

CHEMICAL LEASING STRATEGY (2015 - 2025)

Vision, mission, objectives

A new strategic approach for the post-2015 era

Over the past 10 years, much has been done to promote Chemical Leasing. Starting with pilot projects in solely three countries, the Programme grew up and is now a global and vital platform for innovators and supporters from several industries, policy backgrounds and academia. Various case studies were developed, a number of research studies written and a variety of tools and instruments created. However, there are many opportunities that have not yet sufficiently been targeted. Therefore, UNIDO, jointly with a multi-stakeholder and multi-sectoral expert group, has developed a post-2015 strategy for the wider adaption of Chemical Leasing that is aligned with national and regional activities. It provides the narrative for the future path of the Global Chemical Leasing Programme.

Programme vision

For the first time, a vision has been defined for the Global Programme, highlighting the strong linkage between the Programme, the newly adopted UN Sustainability Agenda 2030 and the corresponding Sustainable Development Goals, in particular, SDG 9.

“Chemical Leasing is a mainstream, state-of-the-art business model widely used for contracts in industry, services and public procurement. The use of Chemical Leasing contributes to Inclusive Sustainable Industrial Development by helping to safeguard the environment and people, creating shared prosperity for the partners and encouraging innovation.”

It shall be emphasized that Chemical Leasing also remains closely connected to the Resource Efficiency

and Cleaner Production Concept. This is incorporated into the mission statement and the four strategic objectives, as outlined in the following.

Programme mission

The mission of UNIDO’s Chemical Leasing Programme is *“to promote the resource-efficient and safe use of chemicals in an inclusive and cooperative manner”*.

Programme objectives

The four objectives were derived from the vision and mission statement based on different levels or strategic areas: Objective 1: Policy-making/public-sector intervention, Objective 2: Industry/sector intervention, Objective 3: Business/company (organizational) intervention. Objective 4 is crosscutting as it targets market change in a holistic approach that includes all three levels of intervention.

In terms of action, the programme partners shall continue to foster activities and joint projects, which have been proven to be successful in the past, such as the

- Production and dissemination of books, a toolkit, sector studies and several publications for conferences and journals
- Co-funding, organization and promotion of the Global Chemical Leasing Award
- Training and capacity building measures
- Promotion of research, scientific publications and academic support
- Participation at international events
- Management of the Chemical Leasing website

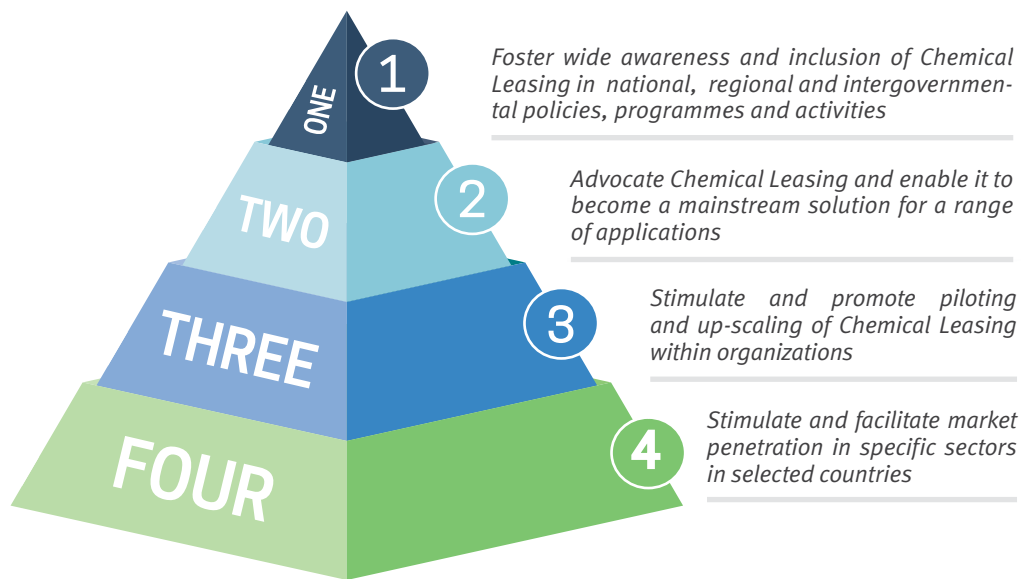


Figure 1: Chemical Leasing Strategy - Objectives

In addition, new mechanisms of promoting the business model shall be designed to meet the objectives. Therefore, a set of five programmatic workstreams was developed. They correspond to the three levels of intervention and the related main target groups, political stakeholders, industrial stakeholders and individual companies (organizations). In addition, a fourth, cross-cutting workstream, aiming at “market change”, was defined that targets all groups within a geographic area. An overarching fifth workstream consists of supporting actions related to research, facilitation, networking and recognition. This new programmatic approach is illustrated in Figure 31 and briefly described thereafter.

WS1: Policy - It is intended that the programme partners promote inclusiveness and transfer of knowledge and experiences relating to Chemical Leasing to low- and middle income countries. It shall contribute to a circular economy that is restorative or regenerative by intention and design. Specific care will be taken to ensure that the benefits can be reaped by all segments of populations, and across gender and age. The following three actions will contribute towards achieving this workstream's objective:

1. Develop and execute a **Roadmap for the Chemical Leasing model in the policy arena** to develop and strengthen the connections and synergies with the public sector, including:
 - Other UNIDO Member States, EU Agencies, UNIDO and UN organizations’ programmes and projects in line with UNIDO’s mandate of promoting ISID
 - International, regional and national programmes and initiatives
 - Legislation and conventions that address chemical sourcing, production, use, transport and end-of life treatment
2. Stimulate awareness of, and discussion on, the potential of including Chemical Leasing considerations in international, regional and national public programmes and policies
3. Support the adoption of Chemical Leasing as preferred contract model within public procurement criteria for services and products, wherever applicable

WS5: Facilitation, networks and recognition

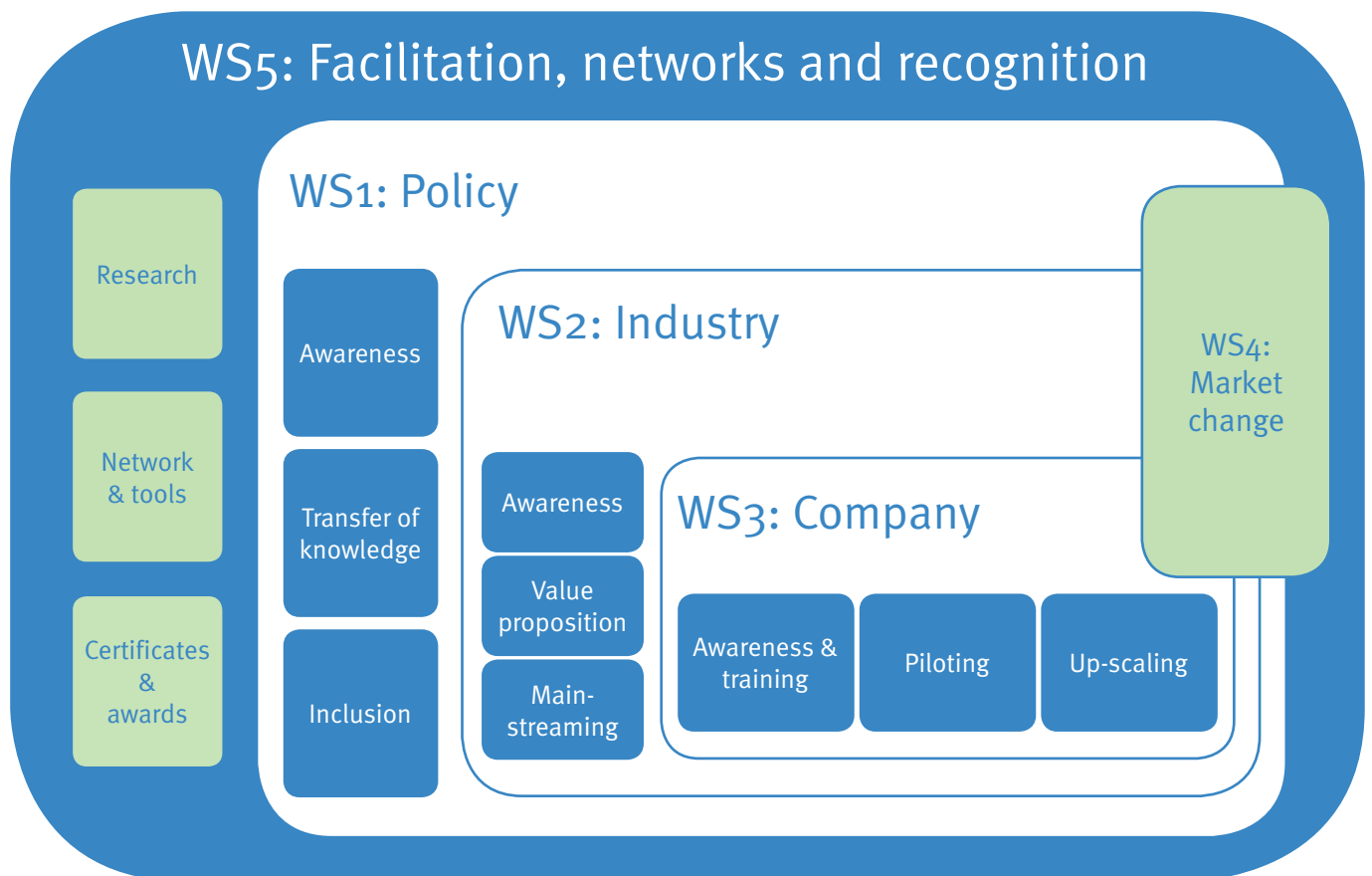


Figure 2: Chemical Leasing Strategy - the five workstreams

WS2: Industry - The Programme shall actively raise awareness of the business model in the industrial sector. It shall actively search for new applications and industries where Chemical Leasing could be used. The following two actions will contribute towards achieving the theme's objective:

1. Develop and execute a **Roadmap for Mainstreaming Chemical Leasing**. This will include consideration of the circular economy approach and especially be dependent on how to:
 - Define and take measures to make the business model widely recognized and used across industries
 - Select target industries for prioritized further work, and encourage the wider adoption of Chemical Leasing within these selected industries by actively

introducing the model to representatives of new potential users and providers, including SMEs

- Raise awareness of the model's benefits with a view to company management across value chains and to designing out waste with Chemical Leasing
- Support the development of procurement criteria for Chemical Leasing contracts as performance-based contracts
- Support efforts to rethink incentives for sales force
- Explore and utilize potential synergies with existing industry health, safety, environment or sustainability programmes and tools
- Support the wider adoption of Chemical Leasing by encouraging new industry representatives to pilot the model in their business;

2. Establish criteria for identifying new substances, applications and industries, where Chemical Leasing could reduce the participant's chemical footprint and create business benefits.

WS3: Company - This workstream refers to the objective of up-scaling Chemical Leasing within such companies where the potential for the model has already been proven in pilot projects. This shall be pursued in line with the SAICM objectives and the Circular Economy approach. Four actions will contribute towards achieving the theme's objective:

1. Develop and execute a **Roadmap for Up-scaling** the use of Chemical Leasing within companies. This will include consideration of how to:
 - Support existing piloting companies to make the move from piloting in a specific application to full-scale process use (user industries)
 - Identify and support the development of purchasing criteria that allow for Chemical Leasing bids in other units (user industries)
 - Support and training for chemical suppliers, including small distributors, in how to include Chemical Leasing in bids and proposals (suppliers)
2. Encourage companies with experience from Chemical Leasing to extend the use of the model to other applications and processes
3. Encourage and support individuals with experience from Chemical Leasing to become Chemical Leasing ambassadors within their company and with their business partners
4. Provide training to all level of users, from purchasers to marketing departments

WS4: Market change - This crosscutting stream refers to the objective of stimulating and facilitating market penetration in specific sectors in selected countries. It

is intended to work together with the government and industry in selected countries to achieve transition from Chemical Leasing being used as an occasional business model, to becoming the norm within specific sectors or applications. The following two actions for achieving market change shall contribute towards achieving the workstream's objective:

1. Evaluate countries, industry sectors and applications and identify those combinations where a market change could be achieved within the strategy period; select up to three countries as priority targets for market change
2. Prepare and participate in a national plan for each target country, working with the national government and key stakeholders and participants to achieve the market penetration

WS5: Facilitation, networks and recognition - As well as the tasks that specifically support the individual objectives, six overarching actions have been recognized that serve two or more of the objectives:

1. Create a coherent and inclusive communication and marketing plan for Chemical Leasing, that strives to support industrial prosperity creation whilst actively taking into account the role of women and youth employment and empowerment
2. Maintain and develop means for public recognition of achievements, such as the Global Chemical Leasing Awards, and further promote the use of the existing UNIDO certificate "Compliant with Chemical Leasing" (Conformity Declarations)
3. Conduct and stimulate research into Chemical Leasing, in particular with a view on the synergies with other innovative business models and the linkages to emerging paradigms such as Sustainable/ Green Chemistry and the Circular Economy; develop e.g. academic papers, case studies, guidelines, e-learning tools etc.



4. Coordinate the international multi-stakeholder, multi-sectoral Chemical Leasing advisory group and develop a clear mandate for it
5. Identify potential new partner organizations, including NGOs, industry associations and public-private partnerships, and initiate discussions to explore potential joint benefits and means of collaboration
6. Establish a mandate for, and means of recognizing, a network of Chemical Leasing Ambassadors and engage experts to enter into this role to support broad awareness within and across industries

Final remarks

The strategy was developed at a time when a new global agenda was launched to address the three interconnected elements of sustainable development: economic growth, social inclusion and environmental sustainability. On 25 September 2015, the 193-Member United Nations General Assembly formally adopted the 2030 Agenda for Sustainable Development, along with a set of 17 Sustainable Development Goals, which Secretary-General Ban Ki-moon hailed as a universal, integrated and transformative vision for a better world. The SDGs are a new, universal set of goals, targets and indicators that UN Member States are expected to use to frame their agendas and political policies over the next 15 years. Mr. Ban urged the world leaders and others convened at the event to successfully implement the Global Goals by launching “renewed global partnership”.

UNIDO’s mandate falls into this undertaking by promoting and accelerating inclusive and sustainable industrial development (ISID) to achieve shared prosperity and environmental sustainability around the world. The concept of ISID is included in the Sustainable Development Goals, namely Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

In addition, in December 2015, at the Paris climate conference, 195 countries adopted the first-ever

universal, legally binding global climate deal. Under the agreement, all countries will be required to report on “national inventories of emissions by source” and also to report on their mitigation efforts. The same month, on 2 December 2015, the European Commission adopted an ambitious new Circular Economy Package to stimulate Europe’s transition towards a circular economy which aims to “boost global competitiveness, foster sustainable economic growth and generate new jobs.”

Such developments may stimulate increased recognition of sustainable business practices and global initiatives aiming to foster resource efficiency and sound chemicals management. Such developments encourage pro-active policy-making to advance sustainable production and consumption patterns. Instead of remaining locked in an endless cycle of merely reacting to deep-seated environmental, economic and social problems, innovating for global partnerships becomes more important than ever before. The post-2015 UNIDO Global Chemical Leasing Programme can be one of those initiatives to drive innovation and “global partnerships” for more sustainability. Formed by the network of national, regional and supranational initiatives, and building upon 10 years of experience, it aims at creating the platform on which the Chemical Leasing concept can flourish and grow to become a familiar, widely used business model that significantly contributes to global sustainability.

