

1. INTRODUCTION

Eskom Holdings SOC Ltd is a strategic national asset responsible for the generation, transmission and distribution of electricity throughout South Africa. The organisation relies extensively on the uninterrupted supply, transportation, storage and utilisation of coal, heavy fuel oil (HFO), fuel and other petroleum-based products to ensure the sustainability of its power generation operations. Criminal activities targeting these commodities have emerged as a significant threat to Eskom's operational performance, financial sustainability, security of supply and overall energy security.

Eskom's Security Investigations (SI) is mandated to investigate high-impact incidents, organised crime, economic offences and other security-related matters affecting the organisation and its subsidiaries. These investigations include, but are not limited to, coal theft, coal quality manipulation, fuel and heavy fuel oil theft, diversion of fuel products, collusion involving transport contractors, organised criminal syndicates operating within the coal supply chain, procurement-related irregularities, corruption, fraud, sabotage and other serious offences that negatively affect Eskom's operations and revenue. These investigations are conducted through a combination of internal investigative resources and specialised outsourced service providers.

The coal and fuel value chain remains highly vulnerable to organised criminal activities due to the complexity of logistics operations, multiple stakeholder interfaces, extensive transportation networks and the large volumes of commodities handled daily. Criminal syndicates often exploit weaknesses within processes, systems and controls to facilitate the theft, diversion, adulteration and unlawful sale of coal, heavy fuel oil and fuel products. These criminal activities may involve employees, contractors, service providers, transport operators and external organised crime networks. The methods employed by perpetrators are often sophisticated, coordinated and difficult to detect, requiring specialised investigative methodologies and advanced intelligence capabilities.

Eskom continues to suffer significant financial losses and operational risks arising from coal and fuel-related crimes. These losses not only impact revenue and operational expenditure but also threaten power station performance, fuel security, generation reliability and ultimately the security of electricity supply to customers. The increasing sophistication of organised criminal syndicates necessitates the deployment of specialist investigative skills, intelligence-driven methodologies and multidisciplinary investigative approaches capable of identifying, disrupting and dismantling criminal networks operating within Eskom's coal and fuel supply chains.

Traditional investigative approaches alone have proven insufficient to effectively address complex and organised criminal activities associated with coal and fuel theft. Accordingly, Eskom requires access to specialist investigation capabilities, including intelligence gathering and analysis, surveillance operations, undercover investigations, data analytics, asset tracing, evidence analysis, witness interviewing, litigation support services. These capabilities are necessary to support successful criminal prosecutions, disciplinary actions, civil recoveries and preventative interventions.

The Security Investigations therefore requires the services of suitably qualified, experienced and competent specialist investigation service providers to supplement and enhance Eskom's existing investigation capacity. These services will be rendered for a period of three years across Eskom Holdings SOC Ltd and its subsidiaries, with a specific focus on the investigation of coal theft, coal diversion, coal quality manipulation, fuel theft, heavy fuel oil theft, fraud, corruption and related organised criminal activities affecting the organisation.

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Due to the volume, complexity and geographic spread of incidents across Eskom's operational footprint, internal resources are not always sufficient to respond effectively and within required timeframes. The appointment of a specialised investigation service provider will enable Eskom to rapidly deploy additional investigative resources and specialised expertise in support of high-priority investigations, proactive disruption operations and strategic interventions aimed at protecting Eskom's assets, revenue and operational integrity.

Security Investigations therefore intends to establish a contract for the **Provision of Specialised Security Investigation Services into Coal and Heavy Fuel Oil/Fuel Theft Incidents Affecting Eskom for a Period of Three (3) Years**.

The successful service provider shall provide specialised investigation and support services which may include, but are not limited to:

- Coal theft and diversion investigations;
- Heavy Fuel Oil (HFO) and fuel theft investigations;
- Coal quality and coal supply chain investigations;
- Intelligence gathering, analysis and threat assessments;
- Organised crime investigations;
- Surveillance, counter-surveillance and covert operations;
- Tracking and tracing of suspects, assets and criminal proceeds;
- Crime scene management and evidence preservation;
- Witness interviewing and statement-taking services;
- Evidence analysis and litigation support;
- Support to criminal, civil and disciplinary proceedings;
- Asset tracing and recovery support;
- Joint disruption operations with law enforcement agencies; and
- Skills transfer and capacity building for Eskom investigators.

The appointment of specialist investigative service providers will strengthen Eskom's capability to detect, investigate, disrupt and prevent coal and fuel-related crimes, thereby contributing to improved operational resilience, reduced financial losses and enhanced security of electricity supply.

2. THE SCOPE OF WORKS CONSISTS OF:

The appointed Service Provider shall provide specialised security intelligence-led investigation services to Eskom and its subsidiaries for a period of three (3) years. The services shall focus on the prevention, detection, investigation, disruption and prosecution support of crimes, irregularities and organised criminal activities affecting Eskom's coal, heavy fuel oil (HFO), fuel and oil value chains, including Generation coal-fired power stations and associated supply chain operations. The scope shall include, but not be limited to, the following:

2.1 INTELLIGENCE-LED INVESTIGATIONS

The Service Provider shall:

- Conduct intelligence-driven investigations into coal theft, fuel theft, heavy fuel oil theft, fuel diversion, stockpile adulteration, contamination, sample tampering and related criminal conduct.
- Investigate allegations of fraud, corruption, collusion, bribery, procurement irregularities and misconduct involving employees, contractors, suppliers, transporters and external stakeholders.

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- Identify, profile and investigate organised criminal syndicates operating within Eskom's coal and fuel supply chains.
- Conduct covert and overt investigations to identify criminal networks, beneficiaries and facilitators associated with coal and fuel-related crimes.
- Trace financial transactions, assets and proceeds derived from criminal activities where required.
- Compile investigation reports with findings, evidence, risk assessments and recommendations.

2.2 SECURITY INTELLIGENCE SERVICES

The Service Provider shall:

- Gather, analyse and disseminate actionable security intelligence relating to coal, fuel and oil-related threats.
- Conduct strategic, tactical and operational intelligence analysis.
- Perform environmental scanning, trend analysis, hotspot identification, threat assessments and criminal forecasting.
- Develop intelligence products to support proactive interventions and management decision-making.
- Provide early warning notifications regarding emerging threats, vulnerabilities and criminal activities affecting Eskom operations.
- Produce regular intelligence reports and threat assessments.

2.3 SURVEILLANCE AND ROUTE MONITORING

The Service Provider shall:

- Conduct physical and technology-enabled surveillance operations along critical coal and fuel transportation routes.
- Monitor the movement of coal, fuel and oil products from source locations to Eskom facilities.
- Detect and report unauthorised stoppages, diversions, tampering, load substitutions and suspicious activities.
- Provide vehicle tracking, route risk assessments and real-time monitoring where required.
- Conduct static and mobile surveillance operations in support of investigations.
- Deploy covert surveillance techniques, including photographic and video evidence gathering.

2.4 COAL QUALITY AND SUPPLY CHAIN INTEGRITY INVESTIGATIONS

The Service Provider shall:

- Investigate coal quality irregularities and suspected manipulation of coal specifications.
- Conduct investigations into coal sample tampering, transportation irregularities and laboratory result manipulation.
- Verify compliance with coal quality standards and contractual requirements.

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- Investigate coal stockpile integrity and identify instances of contamination, adulteration, substitution or unauthorised blending.
- Conduct source-to-delivery verification of coal consignments where required.
- Support Eskom in identifying quality-related risks affecting generation performance.

2.5 HEAVY FUEL OIL AND FUEL SUPPLY CHAIN INVESTIGATIONS

The Service Provider shall:

- Investigate fuel losses, theft, diversion and unauthorised consumption.
- Conduct fuel reconciliations and supply chain integrity assessments.
- Investigate collusion involving suppliers, transporters and other stakeholders.
- Identify weaknesses in fuel storage, transportation and distribution processes.
- Provide recommendations to strengthen controls and minimise losses.
- Support recovery of losses where criminal conduct is identified.

2.6 HEAVY FUEL OIL AND FUEL SUPPLY CHAIN INVESTIGATIONS

The Service Provider shall:

- Respond to incidents involving coal, fuel and oil-related crimes.
- Secure and preserve crime scenes in accordance with evidentiary requirements.
- Collect, analyse and preserve physical, digital and documentary evidence.
- Prepare evidence bundles for disciplinary, civil and criminal proceedings.
- Maintain chain-of-custody documentation for all evidence obtained.
- Provide expert witness support where required.

2.7 HEAVY FUEL OIL AND FUEL SUPPLY CHAIN INVESTIGATIONS

The Service Provider shall:

- Engage and manage a legally registered and accredited independent coal testing laboratory.
- Arrange for coal sample testing and verification.
- Facilitate independent analysis of coal quality samples.
- Submit verified coal analysis reports and findings to Eskom within four (4) hours of sample receipt by the laboratory.
- Provide expert interpretation of laboratory findings and support related investigations.
- Ensure the integrity and admissibility of laboratory evidence.

2.8 OPERATIONAL AND DISRUPTION SUPPORT

The Service Provider shall:

- Plan and execute intelligence-led disruption operations targeting organised criminal activities.

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- Support coordinated operations involving SAPS, DPCI, NPA, private security providers and other authorised law enforcement agencies.
- Assist with search-and-seizure operations where legally authorised.
- Conduct suspect profiling, tracking and tracing activities.
- Support arrest operations and post-arrest investigations where required.
- Identify and dismantle criminal networks involved in coal and fuel-related crimes.

2.9 LEGAL, DISCIPLINARY AND LAW ENFORCEMENT SUPPORT

The Service Provider shall provide:

- Investigation plans and work schedules.
- Incident reports.
- Daily, weekly and monthly intelligence reports.
- Strategic threat assessments.
- Investigation reports and executive summaries.
- Coal quality verification reports.
- Surveillance operation reports.
- Case closure reports.
- Recommendations for corrective and preventative actions.
- Ad hoc reports as requested by Eskom.

2.10 LEGAL, DISCIPLINARY AND LAW ENFORCEMENT SUPPORT

The Service Provider shall:

- Transfer knowledge and investigative skills to Eskom investigators.
- Provide mentoring and coaching on intelligence-led investigations.
- Conduct workshops on organised crime investigations, surveillance methodologies and evidence management.
- Share leading practices, analytical techniques and emerging trends relevant to coal and fuel-related criminality.
- Support the enhancement of Eskom's internal investigative and intelligence capabilities.

2.11 LEGAL, DISCIPLINARY AND LAW ENFORCEMENT SUPPORT

The services shall be available nationally across all Eskom coal-fired power stations, coal supply routes, coal stockyards, fuel storage facilities, supplier locations, laboratories and any other Eskom facilities identified by the Employer from time to time. Services may also be required in neighbouring countries where investigations have a direct impact on Eskom's operations, subject to applicable legislation and approvals.

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2.12 GENERAL REQUIREMENTS

The Service Provider shall:

- Maintain valid PSIRA registration and all other applicable regulatory registrations.
- Utilise suitably qualified, experienced and vetted personnel.
- Maintain strict confidentiality of all Eskom information and investigation records.
- Ensure compliance with all applicable legislation, policies and Eskom governance requirements.
- Be available on a 24-hour, 7-day-a-week basis for priority and emergency investigations.
- Provide sufficient resources and capacity to respond to incidents anywhere within Eskom's operational footprint.

3. EXPERIENCE AND MINIMUM REQUIREMENTS FOR A SUCCESSFUL SERVICE PROVIDER

3.1 SPECIALISED SECURITY INTELLIGENCE-LED INVESTIGATION CAPABILITY

The Service Provider must demonstrate proven capability in conducting complex, intelligence-led investigations relating to coal theft, fuel theft, heavy fuel oil (HFO) theft, coal quality manipulation, stockpile

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