

# ULF

## GENERIC TERMS OF REFERENCE

|                          |                  |
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## 1. SCOPE

- a. The purpose of this Terms of Reference is to create a common level of understanding and networking amongst identified Utilities and parties, to manage in a preventative way, the mutual interest of each other's network. It is also aimed at identifying and resolving potential conflict of interest among utilities.

## 2. PROJECT OBJECTIVES OF UTILITIES RELATIONSHIP MANAGEMENT

- a. The following objectives need to be pursued:
  - i. To establish a formalized forum and process to manage the relationships amongst Utilities with regard to network damages caused among one another.
  - ii. To facilitate preventative actions in respect of network damages and to create a framework for corrective actions when damages occur.
  - iii. To improve cost-effectiveness and–efficiencies through cost-reductions with regard to network damages to Utilities.
  - iv. To share appropriate information on planned projects and excavations amongst Telkom and Utilities.
  - v. To facilitate constant and consistent interaction amongst Telkom and Utilities that will create the necessary operational intelligence with regard to prevention of network damages.
  - vi. To obtain the necessary buy-in amongst Utilities to support the Utilities Liaison Forum in the best interest of all participating parties.

## 3. CRITICAL SUCCESS FACTORS

- a. Representation at decision-making level.
- b. Availability of relevant and applicable information with regard to current and future projects and excavations.
- c. Dual focus in terms of achieving the objectives of Liaison Forum and Company objectives.
- d. Frequent participation in Forum meetings and activities.
- e. Execution of Forum decisions and recommendations by individual Utilities.
- f. Improved effectiveness of protocols in Utilities to enhance incident resolution amongst Utilities
- g. Elimination of red -tape.

## 4. GUIDING PRINCIPLES

- a. Shared information amongst Utilities on planned projects only to be utilized for network planning and maintenance purposes and not for business development reasons. Information should only be limited to the type of project to be performed, location, start and end dates.
- b. Focus on preventative activities rather than incident resolution.
- c. Utilities Liaison Forum not to be utilized for individual conflict resolution between specific Utilities due to network damage incidents.
- d. Utilities Liaison Forum not utilized for any litigation resolution instances.
- e. Information sharing and communication at Forum not to replace any individual communication and

interaction amongst Utilities.

- f. Utilities Liaison Forum not deployed to pursue any individual company objectives with regard to network or infrastructure damage.
- g. Focus of Utilities Liaison Forum will be to standardize operational processes such as Wayleave- and Reinstatement Processes, to enhance inter-Utility relations that will lead to more effective incident resolution.
- h. Activities of Utility Liaison Forum to support all Safety, Health and Environmental Management legislation, regulations and initiatives.
- i. Utility Liaison Forum to be viewed as an independent, neutral and objective body through non-involvement in any incident resolution activities between specific Utilities. Utilities Liaison Forum, therefore not to act as mediator or arbitrator between any parties .
- j. Utilities Liaison Forum not to act as governing or regulating body but rather as **facilitation mechanism** to enhance co-operation and goodwill amongst Utilities with regard to management of network damages.

## **5. UTILITIES LIAISON FORUM (ULF)**

- a. In facilitating and formulating the process to manage Utility co-operation, it is proposed that a Utilities Liaison Forum (ULF) be established, comprising key role players from all relevant Utilities/Stakeholders.

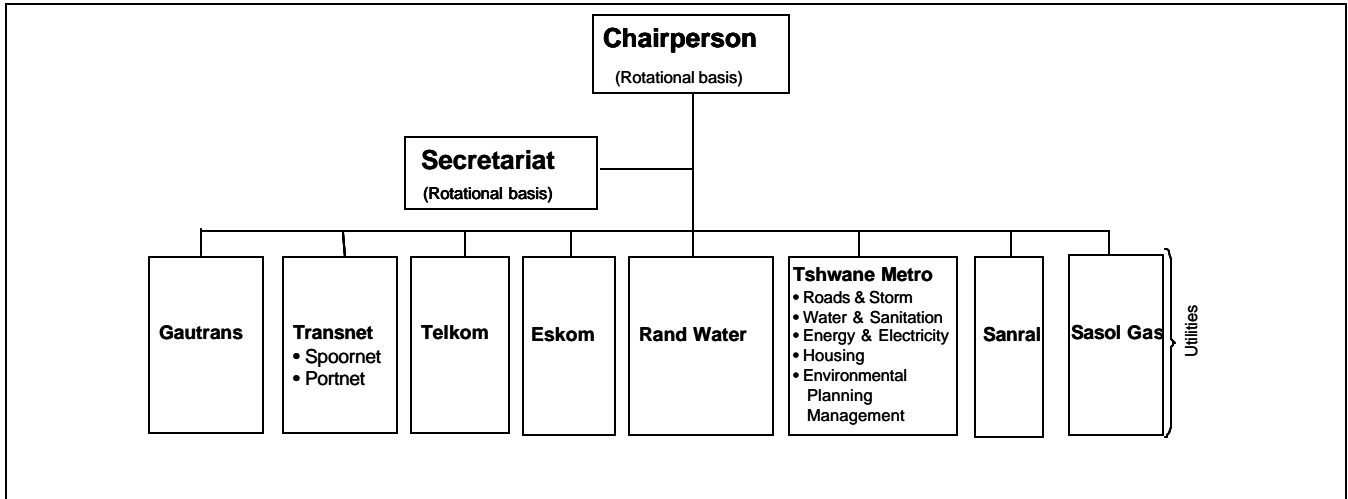
### **5.1 Objectives of Utilities Liaison Forum**

- a. Enhance co-operation among Utilities
- b. Prevent network damages
- c. Eliminate/Reduce incidents and costs associated with network damages
- d. Expedite corrective actions in cases of damages
- e. Reduce legal actions against each other
- f. Improve communication and interaction amongst Utilities

### **5.2 Focus of Utilities Liaison Forum**

- a. Quarterly information on planned projects
- b. Supervision during projects
- c. Wayleave process optimization (SLA's etc.)
- d. Issues pertaining to re-instatement of surfaces
- e. Issues relating to assessment of areas prior to, during and on completion of projects
- f. Problems experienced, solutions and best practices to share

### 5.3 Structure of Utilities Liaison Forum (Example)



- a. At this stage the Utility making use of the services of the contractors remains accountable to inform the Contractor and sub contractors of the ULF proceedings. It is presumed that the Utility represents the contractor.

### 5.4 Meeting Procedure

- a. Quarterly meeting or ad hoc as need arises
- b. Formalised agenda based on the ULF objectives
- c. Formalised minutes
- d. All key Utilities with representation at decision-making level
- e. Chairperson and Secretariat on rotational basis or as decided by ULF
- f. Chairperson to host forum during his/her period of tenure
- g. Chairperson to arrange for Secretariat during his/her period of tenure
- h. Period of tenure for the Chairperson and Secretariat will be 12 months (1 year).

### 5.5 Standardized Agenda

- a. Projects (Emergencies and Planned)
- b. Wayleave Process
  - i. TBI emergencies
  - ii. Pipe jacking
- c. Assessment of areas prior to, during and on completion of projects

- d. Re-instatement of surfaces
- e. Incident Management (e.g. Network damages)
- f. SHE (Safety, Health & Environmental) issues
- g. Process for recovery of cost on network damages (Claims)
- h. Property usage/re-classification boundaries (e.g. road diversions)
- i. Contractor awareness and identification on site.
- j. Report card – progress
- k. Availability of information on the Internet.
- l. Relocation of services.
- m. Contact Points (e.g. Telkom = 0800 203 951).

## **6. CONCLUSION**

- a. The Utilities Liaison Forum is required to collectively address any issue of commonality with regard to the protection of a Utility's network and infrastructure. It's aim is to improve relationships amongst each other on a national and regional basis by pro-actively managing the environment, where network and infrastructure are deployed. It emphasizes the importance of teamwork, goodwill and co-operation amongst Utilities to protect and respect each other's network and infrastructure in the best interest of serving it's respective customers, consumers and users.