



### **Blue Route Mall Waste Minimisation Club Case Study**

The Blue Route Mall was initiated as part of the WasteWise campaign for the City of Cape Town. The eradication of illegal dumping and litter was one of the driving forces behind initiating this campaign. The establishment of a Waste Minimisation Club formed part of the project to address the environmental impact from industry.

The initial review study, drawn up by BECO-ISB motivated the reasons why the establishment of Waste Minimisation Clubs in certain sectors were chosen. The motivation provided for the establishment of a Waste Minimisation Club in a shopping mall was that the focus not only be on the shops but also on the shopping mall as it creates an awareness would for the shops and for the consumers.

The method used to analyse the waste streams of the members was the Prevention Quick Scan, which was used as the period for doing a Waste Minimisation Pre-assessment, was too short. Two students assisted in collecting the data for the Prevention Quick Scan. Each member received a report highlighting the focus areas and tailor made improvement options.

Many good lessons were learnt at Blue Route Mall:

1. BECO did not have a clear understanding of the organisational structures involved until quite late into the project:
  - a. Who owned the mall and their roles.
  - b. What was the role of the Merchants' Association?
  - c. How do the anchor stores implement corporate environmental policy?
2. BECO suggested potential cost savings to tenants without properly consulting Mall Management. This led to a breakdown in trust between Waste Minimisation Club facilitator and the managers of the mall.
3. BECO worked through Mall Management. In hindsight this proved counterproductive as issues were subverted by strong personalities. BECO should in future engage stakeholders on an equal level and downplay the role of Mall Management.
4. Mall Management acted unilaterally in appointing "Don't Waste" waste management services. While a positive move in many respects, it undermined efforts to set up a WMC.
5. The Merchants' Association did little to encourage participation in WMC efforts. It appeared that the Merchants' Association answered to Mall Management rather than represent interests of the tenants.
6. Mall Management were more concerned about cost saving than good corporate governance. This made the setting up of a WMC very difficult sell. More emphasis should be placed on economic/risk management benefits to WMCs.

The lessons learnt from this exercise should help future planning efforts for Waste Minimisation projects in malls.

### ***General lessons learned***

1. Need to engage all stakeholders in establishing WMC. This includes:
  - a. Facility owner
  - b. Facility managers
  - c. Tenants
  - d. Neighbouring community
  - e. Consumers
  - f. Service providers
2. Important to understand the relationships between stakeholders and within stakeholder organisations. This includes:
  - a. Lines of communications
  - b. Organisational structures
  - c. Who is accountable for what
  - d. Contractual relationships
3. Need to reassure stakeholders that setting up a WMC will not complicate matters. Resistance to the idea is rooted in fear that this will cost money and time.
4. Establishing a WMC at a mall is more an exercise in changing behaviour than providing technical solutions. Future efforts should initially focus on modifying behaviour by getting people to understand why there is a need for improving waste management practices.

### ***General recommendations***

1. With respect to new mall developments, a life cycle management approach should be enforced. This should include setting up appropriate environmental management systems to manage waste and mitigate negative impacts throughout the life of the mall. These can be made a condition of zoning/land use departures.
2. The CoCT should perhaps be more coercive in its efforts to get companies/organisations to participate in WMCs.
3. Changing behaviour requires skills in organisational health and dynamics. This implies a more multidisciplinary/holistic approach to promoting WMCs i.e. include specialists with expertise in organisational transformation and team building.