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**UNITED NATIONS
(UNITED NATIONS INDUSTRIAL
DEVELOPMENT ORGANIZATION)
and
INTERNATIONAL LABOUR ORGANISATION**

**Memorandum of Understanding concerning co-operation.
Signed at Geneva on 31 August 1976**

Authentic text: English.

Filed and recorded by the Secretariat on 1 January 1977.

**ORGANISATION DES NATIONS UNIES
(ORGANISATION DES NATIONS UNIES
POUR LE DÉVELOPPEMENT INDUSTRIEL)
et
ORGANISATION INTERNATIONALE DU TRAVAIL**

**Mémorandum d'accord concernant la coopération. Signé à
Genève le 31 août 1976**

Texte authentique : anglais.

Classé et inscrit au répertoire par le Secrétariat le 1^{er} janvier 1977.

MEMORANDUM OF UNDERSTANDING¹ CONCERNING CO-OPERATION BETWEEN THE INTERNATIONAL LABOUR ORGANISATION AND THE UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

The Director-General of the International Labour Office and the Executive Director of the United Nations Industrial Development Organization have agreed upon the following guidelines to govern co-operation between and co-ordination of the activities of the ILO and UNIDO regarding the promotion of the industrial development of developing countries in the spirit of the Lima Declaration on Industrial Development and Co-operation, and having regard to the central role of UNIDO in reviewing and promoting the co-ordination of all activities of the United Nations system in the field of industrial development.

I. VOCATIONAL TRAINING

1. The ILO will continue to develop policies and guidelines and carry out operational programmes in the field of vocational training, vocational guidance and rehabilitation for all types of industrial undertakings, irrespective of economic sector or type of ownership for workers of all levels up to and including personnel at the technician and instructor level. This also includes special training programmes for women and young workers. The ILO's activities aim not only at building up or upgrading professional skills but at meeting the requirements of undertakings and the aspirations of workers to vocational career building.

2. Complementary activities of UNIDO will be designed to provide post-employment specialized training in the use of specific equipment and process directly related to the operation of the undertakings, such as specialized quality control and specific aspects of maintenance and repair. UNIDO will continue to be responsible for the training of graduate engineers.

3. Wherever possible, ILO vocational training activities will be geared to the industrial development plans and targets established by UNIDO at the country level. Where the industrial development activities of UNIDO will require the training of workers or specific skills development programmes, the ILO will endeavour to provide such training to UNIDO specifications. The ILO will also provide whenever required and possible vocational training advisers to participate in UNIDO's industrial development surveys or in programmes aiming at developing groups of industries.

4. Both organisations will co-operate in research and development of training systems and methods and in publishing the results of such research. UNIDO will provide the ILO with information and advice on new technologies as they affect training requirements and methodologies. To the same end, UNIDO will, whenever possible, participate in ILO meetings and workshops on industrial vocational training.

II. MANAGEMENT DEVELOPMENT

5. ILO will be responsible for broad intersectoral programmes for the enhancement of managerial awareness, competence and social responsibility of management personnel at all levels of supervision and skills in all branches of economic activity irrespective of type of ownership, including:

¹ Came into force on 31 August 1976 by signature, in accordance with article X, section 38.

- (a) identification of needs and programming of action to meet such needs;
- (b) dissemination of principles and techniques of effective management;
- (c) development of institutions;
- (d) training of trainers;
- (e) development of management consultancy; and
- (f) provision of management research and information services.

6. UNIDO will be responsible for activities in the field of industrial management, including:

- (a) enterprises and factory level industrial management, including the design of management systems, training and consultancy;
- (b) management of industrial research institutes;
- (c) management of industrial estates and services provided at the estates;
- (d) management of industrial fairs;
- (e) management of industrial information centres;
- (f) management of plan and project implementation in the industrial sector, including training of personnel of ministries of planning and industry in the field of industrial development;
- (g) industrial banks, including schemes for exchange of information and co-operation between banks;
- (h) industrial project implementation at the micro level; and
- (i) institutional aspects of industrial management, in particular trouble shooting and consultancy services at the factory and/or industrial branch levels.

UNIDO will therefore provide training for the management of specific industries, enterprises, plants and processes.

7. Both organizations will co-operate closely and promote joint action in the following fields which are of common concern:

- (a) behavioural sciences and motivating people for development;
- (b) methods and techniques for rational decision-making;
- (c) research in, and publication of information on, key issues of management.

III. MAINTENANCE AND REPAIR

8. Within its vocational training activities, the ILO will provide training to workers and supervisors in the normal and routine maintenance operations of industrial equipment. Similarly, the ILO will continue to include the organizational and cost aspects of maintenance in its management development programmes as a means of enhancing general managerial competence.

9. UNIDO will be responsible for the organizational, economic, technological and engineering aspects of maintenance and repair, including planning of maintenance and repair schemes, establishment of maintenance and repair centres, provision and manufacturing of spare parts, overhaul and repair of industrial equipment and training of personnel specifically engaged in maintenance operations.

IV. SMALL-SCALE INDUSTRIES

10. Both organizations recognize the needs for a comprehensive, coherent approach to the development of small-scale industries in developing countries and, in particular, in the least developed of developing countries. To this end, they will ex-