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## 1 Introduction

The National Transmission Company of South Africa (NTCSA) invites qualified and experienced security service providers to submit proposals for the provision of Outcome Based Contracts (OBC) for integrated security services at the following critical infrastructure sites:

- North East Grid Substations and Lines and Servitudes and designated National Key Point (NKP) buildings.

	<b>Substation/Lines/PowerStation's/Projects</b>	<b>Location</b>
	<b>SUBSTATIONS</b>	
1.	Sol Substation (NKP)	South CLN
2.	Alpha Substation	South CLN
3.	Zeus Substation	South CLN
4.	Normandie Substation	South CLN
5.	Vunumoya	South CLN
6.	Wonderkrag Substation	South CLN (under construction-new built)
7.	Kruispunt Substation	Witbank CLN
8.	Vulcan Substation	Witbank CLN
9.	Emkhiweni Substation	Middelburg CLN (under construction-new built)
10.	Rockdale Substation	Middelburg CLN
11.	Prairie Substation	Lowveld CLN
12.	Komatipoort Substation	Lowveld CLN
13.	Gumeni Substation	Lowveld CLN
14.	Khanyazwe Substation	Lowveld CLN
15.	Barberton Substation	Lowveld CLN
16.	Marathon Substation	Lowveld CLN
17.	Simplon Substation	Lowveld CLN
18.	Acornhoek Substation	Lowveld CLN
	<b>POWER STATIONS</b>	
1	Komati Power Station	
2	Kendal Power Station	
3	Camden Power Station	
4	Tutuka Power Station	
5	Majuba Power Station	
6	Kriel Power Station	

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7	Matla Power Station	
8	Kusile Power Station	
9	Arnot Power Station	
10	Hendrina Power Station	
11	Duvha Power Station	
12	Grootvlei Power Station	
13	All north east grid towers and lines , emergencies and projects	
14	Newly built lines and substations	
15	Eskom Park NTCSA Offices and Workshops	

These sites are of strategic importance to South Africa’s national electricity grid, with the SOL Substation designated as a National Key Point

The tender seeks to enhance security outcomes through a turnkey solution that integrates advanced technology, physical guarding, and measurable performance metrics.

The contract will be governed by Eskom’s Outcome-Based Contracting model (559-348635181), which shifts focus from traditional input-based services to value driven, performance-based delivery. Focusing on measurable security outcomes rather than prescriptive inputs such as number of guards or technologies deployed

- Timely detection of unauthorised access
- Rapid armed response to verified threats
- Reduction in asset loss and service interruptions
- Full compliance with MPSS, PSIRA, CIP Act
- Continuous improvement through innovation

This contract will span 60 months, with all installed equipment and systems becoming the property of NTCSA upon installation. The service provider will be held fully accountable for all subcontractors and third-party vendors, with strict consequence management protocols in place for non-performance.

The overarching goal is to protect NTCSA’s personnel, assets, information, and operations against evolving threats such as cable theft, vandalism, land invasion, and sabotage, while ensuring operational resilience and stakeholder confidence.

## **2 Supporting Clauses**

### **2.1.1 Purpose**

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The purpose of this document is to define the scope of work for the provision of integrated security services at NTCSA's Grid Substations Lines and Servitudes. These facilities include both critical and non-critical infrastructure, with SOL Substation National Key Point, requiring heightened security measures and compliance with national legislation.

This scope supports the procurement of a 60-months Outcome Based Contract (OBC) that combines advanced security technologies with physical guarding services to deliver measurable, performance-driven protection outcomes. The contract is designed to:

- Enhance security resilience across NTCSA's strategic assets by integrating surveillance, access control, intrusion detection, and rapid response systems.
- Ensure full compliance with NTCSA's technical standards and specifications, the Critical Infrastructure Protection Act (Act 8 of 2019), PSIRA regulations.
- Transfer ownership of all installed equipment, systems, and technologies to NTCSA at the end of the contract term including the on-site control room.
- Enable continuous improvement through innovation, data-driven performance monitoring, and reduction of manual guarding dependency.

Ultimately, this document serves as a foundational requirement for service providers to deliver a turnkey, accountable, and future-ready security solution that safeguards NTCSA's personnel, infrastructure, and operations against evolving threats.

## **2.1.2 Objective**

The objective of this scope of work is to establish a robust, integrated security framework for NTCSA North East Grid Substations and Lines and Servitudes through a 60-month Outcome-Based Contract (OBC). This framework is designed to deliver measurable security outcomes, ensure compliance with national legislation, and safeguard critical infrastructure against evolving threats.

### **2.1.2.1 Recognition of National Key Point and Critical Infrastructure Status**

Ensure NTCSA's commitment to securing the SOL Substation National Key Point and other site conversion (NKP), acknowledging its strategic role in South Africa's electricity transmission network. The security solution must reflect the elevated protection standards required for critical infrastructure.

### **2.1.2.2 Response to the Evolving Threat Landscape**

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Address the persistent and escalating threats posed by criminal activity, socio-economic instability, and political volatility. Specific risks include cable theft, equipment sabotage, land invasion, and malicious damage to property. The objective is to proactively mitigate these risks through technology-driven surveillance, rapid response, and community engagement.

#### **2.1.2.3 Mitigation of Existing Security Vulnerabilities**

Referring the site lay out provided. Rectify known weaknesses across each site

#### **2.1.2.4 Comprehensive Protection Scope**

Ensure the protection of NTCSA's personnel, assets, information, and operational processes against current and emerging security threats. The solution must align with the findings of the Threat and Risk Assessment and support operational continuity across all facilities.

#### **2.1.2.5 Legislative and Operational Compliance**

Guarantee full compliance with all applicable laws and standards, including:

- Minimum Physical Security Standards (MPSS)
- Private Security Industry Regulation Act (PSIRA Act)
- Critical Infrastructure Protection Act 8 of 2019
- NTCSA security specifications, technical standards and technical governance.

#### **2.1.2.6 Strategic Implementation via Outcome-Based Contracting**

Deploy a performance-driven OBC model that ensures accountability, innovation, and continuous improvement. The service provider must demonstrate full-time commitment, with active involvement from NTCSA's Threat and Risk Evaluation (TRE) team to monitor, evaluate, and enhance the security framework throughout the contract lifecycle.

#### **2.1.3 Applicability**

This document shall apply to North East Grid Substations and Lines and Servitudes, newly built substation lines, emergencies and projects including sites that are converted from normal to NKP.

#### **2.1.4 Effective date**

This document is effective from the date of signature.

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## **2.2 Normative/Informative References**

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

### **2.2.1 Normative**

- 1) ISO 27000 Information Security Management Systems
- 2) 240-86738968 – Specification for Integrated Security Alarm System for Protection of Eskom Installations and its Subsidiaries
- 3) 240-78980848 – Specification for Non-Lethal Energised Perimeter Detection System (NLEPDS) for Protection of Eskom Installations and its Subsidiaries
- 4) 240-91190304 – Specification for CCTV Surveillance with Intruder Detection
- 5) 240-102220945 – Specification for Integrated Access Control System (IACS) for Eskom Sites
- 6) 240-170000098 – Security Public Address System for Substations and Telecoms High Sites
- 7) 240-139282493 – Security Lighting for Eskom Applications
- 8) 240-170000096 – Physical Security Integration Standard
- 9) 240-170000614 - Cyber Security Control Guideline
- 10) 240-170000098 – Security Public Address System For substations and Telecoms High Sites
- 11) 240-170000723 – Generic technical requirements for physical security technologies contracts
- 12) 559-348635181- Guideline for Outcome Based Contracts
- 13) Minimum Information Security Standards (MISS), 1996
- 14) National Key Points Act 102 of 1980
- 15) Critical Infrastructure Protection Act 8 of 2019
- 16) Constitution of the Republic of South Africa Act 108 of 1996
- 17) Occupational Health and Safety Act 85 of 1993
- 18) Private Security Industry Regulation Act 56 of 2001
- 19) Protection of Personal Information Act 4 of 2013
- 20) PSIM
- 21) Eskom Information Security Policy Framework

### **2.2.2 Informative**

- 1) 32-86: Integrated Risk Management Policy
- 2) 32-84: Security Management Policy
- 3) 32-727: Safety, Health, Environment, and Quality Policy
- 4) 32-85: Information Security Policy
- 5) 240-53716911: Overarching Group Information Technology (IT) Policy
- 6) 238-14: Physical Protection Measures for Nuclear Power Stations and Facilities
- 7) GSR (Government Security Regulator) Minimum Physical Security Standards (MPSS)

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## 2.3 Definitions

Definition	Explanation
Tender	Refers to an open or closed competitive request for quotations / prices against a clearly defined scope / specification.
Integrated Access Control System	It is an electronic system that aims to collaborate and align efforts across the logical and physical security domains to standardise access control within Eskom.
Control Centre	Where alarms and CCTV footage are monitored and needed response/s initiated from.

## 2.4 Abbreviations

Abbreviation	Explanation
OBC	Outcome-Based Contract
FTE	Full-Time Equivalent
CCTV	Closed Circuit Television
KPI	Key Performance Indicator
NTCSA	National Transmission Company of South Africa
MPSS	Minimum Physical Security Standard
SSP	Security Solutions Physical
SACAA	South African Civil Aviation Authority
SCC	Security Control Centre
TTS	Tower Testing Station
COIDA	Compensation for Occupational Injuries and Disease Act
PSIRA	Private Security Industry Regulation Act
ROI	Return on Investment
PAPAA	Performing Animal Protection Amendment Act

## 3 Request for Information

### 3.1 Project scope

The National Transmission Company of South Africa (NTCSA), North East Grid requesting information from qualified and experienced security service providers to provide comprehensive, integrated security solutions for its critical electricity infrastructure located at North East Grid Substations and Lines and Servitudes. These sites include both National Key Point (NKP) and non-critical facilities, requiring tailored security interventions aligned to their respective risk profiles.

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The RFI is for the purpose of gathering information on the design and implement a turnkey security solution that incorporates advanced technology, physical guarding, maintenance, support and measurable performance outcome. The information must be structured around the defined risk levels applicable to each site within Mpumalanga ensuring that protection measures are proportionate, responsive, and compliant with NTCSA's operational standards and legislative obligations.

### **3.2 Indicative pricing**

The bidders may provide indicative pricing and will not be evaluated on pricing.

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### 3.3 Scope and Risk Levels

This engagement encompasses strategically important facilities located in Mpumalanga (North-East Grid Substations and Lines and Servitudes, power stations, newly built substations and lines, projects and emergencies). Each site has been assessed and categorized according to its risk level, which informs the minimum-security requirements and operational expectations. The scope of work addresses three distinct risk categories, ensuring that security measures are proportionate to the threat profile and operational criticality of each facility.

	PERIMETER FENCE	PERIMETER LIGHTS	VEGETATION	CRIME INCIDENTS HISTORY	CURRENT SECURITY TECHNOLOGY INSTALLED	Armed Response	STATIC GUARDING	LOCATION	RISK RANKING
<b>SITES</b>									
<b>SOL Substation (NKP)</b>	Concrete Wall, Non-Lethal Fence	Working and effective	Maintained	No events in last year	installed (Access control coverage)	Yes	Yes	Inside SASOL NKP	medium
<b>Alpha Substation</b>	Welded Mesh, Non-lethal Fence	Working not effective	Maintained	> 1 event in last year	mobile camera	Yes	Yes	Farming area	High
<b>Zeus Substation</b>	Welded Mesh, Non-lethal Fence	Working not effective	Maintained	> 1 event in last year	mobile camera	Yes	Yes	Farming area	High
<b>Vunumoya Substation</b>	Welded Mesh, Non-lethal Fence	Working and effective	Maintained	No events in last year	installed (Access control coverage)	Yes	Yes	Farming area	low
<b>Normandie Substation</b>	Welded Mesh, Non-lethal Fence	Working and effective	Maintained	No events in last year	Not Installed	Yes	Yes	Farming area	low
<b>Kruispunt Substation</b>	Welded Mesh, Non-lethal Fence	Working, not effective	Maintained	1 event in last year	Not Installed	Yes	Yes	Farming area	High
<b>Vulcan Substation</b>	Welded Mesh, Non-lethal Fence	Working, not effective	Maintained	> 1 event in last year	mobile camera	Yes	Yes	Near Urban	High

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								settleme nts	
<b>Rockdale Substation</b>	Welded Mesh, Non-lethal Fence	Working, not effective	Maintained	> 1 event in last year	mobile camera	Yes	Yes	Near Urban settleme nts	High
<b>Prairie Substation</b>	Welded Mesh, Non-lethal Fence	Working, not effective	Maintained	No events in last year	Not Installed	Yes	Yes	Near Urban settleme nts	medium
<b>Gumeni Substation</b>	Welded Mesh, Non-lethal Fence	Working and effective	Maintained	No events in last year	Not Installed	Yes	Yes	Near Urban settleme nts	medium
<b>Simplon Substation</b>	HV Yard Diamond Mesh not Electrified	not Installed	Maintained	No events in last year	Not Installed	Yes	Yes	Farming area	low
<b>Marathon Substation</b>	Welded Mesh, Non-lethal Fence	Working and effective	Maintained	1 event in last year	mobile camera	Yes	Yes	Farming area	High
<b>Barberton Substation</b>	Welded Mesh, Non-lethal Fence	Working not effective	Maintained	1 event in last year	Not Installed	Yes	Yes	Farming area	High
<b>Khanyazwe substation</b>	Concrete Wall, Non-lethal Fence	Working and effective	Maintained	No events in last year	Not Installed	Yes	Yes	Farming area	medium
<b>Komatipoort Substation</b>	Welded Mesh, Non-lethal Fence	Working and not effective	Maintained	No events in last year	mobile camera	Yes	Yes	Near Urban settleme nts	High
<b>Emkhiweni Substation</b>	under construction (project)	under construct ion (project)	under construction (project)	under construction (project)	under construction (project)	No	No	Near Urban settleme nts	low
<b>Wonderkrag substation</b>	under construction (project)	under construct ion (project)	under construction (project)	under construction (project)	under construction (project)	No	No	Near Urban settleme nts	low
<b>Hendrina Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium

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<b>Komati Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Arnot Power station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Kriel Power station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Matla Power station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Kendal Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	1 event in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Kusile Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Majuba Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Camden Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Grootvlei Power station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Duvha Power station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	> 1 event in last year	Not Installed	No	No	Eskom Power Station	medium
<b>Tutuka Power Station</b>	HV Yard Diamond Mesh not Electrified	none	Maintained	No events in last year	Not Installed	No	No	Eskom Power Station	medium
<b>NEG Transmission Power lines and towers</b>	n/a	none	Maintained	> 6 events in last year	mobile camera	Yes	no	Farming area	High
<b>Eskom Park NTCSA Offices and workshops</b>	n/a	none	Maintained	> 1 event in last year	mobile camera	no	No	Inside Eskom Park	medium

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## **4 Scope of Work**

### **4.1.1 Physical Security Services**

To ensure the protection of NTCSA's critical infrastructure, personnel, and operations, the appointed service provider must deliver a comprehensive physical security solution tailored to site-specific risk levels and operational requirements.

#### **4.1.2 Guard Deployment**

Deploy trained, PSIRA-registered security personnel of the appropriate grade, aligned to the risk classification of each site (as per Table 1). Staffing levels must ensure uninterrupted coverage, with provisions for shift handovers, relief personnel, and contingency planning.

#### **4.1.3 Access Control Management**

The implementation of security system includes requirements for an integrated security system.

#### **4.1.4 Patrol and Perimeter Services**

Conduct scheduled and intelligence-driven patrols across all designated zones.

#### **4.1.5 Incident Response**

Provide 24/7 rapid armed response capability to all verified security alerts and emergencies

##### **4.1.5.1 Emergency Management**

Maintain full operational readiness for a range of emergency scenarios, including:

- Sabotage, fire, land invasion, civil unrest, and infrastructure tampering
- Personnel holding training competency in evacuation, containment, and first-response protocols
- Integration with NTCSA's emergency communication systems
- Post-incident investigation and root cause analysis reporting

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#### **4.1.5.2 Physical Security Services with Technology Roadmap Integration**

To ensure the protection of NTCSA's critical infrastructure, personnel, and operations, the appointed service provider must deliver a comprehensive, integrated physical security solution tailored to site-specific risk levels and operational requirements.

#### **4.1.5.3 Technology Roadmap and Innovation Strategy (240-10687162)**

The service provider must submit and implement a Technology Roadmap that outlines how innovative solutions will be introduced, scaled, and maintained over the contract period.

#### **4.1.5.4 Community Involvement**

- **Community Liaison:** Develop and implement a strategy for effective and positive engagement with local communities surrounding the protected sites.
- **Job Creation/Local Procurement:** Where feasible and in line with NTCSA's procurement policies, outline strategies for local job creation, skills transfer, and procurement from local businesses within Mpumalanga, contributing to community upliftment and fostering positive relationships.
- **Collaborative Safety Initiatives:** Propose and participate in joint safety awareness initiatives with local community structures, emphasizing the dangers of illegal connections and infrastructure tampering.

#### **4.1.5.5 Liaison with Law Enforcement Agencies**

#### **4.2 Maintenance and Support**

- Preventive Maintenance:
- Corrective Maintenance:
- Existing security systems:

##### **4.2.1.1 As-Built Documentation**

Provide complete and accurate documentation for the Security Control Room infrastructure.

##### **4.2.1.2 Training**

Deliver comprehensive training to NTCSA's nominated personnel (or a successor service provider

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#### **4.2.1.3 Knowledge Transfer**

Facilitate structured knowledge transfer sessions to ensure continuity of operations.

#### **4.2.1.4 Licensing and Ownership Transfer**

Securely ensure the seamless transfer property to NTCSA,

- technologies and data assets

#### **4.2.1.5 Physical Asset Handover**

Securely hand over all physical assets related to the Security Control room.

#### **4.2.1.6 Decommissioning (If Applicable)**

If the SCC is to be decommissioned, the contractor must provide a detailed plan.

### **5 Body-Worn Camera Integration and Armed response**

As part of Eskom's commitment to operational transparency, incident accountability, and evidence-based response management, Body-Worn Cameras (Bodycams) shall be included as a mandatory component of the standard uniform for all physical security guards and Reaction Officers (ROs) deployed under the Independent Armed Response Service.

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