



International Lead Management Center

Cooperation & Partnership  
“The ILMC Experience”  
A Model Approach for the Future

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### **Cooperation & Partnership - “The ILMC Experience”**

For those of us with long service in the lead industry the last 25 years has been far from peaceful, and so for those new to the industry it is probably true to say that there has been a siege mentality as the industry has been attacked constantly by Government Regulators and NGO's.

Whilst the resolution of this dilemma was seemingly very simple, that is, to open up a constructive dialogue between the regulators and industry, in practice many of the governments of the major industrial nations of the world were lining up to impose ever stricter controls and product bans.

However, a few years ago enlightened environmental enforcement agencies in some of the OECD countries came to the conclusion that simply applying the “stick without the carrot” did not guarantee compliance or improvements in environmental performance. Enforcement agencies also found that if they successfully prosecuted a persistent offender, then there was a distinct possibility that the company would go out of business leaving the “public purse” to pick up a huge bill for site remediation.



### **The Formation of the ILMC**

Refreshingly, some of the representatives from the OECD were receptive to suggestions from the Lead Development Association International (LDAI) and the International Lead Zinc Research Organization (ILZRO) for an innovative approach to the future management of lead.

Through the offices of the LDAI and ILZRO the Lead Industry lobbied strongly for an alternative approach on the basis that restricting lead product production throughout the OECD would not necessarily restrict the availability of those products amongst member countries under prevailing WTO rules. Indeed, the likely consequence was that it might even export the occupational exposure to the developing world if production shifted outside the OECD.

The acceptance of these arguments lead to the creation of the International Lead Management Center.

# The OECD Declaration

- ✓ Phase out leaded gasoline
- ✓ Eliminate childhood exposure
- ✓ Eliminate leaded food packaging
- ✓ Restrict ceramic/crystal leaching
- ✓ Restrict lead shot and sinkers
- ✓ Reduce population exposure



## The OECD Declaration on Lead Risk Reduction

The OECD Environment Ministers passed the Declaration on Lead Risk Reduction with the following objectives:

- Phase out leaded gasoline
- Eliminate childhood exposure
- Eliminate leaded food packaging
- Restrict ceramic/crystal leaching
- Restrict lead shot and sinkers
- Reduce population exposure

On environmental and health grounds the industry supported all of these objectives.

# Lead Industry's Response

- \* Develop International cooperation
- \* Prioritize action programs
- \* Promote recycling of lead waste
- \* Ensure sound environmental Mgt
- \* Extend information exchanges
- \* Continue to review lead levels



## The Industry's Response

As part of the Industry's commitment to the Declaration the newly created International Lead Management Center undertook to use its expertise and experience in both OECD and non-OECD countries to:

- Develop international cooperation
- Prioritize action programs
- Promote recycling of lead waste, especially lead acid batteries
- Ensure sound environmental Management
- Extend information exchanges
- Continue to review lead levels

The Declaration on Lead Risk Reduction not only extended the influence of the OECD to non-member countries it still required both members and industry to continue to reduce levels of occupational lead exposure and continue to improve environmental performance.

An integral part of the Declaration is the ongoing performance review that gives all the OECD delegations the opportunity to exchange information, opinions, but above all maintain a constructive dialogue while monitoring progress.

# ILMC Project Principles

- **Work with Industry & Governments**
- **Voluntary participation**
- **Joint investigations**
- **Open and Honest reporting**
- **Integral risk reduction strategies**
- **Shared responsibility for programs**



## ILMC Project Principles

In order to initiate and maintain a cooperative approach ILMC set out project principles for lead risk reduction programs. They are:

- The participation of both Industry and Government, and whenever possible other key stakeholders such as local communities, environmental groups and International agencies.
- Voluntary participation by all stakeholders in order to avoid any conflicts.
- Joint epidemiological and environmental investigations of industrial and consumer activities by the stakeholders.
- Information will be collected, collated and shared amongst the stakeholders in a transparent manner.
- Lead risk reduction strategies will complement and be integrated with existing or proposed national or regional pollution control measures.
- There will be a shared responsibility by Industry and Government for the implementation of any recommendations arising from the programs.



## **Risk Reduction Programs**

The ILMC anticipated that the objectives of the lead risk reduction project could be demonstrated through the introduction of specifically designed Pilot Programs. These Programs address the distinct lead exposure issues unique to each country's cultural, technical, geographical and socioeconomic circumstances and include a risk management process to improve environmental performance. In addition these activities explore the strategies which might be employed to achieve coordinated national risk reduction activity. Pilot Programs in current implementation have in part been chosen because of the different approaches they employ in lead risk reduction and geographic diversity and to the potential for those countries to serve as "regional leaders" for further lead risk reduction activities.

Ongoing Pilot Programs are initiating demonstration projects in Mexico for Latin American, the Philippines for South East Asian, The Russian Federation for Eastern Europe and Peru for South America. Additionally ILMC is involved with nine further lead risk reduction initiatives worldwide.

# Pilot Program Partners

<b>Mexico</b>	<b>- CAMIMEX, INE</b>
<b>Philippines I</b>	<b>- PRI, EMB, UNCTAD</b>
<b>Phase II</b>	<b>- UNDP, BOI, DTI, P3R</b>
<b>Russia</b>	<b>- Electrozariad, CREP, DENR</b>
<b>Peru</b>	<b>- DIGESA, US AID, US CDC</b>



## The ILMC Pilot Partners

Choosing the right partners to ensure a successful project through a multi-stakeholder approach is a key consideration.

In Mexico ILMC works with the Chamber of Mines (CAMIMEX) and the National Institute for the Environment (INE).

In the Philippines ILMC has been working with the country's largest battery recycler, Philippine Recycling (PRI), the Environmental Management Bureau (EMB) and the United Nations Conference on Trade and Development (UNCTAD). Phase II of the Philippine program will bring in additional partners essential for the implementation of the recommendations arising from the first phase, and they are, the United Nations Development Program (UNDP), the Philippine's Board of Investment (BOI) together with the Department of Trade and Industry (DTI), and an NGO, the Philippine Pollution Prevention Roundtable (P3R).

In the Russian Federation ILMC is working in partnership with a consortium from the battery manufacturing and recycling industry, Electrozariad, an NGO, the Russian Center for Environmental Policy (CREP) and shortly with the Government's newly created Department of the Environment and Natural Resources.

In Peru ILMC is part of a team comprising of the Peruvian Health Directorate (DIGESA), the U.S. Agency for International Development (US AID) and the Center for Disease Control (CDC).

# Industry Sector Partners

## Issues

## Partners

<b>Lead in gasoline</b>	<b>- OECD/UNEP - IE</b>
<b>Ceramics / Crystal</b>	<b>- ICF &amp; Rutgers</b>
<b>Risk Assessment</b>	<b>- UNEP - DTIE</b>
<b>Waste Management</b>	<b>- Basel Secretariat</b>



## Industry Sector Partners

ILMC partners in Sector based Lead Risk Reduction activities are sought from those organizations whose interests and influence is on a global scale.

ILMC is currently working with the Organization for Economic Co-operation and Development (OECD) and the United Nations Environment Program, Division of Industry and the Environment (UNEP-IE) to assist those countries wishing to phase out leaded gasoline.

A partnership between the International Crystal Federation (ICF), ILMC and Rutgers University is preparing a comprehensive guide to lead risk reduction in the ceramics and crystal industry.

ILMC has been actively supporting the development of the Environmental Technology Assessment (EnTA) process introduced by the United Nations Environment Program Division of Technology, Industry and Economics.

ILMC's focus for the resolution of global issues associated with waste management and recycling is the Basel Convention's Technical Working Group (TWG) where the Center provides technical assistance in the development of Guidelines for the Recycling of Used Lead Acid Batteries.

# The Way Forward

1. Identify common interests
  - Build working relationships
2. Open and honest reporting
  - Raise your credibility
3. Participate and contribute
  - Be Pro-Active
  - Seek out solutions



## The Way Forward

So how has ILMC been able to work constructively with such diverse groups and often with organizations opposed to the products of the lead industry?

The first point to make is that the ILMC is a non adversarial advisory organization dedicated to one primary objective;

- ❑ to reduce population and environmental lead exposure

The Way Forward for ILMC to implement any project in a multi-stakeholder forum now becomes clear.

1. Identify common interests to facilitate and build working relationships.
2. Be open and honest in order to raise credibility and earn respect.
3. Participate in those international forums engaged in discussions about environmental and health issues associated with lead exposure. Above all do not wait to be invited, be pro active, seek invitations and contribute to the debate in a manner that offers expert solutions that are practical, feasible and affordable.

# Common Interests

- ✓ **Population Health and Safety**
- ✓ **Environmental Protection**
- ✓ **Recovery and Recycling**
- ✓ **Sustainable Development**



## Common Interests

The common interests reflect those issues that are not controversial, that is:

- ❖ Population health and safety, in and outside the workplace, including childhood lead exposure.
- ❖ Environmental protection, in particular waste management including effluent treatment and the disposal of solid residues.
- ❖ Improving collection rates for and the environmentally sound recycling of used lead acid batteries.
- ❖ Measures that promote the sustainable development of the battery manufacturing and recycling industry by reducing greenhouse gas emissions, improving energy efficiency, and increasing the amount of recycled materials used in each product line.

# Open and Honest Reporting

- ◆ Establish starting position
- ◆ Work in partnership
- ◆ Publish information and data
- ◆ Encourage use of ISO 14001



## Honest and Open Reporting

Be open and honest in the assessment and resolution of any issues, no matter how unsatisfactory the situation might appear to be. In this way credibility is raised, respect is earned and trust is forthcoming. To do this:

- ❖ Establish and record a starting position by determining the extent of the lead exposure amongst the workforce and the local environment. If possible measure atmospheric emissions and test any effluent for possible contamination.
- ❖ At all times work in partnership, take duplicate samples, share information, techniques and results.
- ❖ Publish all data and test results, albeit initially it might be agreed that the information is confidential to the partners involved in the exercise, by the end of the project the data must be published in the public domain.
- ❖ Recommend independent auditing of environmental and occupational exposures through prestigious organizations such as the Swiss based International Standards Organization (ISO) and recommend reporting all results to the appropriate government authority.

# Participate and Contribute

1. Know & understand the key issues
2. Don't walk away from problems
  - Anticipate & Resolve them
3. Share your expertise and technology
4. Listen to your critics.....



## Participate and Contribute

In order to make a valued and lasting contribution to any forum it is essential that you:

1. Know and understand the key issues, and that does not just mean the technology, it means the social needs and priorities, government agendas and the economic factors.
2. Don't walk away from problems, no matter how insoluble they seem to be, instead do your homework, get the background information, anticipate the likely problems and solicit the help of other experts in the field and local interested parties in order to resolve them.
3. Share your expertise freely to improve plant operations and whenever possible the technology as well. If this is not possible due to licensing restrictions at least ensure that existing facilities are performing to or better than the design specification.
4. Listen carefully to those who are wary of the lead industry or criticize your methodologies, be sensitive to their needs so that you can manoeuvre yourself into a position to silence them by deeds, achievements and results.

# Key Success Factors

- S**takeholders - *Committed*
- C**ommunication - *Honest & open*
- O**bjectives - *Agreed & Focused*
- R**esponsibilities - *Defined & Owned*
- E**nvironment - *Sound & Sustainable*



## Key Success Factors

Those who have been working with ILMC on the various lead risk reduction programs over the last five years have identified a number of key factors that are common to a successful project. So if you want a successful project make sure that:

1. All the stakeholders are committed to and identify with the objectives of the program.
2. Communications are honest, open, frank and frequent.
3. Objectives are realistic and agreed by all the stakeholders with action focused firmly on achieving the aims of the program.
4. Responsibilities for each aspect of the program are clearly defined and ownership discussed and agreed.
5. Environmental goals are based on sound management and sustainable development so that achievements made during the risk reduction program will be maintained long after any project has finished.