange French Development, Paris, 2005, P 93.

^{xx} Noting that the financial instruments proposed within the framework of the program of upgrade were insufficient so that the companies agree to adhere (Miraoui.A, [2009], P 443).

^{xxi} FEMISE Final report, [2007], P 84.

^{xxii} (WWW.mcinet.gov.ma/mciweb/m_ci_man).

^{xxiii} Bouri. .N, [2012], P 219.

^{xxiv} Lamiri. Abdelhak, “the upgrade: Challenges and Practices of the Algerian Companies”. In Mahiou. Ahmed and Henry. Jean Robert: “Where does Algeria go? ”, Karthalé Editor, 2003.