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**ASPASA**  
**AT WORK**

# ASPASA – 2021 STRATEGY



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# ASPASA 2021 STRATEGY

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Dear all,

## Introduction:

The **ASPASA** office is often requested to explain what it does, what is in it for new members to join and what value or company or associate will get from joining the organisation **ASPASA**. For **ASPASA** to be relevant, we always ask:

1. What do our members want?
2. How can we as **ASPASA** be successful in this “new normal”?

## Just a short background:

Some 30 years ago, **ASPASA** was started by the then industry leaders. There were regional bodies, but they were working on their own. A national body was required.

**ASPASA** was then known as the Aggregate and Sand Producers Association of South Africa.

In 2016/17 it was found that the “Aggregate and Sand” part of the name should be dropped and **ASPASA** be the name, as the brand name was strong.

As the subjects that **ASPASA** had added to its services was appealing to other smaller surface mines and these companies were requesting to join **ASPASA**. Some of these services are crucial to a company as will be seen from the following highlights.

The issue of Associate Members was also opened up as these Associate companies were delivering services to the mining operations. The benefits were that the information that all parties obtained from this close relationship was beneficial to all and kept all updated.

## The actions flowing from 2020 and the Pandemic:

**ASPASA** immediately realized that there was going to be a problem and for the survival of industry bodies, some major changes were needed to adapt to the new way of doing business. The “new normal” was embraced and worked with.

**ASPASA** jumped into action and took various steps, which resulted in some of the following:

-  Physical meetings had to be stopped due to the Lockdown, as an alternative, a virtual system, TEAMS was implemented. (The ZOOM system will this year also be activated, as some companies don't like TEAMS).



- **ASPASA** The **ASPASA** big offices were closed and emptied, and a smaller compact venue was sourced, bringing the costs down from ± R25,000 per month to R8,500 per month.
- **ASPASA** Travelling was stopped – virtual meetings were frequently held.
- **ASPASA** **ASPASA**, on a daily basis sent out information on COVID-19, guidelines, best practices and checklists. Many companies complimented **ASPASA** on this as the information was used and implemented in companies. This is continuing in 2021.
- **ASPASA** Other costs were drastically reduced as **ASPASA** was aware that it had a role to play, but that members were battling and therefore any Association needs to ensure that it gives a service to the members to stay relevant and add value.
- **ASPASA** Attending conferences and other gatherings would be something of the past so **ASPASA** will host its own virtual awards and conferences – a huge cost cutting exercise.

### Some Strategic Work for 2021 and beyond

Some of the relevant and imported issues that would be in place during 2021 awards would be:

1. **ASPASA**, for the third year would not increase its levies charged. This means the 2018 figures will still be worked on. (Companies will receive the same invoices as was sent in 2020 and 2019). What concerns **ASPASA** is that companies that have been around for many years, are closing down operations with other companies expanding and growing. This affects the whole industry and some methods need to be found to ensure the industry remains relevant and well run. Training and communications and strategy might be necessary.
2. The charges for the Health and Safety audit in 2021 will be R11,500 (Excluding VAT). The Health and Safety audit is crucially important as one Section 54, handed to a mine would cost more than the levy and audit fee. We strive to assist operations to get up to standard.

#### The breakdown of the costs of the audits are:

2018 – R 10 300.00

2019 – R 10 866.50

2020 – R 10 866.50

2021 – R 11 500.00

3. The 2021 budget was adjusted to a zero-based budget and all costs will be seriously scrutinized during 2021.



## 4. **Planning for 2021**

### 4.1 Health and Safety

The audits will continue with a low increase in costs to member companies as the cost for the audit will be R11 500.00 (Excluding VAT). The Auditor's costs with fuel and accommodation has gone up and we need to ensure it is a fair charge.

Health and Safety training will continue at a fair price as the MHSA compels companies to train in certain issues as per the law. If not done, operations can be stopped.

Companies with operations that might not be seen as quarries or small-scale operations should consider that their operations also be audited by **ASPASA**. **ASPASA** does have an audit protocol for operations falling under OHSA. This audit could be done for the non-mining side of the business. (Cement, lime, road construction, readymix, brick businesses can also be audited).

### 4.2 Environmental

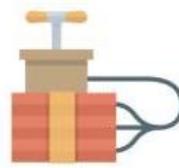
As with Health and Safety, Environmental issues were one of the two issues that when **ASPASA** started 30 years ago, was listed by the then industry leaders to form the basis of the services that **ASPASA** would supply.

Over the years different focus was placed on this subject and in 2020 it was decided to totally refocus the way **ASPASA** does Environmental work in the industry. A sub-committee from individuals from different member companies have been nominated and will be working on a system that focusses on helping the managers sort out and stay on top of Environmental legislation and issues. This subject is becoming crucial in the lives of mines and other businesses. Communities are calling the shots near mines.

### 4.3 Technical

This part of the business focus has in the past been neglected to a certain level. What **ASPASA** has now done, is to focus on Technical issues and Quality and Laboratory testing. A fully fledged and well-developed audit process has been developed and tested in the industry by **ASPASA** and very knowledgeable individuals.

For a company to supply quality products and materials is crucial and therefore to have books in good order, operations will have to ensure quality products are being produced. Quality is determined by the in-house laboratory and this is where **ASPASA** will play a vital role. Training on this is also available.



#### 4.4 Engineering

Also, a new focus as the Engineering part of a business is essential. The plants, the structures and machinery all are crucial to the production side of the business. This committee has strong leaders and are focusing on relevant issues.

**ASPASA** is also registering with ECSA so as to ensure that young talent and development of young talent will be upgraded and enhanced.

#### 4.5 Blasting

This subject was never focused on, but in 2019-2020 there were some regulations, interpretations and Section 54 on this. Communities have become aware and focused on the issue of blasting at mines and have been putting pressure on the Regulators to act against smaller mining operations.

**ASPASA** has a very strong and informed consultant who works with **ASPASA**. An audit system is available. In this the legality of all paperwork and systems are checked. This committee of **ASPASA** does therefore supply relevant and crucial information. Training will be done in this regard – virtually.

#### 4.6 Transport and PDS

The issue of transport in **ASPASA** members companies' businesses play an important role.

There are two main focus areas:

- \* The road transport under AARTO.
- \* The transport on the mine, with the whole PDS scenario playing out and to be focused on, even more at the MHSC and MRAC on which **ASPASA** serves.

Regular updates, training and information sharing is imperative and **ASPASA** plays a huge role in this. Virtual meetings and circulars are used to communicate these issues.

#### 4.7 Meetings with DMRE and Tripartite Regional Meetings

In 2019 **ASPASA** had a meeting with the DMRE Minister's two Advisors. It was proposed by them that **ASPASA** have meetings with the Regional Offices of the DMRE. The 2020 Lockdown delayed this. This will be revised in 2021.



Through the MHSC there are Tripartite meetings in Regions. **ASPASA** is frequently involved in these and are frequently requested to do a presentation at these meetings. This shows the good relationship with the Regulator and others in the industry.

#### 4.8 Training and Skills Development

**ASPASA** has for the last few years focused on training for our member companies as there were requests for various types of courses to be presented. The issue of this focus area will strongly be developed and rolled-out during 2021 as the virtual methods are now developed and becoming the way to go.

Under this there will be attention also given to Junior Leadership Development.

#### 4.9 International Liaison - GAIN

**ASPASA** is heavily involved in the Global Aggregate Body that covers this industry throughout the world. There were frequent video meetings during 2020. **ASPASA** was also invited to do a talk in Wuhan – China, early in December 2020. **ASPASA** did present a paper – (pre-recorded and e-mailed).

The relationship with international bodies stays important. **ASPASA** is at present the only body representing Africa and is trying to include other African bodies, but with no success as yet.

#### 4.10 Internal Liaison

Internally in South Africa there are so many other bodies, Associations, Institutes that **ASPASA** is involved with, there are a host of activities that **ASPASA** is involved in:



**THE CONSTRUCTION ALLIANCE SOUTH AFRICA** – This body was established during the COVID-19 Pandemic. Other industries it was found had powerful bodies that pushed hard for that industry to be dealt with pandemic. The Mining Industry has a very powerful body in the Minerals Council of South Africa, (previously known as the Chamber of Mines). This body on which **ASPASA** serves, has a very good relationship with the Government and the Regulators.



**SAFCEC** – This body represents the Civil side of Construction and **ASPASA** is an Associate Member and serves on various of its structures.



 **ASPASA** **SABITA** – The Bitumen Industry represents a big client of aggregate business and again, **ASPASA** has a positive relationship and is part of the structure of this important body.

 **ASPASA** **CONSTRUCTION COVID-19 RAPID RESPONSE TASK TEAM** – **ASPASA** became part of this body, when the COVID issue was exploding and industries needed to unite and ensure compliance, but also to get the industry “open” within the necessary rules.

 **ASPASA** **SACAA** – The South African Coal Ash Association has been around for approximately 30 years, but its growth has been very slow. By the end of 2020, the leaders in this industry approached **ASPASA** to assist them run and grow this part of this vital industry. The SACAA body will run under its own identity.

 **ASPASA** **RPF** – The Road Pavement Forum is a body that is run by the main industry bodies such as **ASPASA**, SABITA, TCI, and a few others. The role of this RPF body is very important as it brings the role players in the road industry together. From SANRAL, Educational Institutions, Provincial Road Authorities, Contractors, Civil Engineers, Suppliers and a host of Consultants are all in this group.

 **ASPASA** **MHSC** - The Mine Health and Safety Council, which is a Tripartite body with the DMRE, the Unions and Employers, serving on it in terms of the MHSA (Mine Health and Safety Act), to advise the Minister of the DMRE on legislative issues. **ASPASA** being part of this body, board does seem to take up a great deal of time and effort as the workload and administrative issues are challenging.

 **ASPASA** **ILLEGAL MINING** – Under the Minerals Council there is a dedicated Illegal Mining Committee, which meets with all the Regulators, SAPS, Intelligence etc.

The problem that illegal mining in the precious minerals tends to take the focus, but **ASPASA** is pushing to have this focus to be expanded to the surface mines.

 **ASPASA** **YOUNG LEADERS** - **ASPASA** is in the process of registering with ECSA. What has been found is that young upcoming leaders need input and development, and **ASPASA** will be starting a special sub-committee with regular TEAMS meetings with these people.

 **ASPASA** **AWARDS** - **ASPASA** has in the past been giving awards to the industry people for Health & Safety and Environmental awards. With the Environmental focus changed, there will be no awards on Environmental but on the Health and Safety side this will continue in 2021. What is important is that those line employees, junior managers, managers and



top managers who show commitment and support to Health and Safety are awarded and given credit in front of their colleagues in the industry.

#### 4.11 Legal Issues

The main legal issues that **ASPASA** is involved in are:

- The Royalty Act  
At this point SARS is viewing the payment of Royalties different to that of what **ASPASA** has developed a few years ago with the assistance of SARS. It was agreed that the "Muckpile" would be used to do the calculations. This issue is now got to a pinnacle point and action will have to be taken to resolve this dispute.
- Illegal Mining  
This issue is one of those problem children as the Regulator is not willing to get involved. A suggestion has been made to **ASPASA** to take the matter up with the Minister of the DMRE and if no joy, then to ask the opposition in Parliament to raise it in Parliament. This will need some work and facts.

#### 4.12 Press and Media Coverage

**ASPASA** has been fortunate to get good coverage in the mining media.

**ASPASA** now has a YouTube channel. To access, go to YouTube and type in "**ASPASA**". There is also a LinkedIn page under **ASPASA**'s name.

The **ASPASA** website is well kept up-to-date and is worth visiting: [www.aspasa.co.za](http://www.aspasa.co.za)

Kind regards,



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#### ATTACHMENTS:

- 2021 Meeting Dates
- ASPASA Services

ASPASA  
**WORKING  
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