



## Partnership for Clean Fuels and Vehicles: Evaluation of the Design and Implementation of the Lead Campaign

### Summary Fact Sheet

#### Introduction

In 2002, the Partnership for Clean Fuels and Vehicles (PCFV) was launched at the World Summit on Sustainable Development in Johannesburg, South Africa. EPA is one of the founding partners of the PCFV and the United Nations Environment Programme (UNEP) is the Clearing-House for the Partnership. This voluntary, global, public-private partnership promotes the reduction of air pollution from vehicles in developing and transitional countries through promoting use of lead-free and low sulfur fuels, and clean vehicles. Since 2002, nearly all of the 100-plus countries using leaded fuel at that time have since eliminated lead from their fuel supplies. PCFV's Lead Campaign to remove lead from fuels catalyzed the phase out of leaded fuel in many of these countries. The six countries that have yet to eliminate lead from fuel are expected to do so within the next few years.

EPA sponsored this evaluation to identify and examine lessons from the PCFV's Lead Campaign that may be transferable to other existing or future international partnerships. The evaluation focused on the Lead Campaign's startup and design, implementation, and overarching insights that could inform other partnership efforts. The evaluation did not identify the benefits of eliminating lead from fuel or the role (influence) of PCFV in the elimination of leaded fuel, as these have been studied previously (UNEP, 2010; Tsai and Hatfield, 2011).

This third-party evaluation consisted of a qualitative analysis of information on PCFV, results of formal interviews, and review of literature on voluntary partnerships. This Fact Sheet summarizes the evaluation findings. The full evaluation report is available at: [www.epa.gov/evaluate/reports.htm](http://www.epa.gov/evaluate/reports.htm)

#### Findings

##### PCFV Lead Campaign Startup and Design

Four factors supported a strong start and successful implementation of the Campaign later on: (1) preceding developments, such as known public health impacts for lead and existing momentum for change; (2) a timely opportunity with support from senior leaders; (3) a clear, measurable, and ambitious-yet-achievable goal; and (4) strong partnership design and design process that fosters ownership and trust.

##### Lead Campaign Implementation

Lead Campaign implementation has combined strong features: (1) multi-level, multi-angle implementation strategy that covers key issues and engages key stakeholders; (2) partners bring expertise and commitment through complementary roles; (3) modest yet focused resource investments; and (4) addressing challenges, adaptation, and learning from experience.

<http://www.epa.gov/evaluate>

For more information on completed evaluations at EPA or the Evaluation Support Division, visit the above link.

## Relevance of Findings on Lead Campaign to Other Voluntary Partnerships

The evaluation found that core Lead Campaign strengths could also serve other partnerships, and that there is an emerging set of design principles for successful voluntary partnerships that are consistent with PCFV.

## Emerging Partnership Design Principles that are Consistent with PCFV

Several issue-specific factors can inform design, implementation, and ultimately effectiveness of a voluntary partnership approach. Considering these factors early on can help to maximize a partnership's potential to influence change and avoid uncertainty, misunderstanding, and a lack of progress. The evaluators identified a set of emerging voluntary partnership design principles that are consistent with the Lead Campaign and PCFV more broadly. These principles are summarized here:

### Emerging Partnership Design Principles

- Develop clear goals
- Build a strong core membership
- Thoughtfully design the partnership and utilize this process to engender buy-in and trust
- Make clear the power and authority of each partner
- Maximize voluntary and comprehensive participation
- Ensure neutral management
- Secure commitments for funding sufficient to launch the partnership, while also identifying long-term funding opportunities
- Build in the ability to adapt and course correct
- Empower sustained change in the field
- Guarantee transparency and accountability

The evaluators found that the Lead Campaign's design features are consistent with the emerging principles for successful partnerships, noting that PCFV and the Lead Campaign evolved over time and as such learned by doing rather than starting with a comprehensive partnership design template. The process of learning and adaptation, coupled with the exceptional suite of people involved, contributed as much to the Lead Campaign's strengths as has the design itself. Several preceding developments also assisted, if not "empowered," the Lead Campaign from the beginning. The evaluators believe that the potent combination of preceding developments, sound design, strong implementation strategy, and exceptional partners have made the Lead Campaign an extraordinary example in the realm of voluntary partnerships.

### FOR MORE INFORMATION

- The EPA Evaluation Report, *Partnership for Clean Fuels and Vehicles: Evaluation of the Design and Implementation of the Lead Campaign*, December 2011, EPA-100-R-11-008, is available at: [www.epa.gov/evaluate/reports.htm](http://www.epa.gov/evaluate/reports.htm)
- Tsai, Peter L. and Thomas H. Hatfield. "Global Benefits from the Phase out of Leaded Fuel" *Journal of Environmental Health*, Volume 74, No. 5 December 2011.
- UNEP, 2010, "Outcome and Influence Evaluation of the UNEP Based Partnership for Clean Fuels and Vehicles," <http://www.unep.org/transport/pcfV/PDF/leadphaseoutreport.pdf>
- Information on the **Partnership for Clean Fuels and Vehicles** is available at: <http://www.unep.org/transport/pcfV/>