



Annual
Performance Plan
2026/27



Railway Safety Regulator

Annual Performance Plan

2026/27

The Annual Performance Plan 2026/27 for the Railway Safety Regulator (RSR) is compiled with the latest available information.

Some of this information is unaudited or subject to revision.

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The Annual Performance Plans for each financial year within the performance cycle will be made available on the RSR website. www.rsr.org.za.

ISBN: 978-1-83491-714-6

RP: 54/2026

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Glossary of terms

AfDB	African Development Bank
AFS	Annual Financial Statement
ALARP	As low as reasonably practicable
ARC	Audit and Risk Committee
ARCCLA	Angolan Cargo Certification and Logistics Regulatory Agency
CEO	Chief Executive Officer
DoT	Department of Transport
EXCO	Executive Committee
ERT Act	Economic Regulator of Transport Act
FY	Financial Year
HR	Human Resources
KPI	Key Performance Indicator
LATRA	Land Transport Regulatory Authority
MOU	Memorandum of Understanding
MTDP	Medium Term National Development Plan
NATMAP	National Transport Master Plan 2050
NIIMS	National Integrated Information Monitoring System
NDP	National Development Plan 2030
OHSA	Occupational Health and Safety Act
PRASA	Passenger Rail Agency of South Africa
RSR	Railway Safety Regulator
RRSA	Rail Regulators Association of Southern Africa
SADC	Southern African Development Community
SARA	Southern African Railways Association
SEIAS	Socio-Economic Impact Assessment Study
SMS	Safety Management System
SMSR	Safety Management System Report
The Act	National Railway Safety Act (Act 30 of 2024)

Definitions

- CSM-RA** **Common Safety Method for Risk Assessment** gives a harmonised framework for the risk assessment process through the prescription of Hazard Identification, Risk Analysis and Risk Evaluation. The CSM gives a broad framework for the use of risk assessment methodologies to assess changes to the railway system.
- RM3** **Risk Management Maturity Model** is a tool for assessing and managing a railway operator's ability to control safety risks, to help identify areas for improvement and provide a benchmark for year-on-year comparison. The RM3 guides the rail operator towards excellence in safety risk management.
- SMS** **Safety Management System** is a formal framework for integrating safety into day-to-day railway operations and includes safety goals and performance targets, risk assessment, responsibilities and authorities, rules and procedures, monitoring and evaluation processes and any matter as prescribed.
- SPCAM** **Safety Permit Conformity Assessment Methodology** is applied by Railway Safety Inspectors in the assessment of the adequacy of an operator's Safety Management System (SMS). It is also used by the operators to ensure that their application conforms to the minimum requirements of the RSR.
- SRM** **Safety Risk Model** consists of a series of fault tree and event tree models representing many hazardous events (HEs) that collectively define the overall level of risk on the railway. It provides a structured representation of the causes and consequences of potential accidents arising from railway operations and maintenance.
- Note:** Note: The Safety Management System (SMS) of an operator is the cornerstone of a safety permit, forming the foundation upon which safe railway operations are built. All the above-mentioned tools, Common Safety Method for Risk Assessment (CSM-RA), Risk Management Maturity Model (RM3), Safety Permit Conformance Assessment Model (SPCAM) and Safety Risk Model (SRM), are designed to ensure that an operator's SMS is sufficiently robust to effectively identify, evaluate and mitigate the risks inherent in railway operations. By leveraging these tools, operators and regulators can drive continuous safety improvements, enhance operational resilience and work toward the achievement of excellence in railway safety performance. These systems not only support regulatory compliance but also foster a culture of proactive safety management across the industry.

The Safety Risk Model (SRM) will provide the Railway Safety Regulator (RSR) and the railway industry with a holistic and dynamic view of both collective and individual risks within the sector. This comprehensive risk landscape will enable a more data-driven and systematic approach to safety management. As a powerful decision-making tool, the SRM will guide the RSR and operators in identifying, prioritizing and implementing appropriate risk control measures.

Minister's foreword

The 2026-2027 financial year marks the midway point of the 2024 – 2029 Medium Term Development Plan (MTDP).

During this period, we will be able to gauge the Department of Transport and its entities' progress in achieving the three strategic priorities of the Seventh Administration, namely: inclusive economic growth and job creation, being the apex priority, maintaining and optimising the social wage, and building a capable, ethical, and developmental state.

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

The Railway Safety Regulator's (RSR) 2026-2027 Annual Performance Plan indicates the interventions it will implement to provide oversight, regulation and enforcement to shape the future of rail safety through data-driven regulation that safeguards lives and infrastructure, protects the environment, enables efficient mobility, and drives inclusive economic growth.



These proposed interventions will be achieved through ensuring that railways are safer through strengthened compliance and risk-based regulation; technology – enabled regulation for a smarter, future-ready rail sector; a capable and efficient regulator that delivers on its mandate; a financially sustainable and resilient regulator; the development of a trusted stakeholder collaboration model for safer railways; and sustained good governance and clean administration. The objectives included in these intervention areas are aligned with the MTDP goal of creating a capable, ethical and developmental state.

I hereby present the RSR Annual Performance Plan for the 2026-2027 financial year.

A handwritten signature in black ink, appearing to read 'B Creecy', written over a horizontal line.

MINISTER OF TRANSPORT
Ms Barbara Creecy, MP

Chief Executive Officer's overview

South Africa's rail system remains a critical enabler of economic activity, social mobility and spatial integration. Ensuring that this system operates safely and reliably is central to the Railway Safety Regulator's mandate. It is in this context that I present the Railway Safety Regulator's Annual Performance Plan (APP) for the 2026/27 financial year.

During the previous financial year, the RSR continued to strengthen its regulatory capability through consistent execution of its core functions, including safety inspections, audits, compliance monitoring and public awareness initiatives. Progress was made in improving alignment between strategic priorities, operational delivery and performance management, thereby enhancing the effectiveness and consistency of regulatory interventions.

The 2026/27 APP builds on this foundation and sets out the institution's planned performance in support of the Department of Transport's priorities, including safe public transport, infrastructure recovery, economic inclusion and the development of capable public institutions. The APP translates the RSR's legislative mandate into focused, measurable actions aimed at reducing safety risks, improving regulatory compliance and strengthening governance and accountability across the rail sector.

Digital transformation remains a key enabler of modern, risk-based regulation. During the 2026/27 financial year, the RSR will continue to advance initiatives such as the National Integrated Information Monitoring System and the Safety Risk Model to enhance data-driven decision-making, regulatory intelligence and predictive oversight.



People and organisational capability remain central to the sustainability of the institution. The RSR will continue to promote inclusive leadership, skills development and ethical governance, while working collaboratively with rail operators, law-enforcement agencies and communities to address persistent challenges such as safety risks, gender-based violence in rail environments and emerging technological and cybersecurity threats.

This APP therefore provides a clear and realistic framework for performance in the 2026/27 financial year. I am committed to ensuring the effective implementation of this Plan, prudent management of resources and continuous monitoring of performance to deliver on the RSR's mandate and contribute meaningfully to a safer, more resilient rail system.

A handwritten signature in black ink, appearing to read 'B Monakali', written over a horizontal line.

CHIEF EXECUTIVE OFFICER
Mr Brian Monakali

Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the RSR under the guidance of the Minister of Transport.
- Considers all relevant policies, legislation and other mandates which the RSR is responsible for.
- Accurately reflects the outcomes and outputs which the RSR will endeavour to achieve over the 2026/27 financial year towards the Medium-Term Development Plan period.



EXECUTIVE: INFORMATION AND COMMUNICATIONS TECHNOLOGY
Mr Tshepo Mothoagae



EXECUTIVE: MEDIA AND COMMUNICATIONS
Ms Madelein Williams



EXECUTIVE: LEGAL SERVICES
Dr Varsha Sewlal



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Mr Mmuso Selaledi



ACTING EXECUTIVE: RISK AND STRATEGY
Ms Mologadi Molefe



CHIEF EXECUTIVE OFFICER
Mr Brian Monakali



CHAIRPERSON: RSR BOARD
Ms Nompumelelo Ekeke



MINISTER OF TRANSPORT
Ms Barbara Creecy, MP

Part A

Our mandate



Relevant legislative and policy mandates

The Constitution identifies the legislative responsibilities of different levels of government with regards to airports, roads, traffic management and public transport. Transport is a function that is legislated and executed at all levels of government. The implementation of transport functions at the national level takes place through public entities which are overseen by the National Department of Transport. The Railway Safety Regulator (RSR) is vested with the responsibility of ensuring compliance with the regulatory provisions pertinent to its mandate, as well as upholding three key aspects of corporate governance as articulated in the Constitution of the Republic of South Africa, 1996. These governance obligations encompass the following:

- The RSR observes and complies with the principles of cooperative governance and intergovernmental relations and advances these principles through its regulatory work on rail reserve management and the harmonisation of railway safety standards within the Southern African Development Community (SADC) by implementing common safety methods.
- The promotion and protection of the rights of individuals in South Africa affirm the democratic principles of human dignity, equality and freedom. The advancement of railway safety directly supports and strengthens the fundamental rights and values enshrined in the Bill of Rights.

To give effect to the principles of cooperative governance and intergovernmental relations, as contemplated in Chapter 3 of the Constitution of the Republic of South Africa, 1996, the RSR has entered into cooperation agreements and arrangements with relevant organs of state. These organs of state include but are not limited to the Department of Employment and Labour, South African Police Services, Department of Mineral and Petroleum Resources and the South African Bureau of Standards.

Legislative mandate

The RSR, established under the National Railway Safety Regulator Act No 16 of 2002, is now continued and regulated under the Railway Safety Act No. 30 of 2024. The objects of the Regulator are to:

- Promote, regulate and report on safe railway as well as railway operations through the appropriate and timely application of support, monitoring and enforcement instruments provided by the Act;
- Co-operate, collaborate and consult with relevant organs of state, operators, consumers of railway services and other stakeholders to achieve the best implementation of a safe railway and railway operations regulatory framework;
- Co-operate and collaborate with international counterparts, particularly within the SADC and;
- Monitor the impacts of developments in railway and railway operations in the Republic on the safety of railway and railway operations.

Other legislative mandate

The RSR is a statutory organisation, with its mandate primarily drawn from the Railway Safety Act No. 30 of 2024 (previously the National Railway Safety Regulator Act 16 of 2002). In addition to its founding legislation, the RSR is required to comply with various legislative frameworks that influence its operations and business activities, including, but not limited to:

- Occupational Health and Safety Act (OHSA), 1993 (Act no 85 of 1993) (as amended);
- Legal Succession to the South African Transport Services Act, 1989 (Act no 9 of 1989) (as amended);
- Public Finance Management Act, 1999 (Act no 1 of 1999) (as amended);
- Economic Regulation of Transportation Act, 2024 (Act no 6 of 2024);
- National Environmental Management Act, 1998 (Act no 107 of 1998); (as amended);
- National Disaster Management Act, 2002 (Act no 57 of 2002); (as amended)
- Protection of Personal Information Act, 2013 (Act 4 of 2013);
- Promotion of Access to Information Act, 2000 (Act no 2 of 2000) (as amended);
- Labour related legislation including: the Labour Relations Act, 1995 (Act no 66 of 1995); Basic Conditions of Employment Act 1997 (Act no 75 of 1997), Skills Development Act;
- Protected Disclosures Act, 2000 (Act no 26 of 2000) (as amended); and
- Promotion of Administrative Justice Act, 2000 (Act no 3 of 2000).

Accordingly, the functions of the RSR are governed and executed in accordance with legislative

mandates. As a result, the RSR is accountable to Parliament and the public in the fulfilment of its statutory obligations to:

- Perform its functions in a fair, equitable, transparent, efficient and cost-effective manner;
- Timeously report to the Minister and Parliament, in terms of section 29, on its activities in terms of the Act and, if necessary, provide them with information and advice to ensure the most appropriate and safe railway and railway operations regulatory framework in the Republic;
- Support, promote and comply with national rail policies and the provisions of the Act;
- Monitor, promote and enforce compliance with this Act to ensure safety in railway and railway operations, including the safe transportation of dangerous goods by rail, by;
 - Developing guidelines for safe railway and railway operations;
 - Granting, amending, suspending or revoking safety permits
 - Granting safety critical grade licences
 - Evaluating and registering appropriate training institutions, to monitor the licensing of persons employed in safety critical grades;
 - Providing and maintaining a national railway safety information and monitoring system
 - Conducting inspections and investigations
 - Rendering prescribed services in respect of new works, operations and technologies

- Advise the Minister on actions or conditions within the railway environment
- Conduct research and report on future developments which may affect railway safety;
- Provide education and training and conduct public awareness activities relating to safe railway and railway operations;
- Co-operate with its counterparts in the SADC to promote the harmonisation of the safe railway or railway operations regulatory framework of the Republic with the objectives and requirements of the SADC;
- Perform any other function that the Act requires it to perform.

Policy mandate

As a state entity, the RSR is further governed and guided by various policies promulgated and approved by the South African government across different spheres of governance. The following policy mandates provide strategic direction and guide the work of the RSR:

- The National Development Plan, 2030 (NDP);
- The Medium-Term Development Plan, 2025-2030 (MTDP);
- The White Paper on National Transport Policy, 2021
- The National Railway Policy, 2022;
- The National Transport Master Plan, 2050 (NATMAP);
- National Freight Logistics Roadmap, 2023
- The New Growth Path Framework; and
- Various national and international policies within the railway sector.

Institutional policies and strategies

National Rail Policy

The National Rail Policy (NRP) was approved during March 2022 and the policy aims to position rail as an affordable, competitive, effective, integrated, reliable, safe, sustainable and valued mode of transport. Furthermore, the NRP sets out to revitalise the country's railway sector by investing substantially to establish a high – performance rail sector that will recapture rail's proper contribution to the national transport task and thereby reduce transport sector harmful emissions.

The primary intervention of the NRP is to initiate railway renaissance in the country by deploying high speed, heavy haul, heavy intermodal as well as contemporary urban and regional rapid transit to ensure rail offers the most economically, environmentally, financially and socially viable logistics and mobility solution. The RSR is at the centre of ensuring the successful implementation of objectives of the National Rail Policy, work has started to institutionalise the objectives of the policy.

The Medium-Term Development Plan (MTDP)

The Medium-Term Development Plan (MTDP) is the government's high-level strategic document to guide the five-year implementation and monitoring of the NDP 2030. The MTDP flows from the 2024 electoral mandate of the governing of national unity and identifies the priorities to be undertaken during the 2024-2029 financial years to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the five-year period and states the outcomes and indicators to be monitored.

The National Development Plan 2030

The National Development Plan (NDP) is a plan for South Africa to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.

The RSR's contribution to government priorities

The Government of National Unity has committed to focusing the next five years on advancing three (3) key strategic priorities. The RSR will align its efforts to support these priorities as follows:

PRIORITY 1

DRIVE INCLUSIVE GROWTH AND JOB CREATION

The RSR is mandated with ensuring the safety of railway operations. It plays a role in the socio-economic growth and development of the country by overseeing the safety of people and freight through its vision of safe, reliable and sustainable railway operations recognised globally.

The RSR promotes and oversees safe rail operations, ensuring the protection of people, property and the environment. Safety incidents within the rail sector have detrimental consequences, negatively impacting not only human safety but also the overall efficiency of rail services. Improvements in the safety of rail service will significantly contribute to a reduction in the cost of doing business in South Africa, thereby improving the country's economic activity.

The RSR embodies the government's commitment to public safety, fostering confidence in its capacity to effectively regulate industries, including the railway sector. The RSR's contributions to Priority 1, will primarily be through:

Technology Reviews Conducted and No-Objection Approvals Granted to Operators

The RSR functions as a key enabler for modernisation in the rail industry. By conducting technology reviews and issuing “no-objection” approvals, the RSR facilitates the safe adoption of new technologies and projects. This process not only upholds safety standards but also supports industry growth and the creation of additional employment.

Safety Permit Issuance to Existing and New Entrants in the Industry

As a regulatory body, the RSR oversees the permit issuance process for both existing railway operators and new entrants in the industry. These safety permits authorise operators to conduct railway services in line with the safety regulations set forth by the RSR. This rigorous assessment process serves to safeguard the public by ensuring that all railway operators, irrespective of their experience or history in the industry, adhere to uniform safety requirements. Furthermore, the issuance of permits to both new and existing operators is a vital function that contributes to retaining current jobs and creating new employment opportunities within the rail sector.

Participation in Structures Supporting Regional Integration

The RSR actively participates in regional structures that foster cooperation and integration across the Southern African railway sector. One of the key platforms for this is the Southern African Railway Association (SARA), where the RSR works alongside other railway safety and regulatory bodies from neighbouring countries. The aim is to harmonise railway safety standards and regulations across the region, facilitating cross-border railway operations and ensuring uniform safety practices. The RSR’s involvement in these regional structures contributes to broader goals of economic integration and transport connectivity,

while maintaining a strong focus on safety across borders.

Licensing

The RSR’s mandate to accredit training institutions and set the curriculum for safety-critical roles is a direct driver of inclusive growth. This function creates a formal, standardised and accessible skills pipeline, removing barriers for new entrants to the labour market. By establishing a clear and attainable pathway for individuals particularly youth and designated groups to gain the required qualifications, the RSR ensures the development of a competent, certified workforce through the licensing of individuals for safety-critical grades. This mechanism ensures that as the rail industry expands, it is supported by a verifiably competent and locally sourced talent pool, directly fuelling sustainable job creation and guaranteeing that economic growth is shared inclusively.

Procurement

In alignment with government’s commitment to economic transformation, the RSR strategically utilises its procurement spend to target designated groups, including women, youth, and small enterprises, thereby fostering inclusivity and promoting Broad-Based Black Economic Empowerment (B-BBEE) through preferential procurement from women, youth and individuals with disabilities.

PRIORITY 2 REDUCED POVERTY AND TACKLE THE HIGH COST OF LIVING

The RSR plays a crucial role in addressing national priorities, including efforts to reduce poverty and tackle the high cost of living. The Regulator also supports the Passenger Rail Agency of South Africa (PRASA) in the resumption of critical rail corridors, aimed at providing an affordable transportation option for low-income communities.

As part of its mandate, the RSR ensures that the reopening of these rail corridors meets stringent safety standards, mitigating risks to public safety and ensuring the reliability of the rail service. By working closely with PRASA, the RSR facilitates the restoration of safe, cost-effective rail transport, which is vital for the economic mobility of disadvantaged populations, offering them access to affordable commuting options.

Furthermore, the RSR actively participates in national priorities related to education, skills development and health. It offers external bursaries for individuals pursuing critical skills required within the rail sector, while also offering bursaries to internal staff to ensure continuous professional development and value-add to the industry.

The RSR implements structured youth employment initiatives, including the recruitment of individuals through internship programmes, with the objective of providing work experience and enhancing their employability in the job market. In furtherance of its commitment to addressing youth unemployment, the RSR also participates in the Youth Employment Service (YES) programme, creating additional employment opportunities. These efforts are designed to equip participants with practical skills and experience, thereby improving their long-term career prospects while contributing to national employment objectives.

By overseeing the safety and reliability of the railway system, the RSR provides an attractive alternative to private vehicles, thereby promoting government's road-to-rail strategy while reducing traffic congestion and environmental pollution.

The RSR actively engages with the South African Local Government Association (SALGA) as a nodal point to municipalities. By leveraging collaborative efforts, the RSR contributes to the afore-mentioned priority through several initiatives including:

- Rail Reserve Regulation;
- Education and awareness campaigns; and
- Community involvement within local communities.

PRIORITY 3 BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

The RSR has developed a Code of Ethics and Conduct aimed at strengthening the fight against corruption and promoting exemplary human behaviour. In furtherance of this commitment, all staff and board members are required to mandatorily declare their financial interests and any gifts received. Additionally, the RSR has instituted a Whistleblowing hotline to facilitate the reporting of any alleged or suspected instances of fraud and/or corruption.

A key strategic focus of the RSR is good governance and clean administration, reflecting the organisation's commitment to excellence and adherence to the highest standards of ethical and accountable behaviour at all levels. By fostering a culture of transparency and accountability, the Regulator is not only safeguarding the integrity of the institution but also nurturing an environment where public trust flourishes.

The RSR's commitment to excellence transcends regulatory frameworks, it recognises that governance, ethics and integrity form the foundation upon which trust is established. To this end, the Regulator has developed and continues to implement the following frameworks and strategies:

- Ethics Management Strategy
- Fraud and Corruption Prevention Framework
- Safety Permit Fee Model

These initiatives collectively reinforce the RSR's dedication to building a capable, ethical and developmental state.

Alignment to department of transport priorities

The Strategic Plan of the National Department of Transport sets out government’s priorities and target for a particular year to guide the development of APP’s and operational plans. The RSR will contribute to these priorities as depicted in Table 1:

DOT OUTCOMES	DOT INTERVENTIONS	DOT INDICATORS	RSR CONTRIBUTION
Increased infrastructure investment, access, efficiency and costs	Freight Logistics Roadmap implemented to enable private sector investment and participation in port and rail, increasing competition and efficiency, while ensuring infrastructure remains state-owned.	Increase freight cargo from 149 million tons to 250 million tons by 2030	<ul style="list-style-type: none"> - Technology and new projects reviews conducted and no-objection approvals granted to operators enables industry to increase Rail throughput. Permit issuance to new entrants and renewal of existing permits enables industry to increase rail throughput. - Regulatory Standards developed and implemented promote safe and efficient service - Safety oversight through inspections and audit of operations drives compliance to safe standards
Maintenance of public infrastructure through dedicated programmes and establish systems to support this	Increased infrastructure investment, access, efficiency and costs	Increase passenger rail commuters from 40 million to 600 million	<ul style="list-style-type: none"> - Technology and new projects reviews conducted and no-objection approvals granted to operators enables industry to increase rail throughput. - Permit issuance to new entrants and renewal of existing permits enables industry to increase rail throughput. - Regulatory Standards developed and implemented promote safe and efficient service - Safety oversight through inspections and audit of operations drives compliance to safe standards

Relevant court rulings

None

Part B

Our strategic focus



The RSR plays a pivotal role in overseeing the safety of South Africa's railways, ensuring that rail operations meet regulatory standards to protect passengers, freight and the broader public. Recognising the critical importance of rail safety in driving socio-economic development, the RSR's commitment is centred on safeguarding people and goods across the rail system to promote safe, efficient and sustainable railway operations.

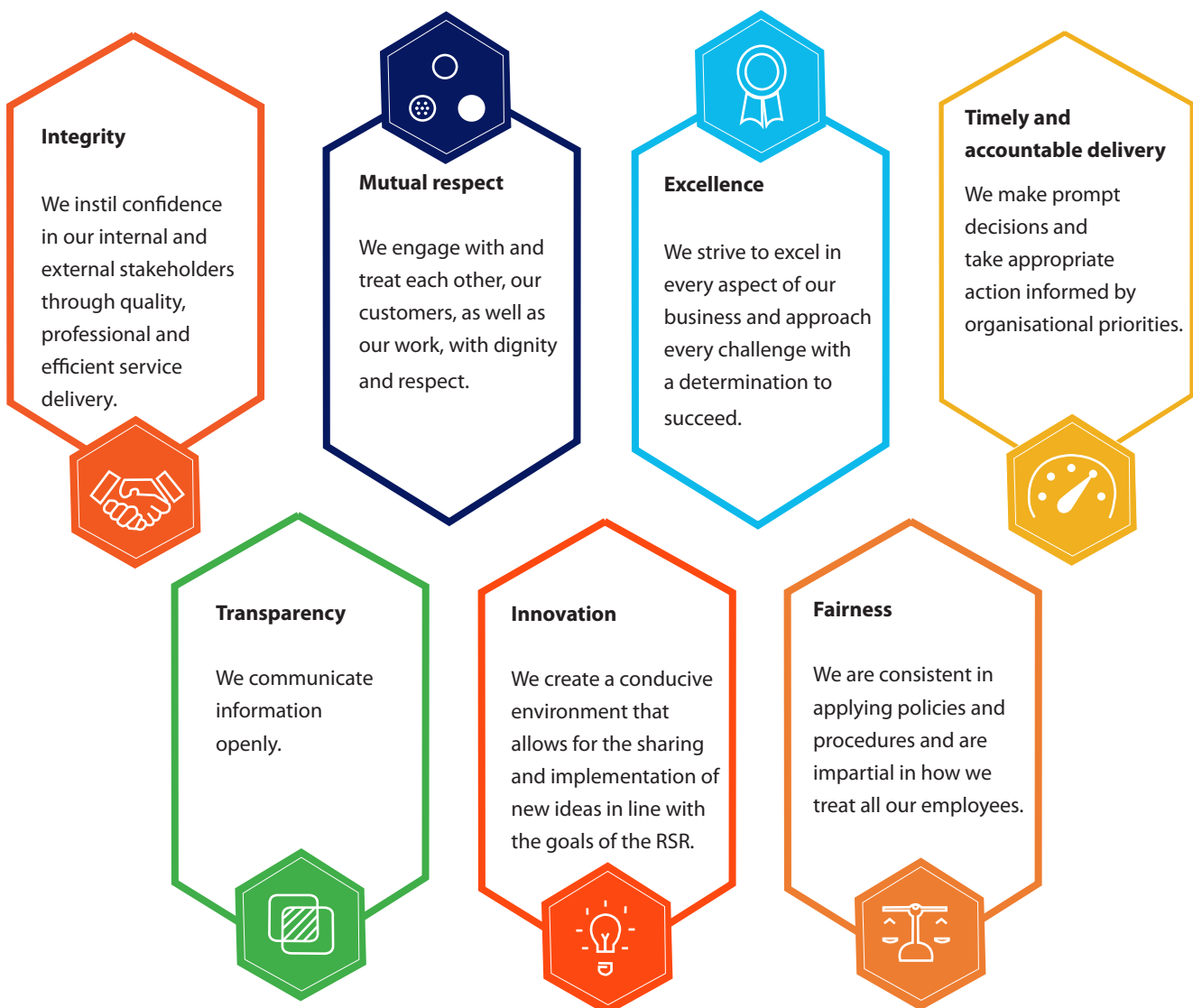
VISION

Safer, Smarter and Sustainable Railways (S3R)

MISSION

We regulate safe, smart and sustainable railways through risk-based regulation, innovation, collaboration and oversight

VALUES



RSR stakeholder and customer value proposition

The RSR's stakeholder landscape is diverse and evolving. The Railway Safety Act No. 30 of 2024 demands integrated, responsive engagement across all levels of the rail ecosystem. This section defines who the RSR serves, what they expect and how the regulator delivers value through strategic alignment, operational excellence, and collaborative oversight.

Stakeholders of the RSR

The following entities are recognised as key stakeholders in the RSR's mandate:

- Department of Transport
- Transport Economic Regulator
- Business community, through the National Logistics Crisis Committee
- Other organs of state
- Rail operators including yard and siding operators
- Consumers of railway services
- Communities near rail lines
- Clients to the rail operators
- SADC and international counterparts
- Industry associations
- Training institutions and expert bodies and academia

Stakeholder Expectations from the RSR

Department of Transport (DoT)

Expects the RSR to align its activities with national transport policy, ensure full legislative compliance and provide transparent reporting on safety performance and regulatory impact.

Other Organs of State

Expect coordinated engagement with the RSR, access to shared safety data and support for broader national priorities such as infrastructure planning, public safety, and environmental protection.

Rail Operators

Expect the RSR to provide clear and predictable safety standards, offer technical guidance on regulatory compliance and deliver efficient processing of permits, exemptions and operational changes.

Consumers of Railway Services

Expect the RSR to ensure safe and reliable rail services, prevent incidents through effective oversight and maintain transparency in safety performance and accountability.

Communities Living Near Railway Lines

Expect the RSR to implement protective measures against rail-related risks, engage them in safety awareness initiatives and ensure preparedness for emergencies and incidents.

SADC and International Counterparts

Expect the RSR to harmonise safety standards across borders, facilitate knowledge exchange and provide assurance of safety in transnational rail operations.

Railway Industry Associations

Expect the RSR to promote safety culture and innovation across the sector, engage in policy advocacy, and support industry-wide training and certification initiatives.

Training Institutions and Expert Bodies

Expect the RSR to provide accreditation and oversight, align curricula with regulatory competencies, and collaborate on research and continuous improvement in rail safety.

Customer Expectations from the RSR

To satisfy our stakeholders and customers, the following value attributes are identified as essential enablers of trust, performance and strategic alignment. These attributes reflect how the RSR delivers its mandate under the Railway Safety Act No. 30 of 2024 and how it translates its Vision and Mission into tangible benefits for those it serves. They define the quality of our services, the strength of our relationships and the credibility of our institutional image ensuring that every engagement is purposeful, professional and future-focused.

Category	Attribute	Description
Product/Service	Precision	Evidence-based safety standards and regulatory instruments
Product/Service	Responsiveness	Timely permits, investigations and stakeholder support
Image	Trustworthy	Institutional integrity and public confidence
Image	Modern & Strategic	Future-focused, policy-aligned and research-driven
Relationship	Collaborative	Co-creation with operators, government and civil society
Relationship	Supportive	Capacity-building and transparent communication

Our Stakeholder and Customer Value Proposition

The statement below articulates how the RSR delivers on its legislative mandate while responding to the evolving expectations of stakeholders and customers. It reflects the organisation's commitment to proactive, data-driven regulation and its role in shaping a rail system that is not only safe, but smart, sustainable and inclusive.

Through this value proposition, the RSR positions itself not merely as a regulator but as a strategic enabler of public safety, infrastructure protection, environmental stewardship, and national development. It defines the tangible benefits experienced by those we serve, from operators and commuters to communities and government partners and anchors the performance logic that underpins our strategic outcomes and impact statement.

Our stakeholder and customer value proposition is detailed below:

We provide oversight, regulation and enforcement to shape the future of rail safety through data-driven regulation that safeguards lives and infrastructure, protects the environment, enables efficient mobility and drives inclusive economic growth.

Regulatory principles

The regulatory life cycle is a continuous process that begins with understanding risks within the rail environment. This is followed by developing and proposing appropriate regulatory instruments, overseeing their subsequent implementation and reviewing their effectiveness through impact analysis. This cyclical approach ensures that regulation remains responsive, evidence-based and aligned with both national priorities and global best practices. In proposing changes to the regulatory environment, the RSR is guided by the following core principles:

World-Class, Adapted Instruments: Ensuring that proposed instruments are world-class, rigorously developed and contextually adapted to the unique South African rail environment.

Industry Collaboration: Fostering collaboration with the rail industry to promote shared responsibility and drive continuous improvement in railway safety.

Endorsement of ALARP: Adhering to the ALARP principle, reducing safety risks to “as low as reasonably practicable”, through targeted interventions and informed decision-making.

Cost-Effective Framework: Supporting a cost-effective regulatory framework that balances non-negotiable safety imperatives with the economic sustainability of the industry.

Responsive Service Delivery: Maintaining a service-oriented and responsive posture, providing consistent, transparent and proactive railway safety oversight.

Our strategic outcomes and objectives

The RSR enters the 2025 – 2030 planning cycle with a sharpened strategic focus, informed by legislative reform, national development priorities and the evolving demands of the rail sector. In response to the enactment of the Railway Safety Act (2024), the RSR has transitioned from broad strategic drivers to a set of six integrated strategic outcomes. These outcomes are not only aligned with the Medium-Term Development Plan (MTDP) and the Department of Transport’s strategic priorities but also reflect the RSR’s commitment to measurable impact, institutional excellence and stakeholder responsiveness.

Strategic Outcomes: A Framework for Impact

The six strategic outcomes adopted by the RSR are:

- Railways are safer through strengthened compliance and risk-based regulation
- Technology-enabled regulation for a smarter, future-ready rail sector
- A capable and efficient regulator that delivers
- A financially sustainable regulator
- Enhanced stakeholder collaboration for safer railways
- Sustained good governance and clean administration

These outcomes form the backbone of the RSR’s strategic intent and are designed to ensure that the organisation delivers on its mandate in a manner that is proactive, responsive and future-oriented.

Situational analysis

This situational analysis draws on performance reviews, strategic workshops and environmental scanning to identify institutional strengths, operational weaknesses and emerging risks. It informs a strategy that is both grounded in current realities and responsive to future demands, ensuring that the RSR remains agile, credible and impact-driven under its expanded mandate.

Performance Environment

The RSR plays a pivotal role in establishing and maintaining a national regulatory framework for the rail sector in South Africa. Its primary mission is to oversee railway safety within the country and in neighbouring nations whose rail operations intersect with South Africa's network. This oversight ensures that all entities involved in rail transport uphold safety standards, thereby contributing to the achievement of the nation's socio-economic objectives.

To achieve this goal and promote safe railway operations, the RSR amongst other regulatory activities:

- Issues safety permits to railway operators who have implemented a Safety Management System (SMS) that complies with the Railway Safety Act and the SMS Determination.
- Conducts inspections, audits and investigations to ensure adherence to safety regulations.
- Implements enforcement measures, including directives and notices, to uphold safety protocols.
- Promotes a culture of safety within the railway sector through education and awareness programmes.

The SMS Determination outlines the required format, form and content of a railway operator's SMS. It is essential for operators seeking to obtain or renew their safety permits. The SMS serves as a formal structure that integrates safety into daily railway operations and includes:

- Clear objectives to guide safety initiatives;
- Methods to identify and evaluate potential hazards;
- Defined duties and authorities related to safety management;
- Established protocols to ensure consistent safety practices; and
- Mechanisms to assess the effectiveness of safety measures

The overarching purpose of the SMS is to ensure that railway organisations achieve their business objectives in a safe manner, thereby safeguarding passengers, employees and surrounding communities.

In the previous financial years, the RSR initiated a comprehensive review of the SMS Determination to enhance efficiency and foster continuous improvement within South Africa's railway sector. This review was prompted by the recognition that reliance on manual train authorisations had contributed to numerous railway occurrences, underscoring the need for more robust and standardised communication protocols.

In response to these challenges, the RSR developed the Verbal Safety Critical Communication (VSCC) Protocol, which aims to establish a standardised framework for verbal communications that are critical to railway safety, thereby reducing the risk of incidents arising from miscommunication.

Recognising the dynamic nature of the rail industry, the RSR remains committed to the continuous improvement of safety standards. In line with this commitment, the RSR initiated a review of the SMS Determination and associated documents to address emerging challenges and incorporate best practices. This review process involves:

- **Stakeholder Engagement:** Consulting with industry players through surveys, workshops and working groups to gather insights and feedback
- **Assessment of Current Practices:** Evaluating the effectiveness of existing SMS requirements considering recent developments and operational experiences
- **Incorporation of Technological Advancements:** Integrating new technologies and methodologies to enhance safety management practices

Through this review, the RSR aims to ensure that the SMS Determination remains relevant and effective in promoting a safe and efficient railway system.

Global Trends

Railway transport remains a cornerstone of modern society, underpinning sustainable economies and facilitating the efficient movement of goods and passengers. In response to the escalating demand for both freight and passenger services, the global railway sector is undergoing significant transformation, driven by technological advancements and a commitment to sustainability.

The RSR is actively enhancing its regulatory framework to align with global best practices in railway safety. Key initiatives currently underway include:

- Transition from reactive to proactive, risk-based regulation.
- Safety Risk Profiling of the rail industry
- Risk Management Maturity Model (RM3)
- Safety Permit Conformity Assessments (SPCAM)
- Common Safety Method for Risk Assessment (CSM-RA)
- Common Safety Method for Supervision

These initiatives aim to enhance the safety, efficiency and sustainability of the country's railway system, ensuring it meets international standards and can effectively respond to the growing demand for transport services.

Regional Developments

The SADC region has experienced significant developments in recent years, forging a promising and affirmed rail resurgence. Highlights include:

- **African Development Bank Grant:** The African Development Bank (AFDB) has approved a grant for the SADC Trade and Transit Facilitation Project. This initiative aims to enhance the movement of goods and people along key corridors, support the development of railway infrastructure and strengthen customs and border agency capacities within the region.
- **SADC Regional Railway Master Plan:** A consultancy assignment for the development of the SADC Regional Railway Master Plan is scheduled to commence in 2025. This plan will serve as a strategic framework for the development of an efficient regional railway system, aligning with SADC's industrialisation agenda.
- **Railway Regulators Association of Southern Africa (RRASA):** Following its establishment by SADC Transport Ministers, a regional workplan promoting the development of independent railway safety and economic regulation in member states is set for implementation. Angola's ARCCLA, with support from the RSR, the Land Transport Regulatory Authority (LATRA), the Southern African Railway Association (SARA) and the SADC Secretariat, will lead the implementation of the RRASA work programme.

These developments position the RSR as a key contributor to regional integration, regulatory harmonisation and the advancement of rail safety across Southern Africa.

Performance Landscape Review

The RSR's performance landscape reflects a dual reality: one of strategic progress and institutional maturity and another of persistent operational challenges and systemic constraints. This review draws from internal assessments, strategic workshops and stakeholder engagements to provide a balanced view of the organisation's current state.

On the positive side, the RSR has made notable strides in aligning its strategic operating model with national development goals. The organisation has consistently delivered on its core regulatory functions, including inspections, audits and public awareness campaigns. These efforts are underpinned by a clear "golden thread" that links strategy, operations and performance, a hallmark of institutional coherence.

Human capital transformation has also been a standout area. The RSR boasts a 51% female workforce and 67% female representation at executive level, demonstrating its commitment to gender equity. Youth development is actively supported through internship programmes and participation in the Youth Employment Service (YES).

Digitally, the RSR has laid strong foundations for future-ready regulation. The National Information Monitoring System (NIMS) and the Safety Risk Model (SRM) are key enablers of predictive oversight, standardised processes and data-driven decision-making. These systems position the RSR to transition from reactive enforcement to proactive, risk-based regulation.

Regionally, the RSR has emerged as a leader in rail safety harmonisation. It maintains active collaboration with SADC, the Railway Regulators Association of Southern Africa (RRASA) and other regional partners. Stakeholder mapping and engagement mechanisms are in place, reinforcing the RSR's role as a trusted convener and technical advisor in the region.

Financially, the introduction of the Safety Permit Fee Model marks a step toward revenue diversification. Expenditure planning is now better aligned with strategic priorities and the organisation is exploring cost-recovery mechanisms to enhance long-term sustainability.

From a governance perspective, the RSR continues to demonstrate excellence. It has achieved clean audits for a few years during the previous medium-term period, maintained strong compliance with the Public Finance Management Act (PFMA) and implemented robust ethics and fraud prevention frameworks. These achievements reflect a culture of accountability and sound institutional stewardship.

However, several challenges continue to impact the RSR's effectiveness. The RSR is currently strengthening its internal capacity and capability to fully operationalise the expanded mandate introduced by the Railway Safety Act. This served as a key catalyst for the review and realignment of the RSR's strategy and Strategic Plan. Financial constraints limit the capacity of the RSR to fully perform its mandate.

Technical capacity gaps persist, particularly in specialised areas such as inspections, safety engineering, data analytics and digital systems. These shortages limit the RSR's ability to fully implement risk-based regulation and leverage emerging technologies.

External infrastructure and socioeconomic risks, including vandalism, infrastructure decay and community encroachment continues to affect rail safety. These risks are largely beyond the RSR's direct control and require coordinated, cross-sector mitigation strategies.

Finally, the RSR faces a growing set of emerging threats. Cybersecurity vulnerabilities, the risks associated with artificial intelligence adoption and climate-related disruptions demand proactive governance and futureproofing of regulatory systems.

This performance landscape underscores the need for strategic realignment, capacity enhancement and innovation. It provides a critical foundation for the RSR's transformation agenda and informs the strategic priorities.

RSR's Role and Commitment

Building on the momentum of regional developments, the RSR continues to play a strategic and enabling role in advancing railway safety and regulation across Southern Africa. Its work is not confined to South Africa's borders; it actively contributes to the harmonisation of safety standards, the enhancement of interoperability and the promotion of sustainable development throughout the SADC region.

Recognising the interconnectedness of regional rail networks, the RSR collaborates with neighbouring countries to ensure that safety remains a shared priority. This proactive approach reflects the RSR's dual commitment: safeguarding South Africa's rail infrastructure while supporting broader regional integration and economic development. Through ongoing partnerships, technical support and strategic initiatives, the RSR continues to shape a safer, more connected railway landscape across the continent.

Reforms in Specific Countries

The Southern African railway sector is undergoing significant reform, with multiple countries implementing measures to improve safety, operational efficiency and regional integration. These developments are reshaping the rail transport landscape and signalling a collective shift toward modernisation.

In 2024, South Africa introduced open access (vertical separation) operations into its rail market, marking a pivotal move toward increased private sector participation. This reform aims to boost efficiency and attract investment, aligning with global trends in rail liberalisation. The open access model, first adopted by the Tanzania-Zambia Railway Authority (TAZARA), is now under consideration in the Democratic Republic of the Congo (DRC), Zambia and Zimbabwe, indicating a regional appetite for reform.

Tanzania has capitalised on freight volumes through the Port of Dar es Salaam to mobilise resources for its national High-Speed (Standard Gauge) Railway Project. With over 100 km already commissioned, this initiative is enhancing connectivity and supporting economic growth through improved infrastructure.

In Angola, the government has awarded a 30-year concession for the Benguela Railway line, which stretches from Port Lobito to Luau on the DRC border. The concession, involving Mota Engil, Tráficos and Vecturis aims to increase rolling stock capacity and develop the Lobito Corridor. This initiative is backed by a coalition of international stakeholders, including the United States, European Union, Africa Finance Corporation, African Development Bank and Development Bank of Southern Africa. Plans are underway to construct a new rail spur linking Angola's network directly to Zambia's, facilitating smoother trade and transport.

The Chinese government has committed to fully rehabilitating the 1,900 km TAZARA infrastructure and subsequently operate the line under concession. Announced in March 2025, this investment includes track rehabilitation and the procurement of modern locomotives and freight wagons. Rehabilitation is expected to begin in 2025, supported by mutual commitments from the Zambian and Tanzanian governments. The investment aims to ease pressure on congested export routes, particularly those passing through South Africa.

Mozambique and Eswatini have jointly operationalised a railway corridor business process agreement on the Goba corridor. This initiative demonstrates the effectiveness of joint planning, resource mobilisation, corridor train scheduling and single-window customer service. The Southern African Railway Association (SARA) Secretariat is advocating for replication of this model across all SARA corridors to improve cross-border operations and service delivery.

Mozambique and Malawi have also shown strong government support for rehabilitating their railway infrastructure. Both countries are preparing to introduce independent railway safety regulation, aimed at enhancing safety standards and operational efficiency within their networks.

Collectively, these reforms reflect a regional commitment to modernising rail infrastructure, improving safety and fostering integration. The RSR continues to support these efforts, ensuring that safety remains central to the development of Southern Africa's rail sector.

National Developments

White Paper on National Rail Policy (2022)

As of October 2025, the White Paper on National Rail Policy remains a cornerstone of South Africa's rail reform agenda. While it has catalysed several strategic initiatives, implementation challenges persist.

Originally scheduled for completion by 2023, the National Rail Devolution Strategy has experienced delays. President Cyril Ramaphosa announced that the strategy is now expected to be finalised by the end of 2025, citing the extensive work required to develop a comprehensive National Rail Masterplan.

The policy's emphasis on private sector involvement has led to the opening of the freight rail network to private firms. While this aims to improve capacity and efficiency, concerns have emerged around equitable access and the potential marginalisation of smaller or historically disadvantaged operators.

Passenger rail services particularly commuter lines have experienced a sharp decline in ridership and service quality. Theft, vandalism and poor infrastructure maintenance have contributed to this downturn. Although the policy outlines plans for revitalisation, implementation has been slow and many communities continue to face unreliable and unsafe rail services.

While the White Paper sets a clear strategic direction, its full realisation depends on coordinated efforts across government, industry and civil society to overcome infrastructure challenges, equity concerns and declining service levels.

Economic Regulation of Transport Act (Act 6 of 2024)

The enactment of the Economic Regulation of Transport Act (ERT Act) has introduced significant changes to South Africa's transport sector, with direct implications for the RSR. While the Act seeks to enhance efficiency and encourage private sector participation, it presents both opportunities and challenges for the RSR's mandate.

Positive Impacts

The ERT Act consolidates economic regulation across transport sectors, streamlining processes and potentially reducing administrative burdens. This allows the RSR to focus more intensively on safety oversight. Provisions for third-party access to rail infrastructure may also stimulate investment in safety technologies and infrastructure upgrades, aligning with the RSR's strategic objectives.

The RSR's role is further reinforced by the Rail Safety Bill, which promotes harmonisation with SADC safety standards. This alignment strengthens regional cooperation and enhances the RSR's capacity to oversee cross-border operations.

From Insight to Action: Strategic Imperatives for a Safer, Smarter, and Sustainable Rail Future

The situational analysis reveals a complex but navigable landscape. The RSR stands at a pivotal moment equipped with a strong legislative mandate, regional influence, and digital foundations, yet challenged by structural misalignment, capacity constraints, and emerging risks. This dual reality demands a strategic response that is bold, integrated, and future focused.

The insights drawn from performance reviews, regional reforms and national developments converge to form a clear strategic logic: the RSR must evolve from a reactive enforcer to a proactive, systems-oriented regulator. This evolution is not optional; it is essential to deliver on the Railway Safety Act No. 30 of 2024 and meet the expectations of stakeholders across the rail ecosystem.

To translate this insight into action, five strategic imperatives have been identified. These imperatives are not standalone interventions; they are interconnected levers for institutional transformation. Together, they form the bridge between the RSR's current state and its desired future and they directly inform the strategic outcomes and objectives outlined in the next section.

External Environment Analysis

Strategic Context and Purpose

The PESTELE scan informs the RSR’s strategic agility and institutional resilience under the new mandate defined by the Railway Safety Act No. 30 of 2024. It provides a structured lens through which the RSR can anticipate external influences, adapt its regulatory posture, and align its strategic priorities with national, regional and global developments. This analysis ensures that the RSR remains responsive, future-ready, and capable of delivering on its vision of Safer, Smarter, and Sustainable Rail.

PESTELE: External Factors and Strategic Implications

Factor	Description	Impact on RSR
Political	Government policy, legislation, and political stability	Positive: Strong legislative backing through the Railway Safety Act enhances authority and mandate. Negative: Delays in policy implementation may stall reforms and weaken enforcement.
Economic	National budget, infrastructure investment, and economic cycles	Positive: Increased public investment in rail infrastructure boosts regulatory relevance. Negative: Budget constraints may limit capacity to recruit, train, and digitise.
Social	Public safety awareness, workforce diversity, and community engagement	Positive: Growing public demand for safe, reliable transport strengthens RSR’s social licence. Negative: Low public trust due to past incidents may hinder cooperation.
Technological	Innovation in rail systems, automation, and digital safety tools	Positive: Adoption of AI, IoT, and predictive analytics can revolutionise safety oversight. Negative: Legacy systems and slow digital uptake may reduce effectiveness.
Environmental	Climate change, sustainability, and disaster preparedness	Positive: Emphasis on climate resilience positions RSR as a forward-thinking regulator. Negative: Lack of integration in safety protocols may expose rail systems to climate risks.
Legal	Regulatory frameworks, compliance enforcement, and legal reforms	Positive: The new Act introduces certification, appeals, and governance improvements. Negative: Legal disputes or unclear enforcement mechanisms may undermine credibility.
Ethical	Fairness, unbiasedness, transparency, moral, social-responsibility, and governance-related concerns.	Positive: Increased trust and legitimacy, better safety outcomes, reduced corruption and fraud, enhanced accountability and governance, encouragement of whistleblowing and reporting and long-term institutional sustainability. Negative: Ethical conflict of interest, ethics vs enforcement tension, whistleblowing repercussions, cost of ethical compliance, reputational risk from ethical failures, regulatory capture risk and ethical overreach.

Table 2: Political, Economic, Social, Technological, Environmental, Legal and Ethical factors (PESTELE)

Strategic Implications

The PESTELE analysis reveals a dynamic and evolving external environment that demands strategic responsiveness. For the RSR, this means:

- Strengthening institutional independence and harmonising safety standards across jurisdictions.
- Implementing scalable funding models and aligning with broader economic regulators like TER.
- Deepening community engagement and rebuilding public trust through inclusive safety education.
- Accelerating digital transformation and embedding cybersecurity into regulatory systems.
- Integrating climate resilience into safety protocols and supporting green transport imperatives.
- Ensuring legal clarity and enforcement consistency as new mandates are rolled out.
- Consideration of moral responsibilities and values, including integrity, corporate social responsibility (CSR), fair trade, labour practices and environmental stewardship.

SWOT Analysis

Strategic Context and Purpose

In executing its legislative oversight mandate, the RSR performs a comprehensive range of duties and functions to ensure the safety and efficiency of railway operations:

- **Issues and manages safety permits:** The RSR issues and manages safety permits, establishing a legal interface between the RSR and railway operators. This relationship facilitates continuous improvements in safe railway operations. Annually, the RSR reviews and evaluates the safety improvement plans submitted by operators, outlining initiatives aimed at enhancing safety in the operational environment.
- **Conducts inspections and audits:** The RSR conducts safety-related audits and inspections of operators' activities to assess safety systems and processes. These assessments provide in-depth knowledge and understanding of required interventions, which the RSR communicates to operators to promote the attainment of safe rail operations.
- **Conducts new works review:** The RSR evaluates safety aspects of new railway projects and technological advancements. Through safety assessments and approvals across all project phases, the RSR ensures that safety is integrated into the revitalization of the rail industry, considering both immediate and systemic impacts.
- **Investigates railway occurrences:** The RSR investigates significant railway incidents, including fatalities, injuries and major property damage, to identify root causes and prevent recurrence. Operators are required to report all occurrences, enabling the RSR to analyse trends and develop strategies to mitigate risks.
- **Develops regulations, safety standards and regulatory prescripts:** The RSR develops and updates regulations, safety standards and related prescripts to establish a robust regulatory regime for safe railway operations. These regulatory tools are integral to the oversight and enforcement of safety measures.
- **Issues notices of non-conformance and non-compliance and directives:** The RSR issues operators with notices to indicate conditions within the operators' system that are deemed to be sub-standard or not in compliance with regulatory prescripts that ensure safe rail operations in terms of the adopted regulatory regime. These may include improvement directives, non-compliance orders, or prohibition directives, accompanied by penalties for contraventions, to enforce adherence to safety regulations.

- **Supports and promotes occupational health and safety and security:** The RSR addresses occupational health and safety issues impacting railway safety through investigations, audits and inspections. Legal requirements related to human factors management are incorporated into standards and promoted during technical workshops to ensure continuous improvement.
- **Co-operates with relevant organs of state to improve safety performance and oversight functions:** The RSR collaborates with various organs of state and industry associations to enhance safety performance and oversight functions. Through cooperative agreements and memoranda of understanding, the RSR aims to eradicate duplication, promote collaboration and share best practices within the railway sector. The RSR has concluded 12 co-operative agreements, nine with various government departments and three with industry associations.
- **Plays a leading role in the alignment of the railway safety regime of South Africa with those of the SADC:** The RSR plays a leading role in harmonizing South Africa's railway safety standards with those of the Southern African Development Community (SADC). Through the Southern African Railway Association (SARA), the RSR facilitates workshops and adapts national standards for regional implementation, fostering a unified approach to railway safety.
- **Data management and analysis:** The RSR maintains the National Information and Monitoring System (NIMS) to collect and analyse data on railway occurrences. This system supports risk identification, strategic planning and the development of safety interventions. The Annual State of Safety Report (ASoS), tabled in Parliament, provides insights into the current state of rail safety and the RSR's actions to address challenges.



The ASoSR, which is tabled in Parliament, remains the highlight of the data management and analysis function and provides insight into the current state of rail safety, areas of concern as well as the Regulator's actions and activities towards addressing challenges and root causes of occurrences.

- **Human resource and financial support function:** The Human Resources department ensures institutional stability, collaboration and functional integration, promoting continual employee training and development. The Finance department provides financial management services, ensuring compliance with government budget cycles and enhancing operational efficiency through effective supply chain management.
- **Granting of safety critical grade licences:** The RSR is responsible for granting safety critical grade licences to individuals employed in positions that are essential for the safe operation of railway systems. These licences are issued based on evaluations conducted by registered training institutions, ensuring that personnel possess the necessary competencies to perform their duties safely.
- **Evaluation and registration of training institutions:** The RSR evaluates and registers training institutions that provide training and refresher courses for safety critical grade positions. These institutions must meet the requirements set forth under the National Qualifications Framework Act, 2008 and the Skills Development Act, 1998. The RSR collaborates with relevant institutions to develop appropriate curricula for the training, evaluation and licensing of safety critical grade positions.



Based on the abovementioned functions conducted by the organisation, the following SWOT Analysis indicates the strengths, weaknesses, opportunities and threats that can significantly impact the success of the organisation. The SWOT analysis guides the RSR's strategic leverage and risk mitigation. It reflects both internal realities and external pressures, enabling the organisation to build on its strengths, address vulnerabilities, seize opportunities and proactively manage threats. This diagnostic tool is essential for translating the RSR's mandate into measurable performance and stakeholder value.

Strengths	Weaknesses
Most established in SADC	Heavy reliance on a few major rail operators for revenue
Extensive operational knowledge and technical expertise	Inadequate skills development, capacity, talent management and succession planning
Well-developed and enforceable regulatory standards	Lack of a structured knowledge management programme
Legislated penalty regime and strong compliance tools	Limited innovation in regulatory tools and monitoring systems
Strong PFMA compliance	Fragmented stakeholder engagement and public trust
Partnerships with academic, professional and international bodies	Legacy systems and fragmented data infrastructure
Skills-sharing capacity across the industry and region	Limited internal capacity for climate resilience and environmental planning
New Railway Safety Act	Inadequate research and development
Opportunities	Threats
Growing rail investment across South Africa and the SADC region	Infrastructure theft, vandalism and encroachment issues
Regional collaboration and integration of safety standards	Natural disasters, climate change and cyber threats
Expansion of external training programmes to enhance safety culture	Dependence on a limited number of large operators for income
Digital transformation and adoption of modern safety technologies	Weak regulatory capacity in neighbouring SADC countries
Partnerships with global regulators for skill and technology exchange	Political delays in policy implementation
Expansion of revenue streams aligned to RSR's mandate including consulting in the SADC region	Legal disputes or unclear enforcement mechanisms

Strategic Implications

The SWOT analysis confirms that the RSR is well-positioned to lead rail safety reform, however, it must address internal constraints and external risks to fully realise its potential. Key implications include:

- Leveraging institutional credibility, technical depth and regional leadership to influence policy and practice.
- Addressing revenue dependence and capacity gaps through innovation and partnerships.
- Seizing opportunities in digital transformation, regional integration and global benchmarking.
- Mitigating threats through robust enforcement, climate adaptation and legal clarity.

These insights directly inform the RSR's strategic posture for the 2025–2030 cycle. They also reflect the organisation's evolution from its past focus on compliance and enforcement, through its present emphasis on reform and digital systems, toward a future defined by predictive regulation, inclusive development and global alignment.

Gender Responsiveness

The RSR recognises that beyond ensuring rail safety, it has a pivotal role in addressing critical societal issues, including gender-based violence (GBV) and promoting gender equality. As a responsible corporate entity, the RSR is dedicated to contributing towards the eradication of GBV and fostering an inclusive environment within the railway sector.

Gender-Based Violence

In partnership with stakeholders such as the South African Police Service, rail operators and community organisations, the RSR actively engages in safety awareness campaigns aimed at combating GBV. These initiatives are strategically rolled out in high-density areas, including train stations and taxi ranks, to maximise outreach and impact.

Broad-Based Black Economic Empowerment (BBBEE)

Aligned with the objectives of the BBBEE framework, the RSR is committed to promoting gender responsiveness within its operations and across its supply chain. This commitment is manifested through:

- **Prioritising Women-Owned Businesses:** Ensuring that procurement processes favour women-owned enterprises, thereby supporting their growth and integration into the economic mainstream.
- **Expanding Engagement:** Increasing the level of engagement in BBBEE initiatives by participating in enterprise and supplier development and socio-economic development programs that focus on empowering women.

Empowering Women in the Workforce

The RSR has implemented several initiatives to promote gender responsiveness, with a particular focus on empowering women in the workforce. These initiatives include:

- Supporting women's advancement by providing training and development opportunities for women within the organisation to enhance their skills and enable them to compete for higher-level roles.
- Targeted recruitment and training programs with the aim to increase the representation of women in leadership and technical roles within the organisation.
- Mentorship and support networks by providing women with the resources and guidance needed to succeed in traditionally male-dominated industries.
- Active participation in industry committees by engaging in various rail industry committees and community initiatives to promote gender responsiveness and foster a more inclusive environment within the sector.

Through these efforts, the RSR not only contributes to the broader objectives of BBBEE but also ensures that women, especially from historically disadvantaged backgrounds, have access to business support and opportunities for advancement.

Part C

**Measuring our
performance**



Institutional programme performance information

Outcome 1: Railways are safer through strengthened compliance and risk-based regulation

Annual Targets										
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1.1	Railways are safer through strengthened compliance and risk-based regulation	Audits and Inspections	Number of audit and inspections conducted	-	-	-	15% of audits and inspections on identified high risk areas	486 audits and inspections conducted	496 audits and inspections conducted	506 audits and inspections conducted
1.2		Regulatory tools reviewed	Number of existing regulatory tools reviewed	-	-	-	2 regulatory tools reviewed	2 RSR standards reviewed	2 RSR standards reviewed	-
1.3		Safety standards developed	Number of Safety standards developed	-	-	-	2 Safety standards developed	4 Safety standards developed and recommended by the Board	3 Safety standards developed and recommended by the Board	3 Safety standards developed and recommended by the Board
1.4	Annual State of Safety Report (ASoSR) developed	Annual State of Safety Reports (ASoSR) approved	Number of Annual State of Safety Reports (ASoSR) approved	1 (ASoSR) released	1 (ASoSR) released	1 (ASoSR) released	1 (ASoSR) released	1 Annual State of Safety Report (ASoSR) approved	1 Annual State of Safety Report (ASoSR) approved	1 Annual State of Safety Report (ASoSR) approved
1.5		Guidelines for acceptance of new rolling stock developed	Number of Guidelines for acceptance of new rolling stock developed and published	-	-	-	-	1 Guidelines for acceptance of new rolling stock developed and published	-	-

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
1.1	Number of audit and inspections conducted	486 audits and inspections conducted	137 audits and inspections conducted	136 audits and inspections conducted	112 audits and inspections conducted	101 audits and inspections conducted
1.2	Number of existing regulatory tools reviewed	2 RSR standards reviewed	Internal working group established and working sessions conducted	1 draft standard completed	SEIAS Reports	1 draft standard completed
1.3	Number of Safety standards developed	4 Safety standards developed and recommended by the Board	Industry working group Session conducted (TOR and Project scope acceptance)	Benchmark/gap analysis completed	Draft standards completed	4 Safety Standards recommended by the board
1.4	Number of Annual State of Safety Report (ASoSR) approved	1 Annual State of Safety Report (ASoSR) Approved	Occurrence Data Cleaning, collation and sign-off.	Draft ASoSR submitted to EXCO	ASoSR approved by the RSR Board	-
1.5	Number of Guidelines for acceptance of new rolling stock developed and published	1 Guidelines for acceptance of new rolling stock developed and published	Development of guidelines for acceptance of new rolling stock and/or new operators	Publishing guidelines for acceptance of new rolling stock and/or new operators	-	-

Outcome 2: Technology - enabled regulation for a smarter, future-ready rail sector

Annual Targets											
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Targets			
				2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29
2.1	Technology - Enabled Regulation for a Smarter, Future-Ready Rail Sector	Implementation of National Information Monitoring System (NIMS)	% of NIMS implemented	50% of NIMS Modules developed	100% of NIMS Modules developed	100% NIMS Modules developed	NIMS NextGen piloted	100% NIMS NextGen modules fully rolled out and operational (Go-Live)	NIMS NextGen enhanced and maintained	NIMS NextGen enhanced and maintained	NIMS NextGen enhanced and maintained
2.2		Implementation of the Digitalisation Plan	% of the Digitalisation Plan implemented	N/A	N/A	N/A	Digitalisation plan approved	100% Digitalisation plan implemented	100% Digitalisation implemented	100% Digitalisation implemented	100% Digitalisation implemented
2.3		Implementation of the Research Plan	% of the Research Plan implemented	Three (3) Research Reports published	Three (3) topical Research papers published	Three (3) topical Research papers published	Targeted Research reports published	100% Research Plan implemented	100% Research Plan implemented	100% Research Plan implemented	100% Research Plan implemented

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
2.1	% of NIIMS implemented	100% of NIIMS NextGen modules fully rolled out and operational (Go-Live)	Occurrence, Asset and New Works Modules fully rolled out and operational (Go-Live)	- Usage and performance monitoring implemented for the Occurrence, Asset and New Works Modules	Safety Permit, Penalty and Audit & Inspection Modules fully rolled out and operational (Go-Live)	Usage and performance monitoring implemented for the Safety Permit, Penalty and Audit & Inspection Modules
2.2	% of the Digitalisation Plan implemented	100% Digitalisation plan implemented	Digitalisation plan activities for Q1 implemented	Digitalisation plan activities for Q2 implemented	Digitalisation plan activities for Q3 implemented	
2.3	% of the Research Plan implemented	100% Research Plan Implemented	Research Plan activities implementation for Q1	Research Plan activities implementation for Q2	Research Plan activities implementation for Q3	Research Plan activities implementation for Q4

42 Outcome 3: A capable and efficient regulator that delivers

Annual Targets											
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance				Estimated Performance	MTEF Targets		
				2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
3.1	A capable and efficient regulator that delivers	Human capital programme implemented	% Implementation of the Human Capital development Plan	-	-	-	-	100% implementation of the Human Capital development Plan	100% implementation of the Human Capital development Plan	100% implementation of the Human Capital development Plan	
3.2		Safety Permit Fee Determination developed	Number of Safety Permit Fee Determination developed and submitted to the National department of Transport	Safety Permit Fee Model Developed	Safety Permit Fee Model Developed	Safety Permit Fee Model Determination developed and implemented	1 Safety Permit Fee Determination developed and submitted to the Department of Transport	1 Safety Permit Fee Determination developed and submitted to the Department of Transport	Safety Permit Fee Determination drafted and submitted to the Department of Transport	Safety Permit Fee Determination drafted and submitted to the Department of Transport	

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
3.1	% Implementation of the Human Capital Development Plan	100% implementation of the Human Capital Development Plan	Human Capital Development Plan activities due for implementation for Q1	Human Capital Development Plan activities due for implementation for Q2	Human Capital Development Plan activities due for implementation for Q3	Human Capital Development Plan activities due for implementation for Q4
3.2	Number of Safety Permit Fee Determination developed and submitted to the National department of Transport	1 Safety Permit Fee Determination developed and submitted to the Department of Transport	Safety Permit Fee Determination drafted and submitted to EXCO	Safety Permit Fee Determination drafted and submitted to the Department of Transport	-	-



Outcome 4: A financially sustainable and resilient regulator

Annual Targets											
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance				Estimated Performance	MTEF Targets		
				2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
4.1	A financially sustainable and resilient regulator	High liquidity	Number of days cash available	-	-	66 days	55 days	65 days	75 days	85 days	
4.2		Development of tools for generating additional revenue	Number of tools developed for generating additional revenue	-	-	-	-	2 Tools developed for generating additional revenue	R 4 million	R 5,5 million	
4.3	Financially sustainable regulator	Financially sustainable regulator	% Implementation of the financial sustainability plan	Financial recovery plan implemented	Financial recovery plan implemented	Financial sustainability plan developed and implemented	Funding model reviewed	100% Implementation of financial sustainability plan milestones due	100% Implementation of financial sustainability plan milestones due	100% Implementation of financial sustainability plan milestones due	
4.4		Permit fee Collection rate	% of permit fees collected	Safety Permit Fee gazetted	Safety Permit Fee gazetted	Safety Permit Fee gazetted	Safety Permit Fee gazetted	100 % Safety Permit Fees collected	100 % Safety Permit Fees collected	100 % Safety Permit Fees collected	

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
4.1	Number of days cash available	65 days cash available ratio	55 days	- Submit the retention of surplus request to the treasury	65 days	65 days
4.2	Number of tools developed for generating additional revenue	2 Tools developed for generating additional revenue	Methodology for New works and Technology reviews developed	Safety Critical Grades functionary concept note	-	-
4.3	% Implementation of the financial sustainability plan	100% Implementation of financial sustainability plan milestones due	Implementation of financial sustainability plan milestones due during the quarter	Implementation of financial sustainability plan milestones due during the quarter	Implementation of financial sustainability plan milestones due during the quarter	Implementation of financial sustainability plan milestones due during the quarter
4.4	% of permit fees collected	100 % Safety Permit Fees collected	95% Safety Permit Fees collected	95 % Safety Permit Fees collected	95 % Safety Permit Fees collected	100 % Safety Permit Fees collected

Outcome 5: Trusted stakeholder collaboration for safer railways

Annual Targets											
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance				Estimated Performance		MTEF Targets	
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
5.1	Trusted Stakeholder Collaboration for Safer Railways	Rail Safety Symposium/workshop	Number of Rail Safety symposiums/workshops held	-	-	-	2 Symposiums/workshop held	2 Symposiums/workshop held	2 Symposiums/workshop held	2 Symposiums/workshop held	
		Rail Flagship initiative with industry	Number of rail flagship initiatives with industry held	-	-	-	1 Flagship event held	1 Flagship initiative held	1 Flagship initiative held	1 Flagship initiative held	
5.2		Stakeholder satisfaction survey	% of stakeholder satisfaction level	-	-	-	-	Stakeholder satisfaction increased by 5%	Stakeholder satisfaction increased by 5%	Stakeholder satisfaction increased by 5%	
5.3		Education and awareness campaigns	Number of Education and awareness campaigns conducted	-	-	48 Education and awareness campaigns conducted	50 Education and awareness campaigns conducted	54 Education and awareness campaigns conducted	58 Education and awareness campaigns conducted	62 Education and awareness campaigns conducted	

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
5.1	Number of Rail Safety symposiums/ workshops held	2 Rail Safety Symposium/ workshop held	1 Rail Safety Symposium/ workshop	-	1 Rail Safety Symposium/ workshop	-
5.2	Number of rail flagship initiatives with industry held	1 Flagship initiative with industry held	-	-	1 Rail Flagship initiative with industry	-
5.3	% of stakeholder satisfaction level	Stakeholder satisfaction level increased by 5%	Design the satisfaction level tool and conduct a baseline	-	-	Stakeholder satisfaction level increased by 5%
5.4	Number of Education and awareness campaigns conducted	54 Education and awareness campaigns conducted	13 Education and awareness campaigns conducted	14 Education and awareness campaigns conducted	14 Education and awareness campaigns conducted	13 Education and awareness campaigns conducted



Outcome 6: Sustained good governance and clean administration

Annual Targets											
No	Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Targets			
				2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29
6.1	Sustained good governance and clean administration	Audit Outcome	Audit Opinion	Clean Audit Outcome	Unqualified audit outcome with matters of emphasis	2024/2025 Clean Audit 2025/2026 (Projected) Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
		Implementation of the Ethics Management Plan	% implementation of Ethics Management Plan	-	-	Level 3 Maturity level	Ethics Maturity Conducted	100% Implementation of Ethics Management Plan	100% Implementation of Ethics Implementation Plan	Level 4 Maturity level	
6.2											

No	Output Indicators	Annual Target (2026-27)	Q1	Q2	Q3	Q4
6.1	Audit Opinion	Clean Audit	2025/26 AFS submitted for auditing	- Audit report: Clean Audit	Audit action plan developed	90% of Audit action plan findings resolved
6.2	% implementation of Ethics Management Plan	100% Implementation of Ethics Management Plan	Ethics Management Plan targets due for quarter 1	Ethics Management Plan targets due for quarter 2	Ethics Management Plan targets due for quarter 3	Ethics Management Plan targets due for quarter 4



Planned performance over the medium-term period

A systemic approach to railway safety management integrates various outputs that promote prevention, continuous improvement and active stakeholder engagement, ensuring that rail transport remains safe, efficient and a preferred mode of transportation. Each component enhances good governance and stakeholder relations, supporting transparency, accountability and collaboration.

The Annual State of Safety Report provides a comprehensive review of railway industry safety performance, highlighting key trends, risks and areas for improvement. This fosters transparency and accountability by informing stakeholders, including government, operators and the public, about safety progress and challenges. Monitoring compliance with safety regulations ensures that operators adhere to established standards, reducing non-compliance risks and enhancing the safety of passengers, employees and infrastructure.

Through audits and inspections, gaps, hazards and unsafe practices are identified, driving corrective actions and continuous improvement to maintain robust safety compliance and resilience to risks. The development of tools aligned with the new Railway Safety Act introduces modernised regulatory instruments that adapt to evolving industry challenges, strengthening regulatory effectiveness and promoting a proactive safety culture.

Research reports offer evidence-based insights into emerging safety challenges and technology advancements, guiding informed policymaking and future-oriented strategies. The industry risk profile assesses and prioritises systemic risks, enabling targeted resource allocation to reduce the likelihood and impact of safety incidents. Occurrence investigations analyse accidents to determine root causes, delivering



critical lessons and recommendations that prevent recurrence and improve system-wide safety performance.

Promoting rail as a preferred mode of transport relies heavily on a safer railway system, which enhances public confidence, economic efficiency and sustainability. This positioning supports national and global transport objectives, highlighting rail as a competitive, reliable and safer transportation choice.

In terms of governance, effective safety management contributes directly to clean administration, which reflects strong internal controls, regulatory compliance and minimal irregularities. Maintaining a healthy current ratio and ensuring financial sustainability indicate sound financial management, reducing insolvency risks and supporting continued operations and strategic investments. The safety permit fee model further enhances financial stability by providing a transparent, fair and efficient fee structure that ensures cost recovery and regulatory independence.

An ethical culture, underpinned by integrity, accountability and ethical behaviour, builds trust and reduces misconduct risks. High employee satisfaction levels improve productivity, engagement and service delivery, aligning with good governance and human capital development goals.

Finally, education and awareness campaigns empower stakeholders to better understand and manage safety risks, cultivating a stronger safety culture. Annual industry safety engagements strengthen partnerships by providing a platform for sharing best practices, reviewing performance and aligning on common safety goals. Together, these elements form a holistic framework of integrated safety management, good governance and strong stakeholder relations, ensuring sustainable operations, regulatory excellence and public trust.



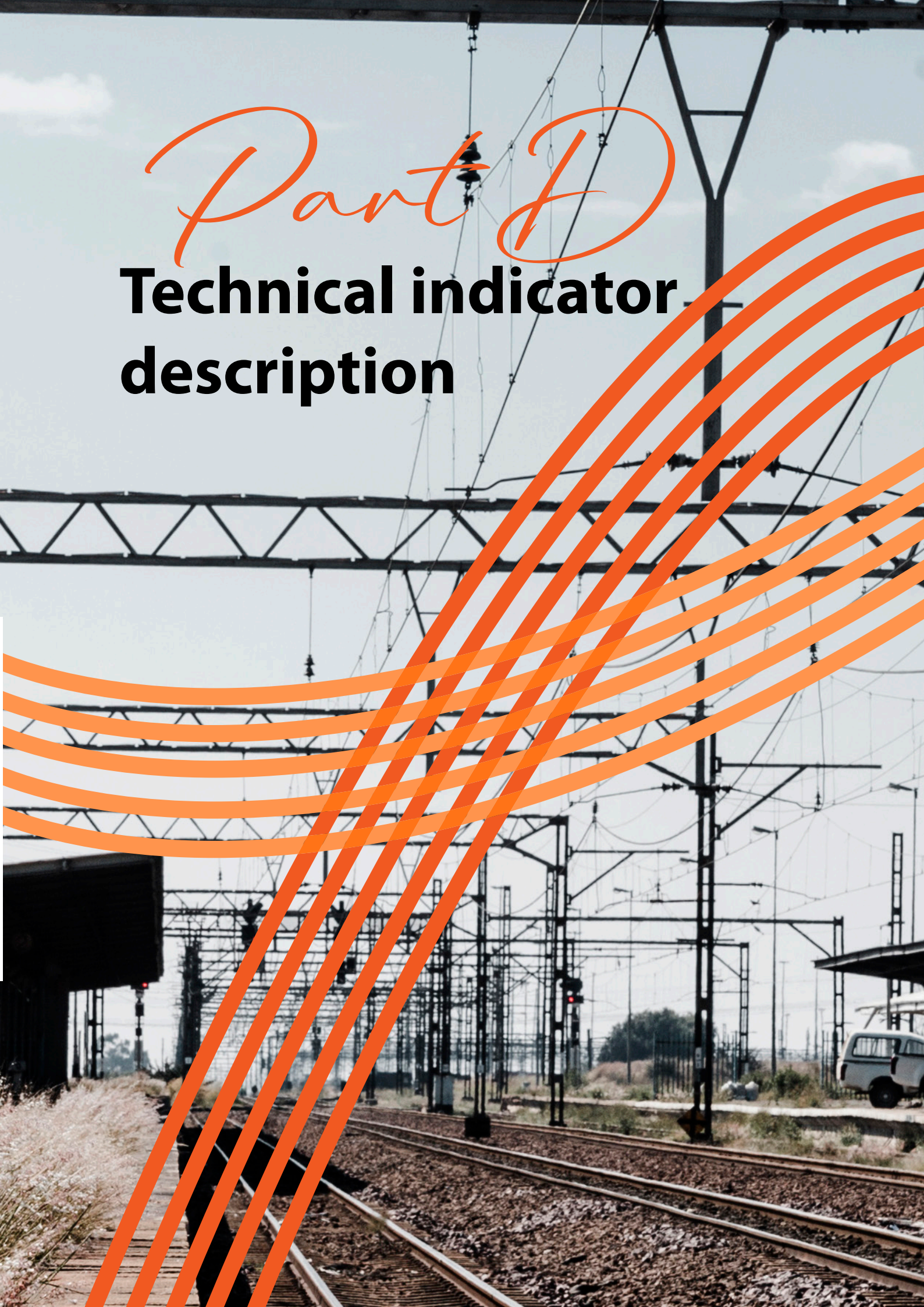
Strategic risk profile

OUTCOME	KEY RISKS	RISK MITIGATIONS
Railways are safer through strengthened compliance and risk-based regulation	RSR's inability to effectively execute the Regulatory Mandate	<ul style="list-style-type: none"> Review the current resource requirements against the updated mandate (Railway Safety Act 30 of 2024) and strategy Digitalisation of the macro and tactical plan
A financially sustainable regulator	Unsustainability of financial resources.	<ul style="list-style-type: none"> Implement the safety permit model after approval by DoT Develop and implement the Financial Sustainability Plan. Maintain the budget approval processes and reporting to the shareholder. Develop a revenue strategy to tap into new revenue streams.
A capable and efficient regulator that delivers	Failure or disruption of the RSR's ICT systems.	<ul style="list-style-type: none"> Develop a digitalisation agenda and implement the approved digitalisation plan. Activate IT Disaster Recovery Plan based on the level of disruption. ISO 27001:2022 Information Security Management Systems Standard Certification audit. Monitor the technological improvement plans and activate the Business Continuity Plan where the need arises. Provide training to staff on information security. Develop and integrate frameworks for AI usage to address the transparency and fairness in usage.

OUTCOME	KEY RISKS	RISK MITIGATIONS
A capable and efficient regulator that delivers	Disruption to RSR business operations.	<ul style="list-style-type: none"> • Upgrade and maintain ICT systems and infrastructure to minimise downtime. • Establish a robust cybersecurity strategy including regular updates, monitoring and staff training. • Maintain and implement IT Disaster Recovery Plan and emergency recovery plans based on the level of disruption.
Trusted stakeholder collaboration for safer railways	Decline in stakeholders' relations and confidence	<ul style="list-style-type: none"> • Implement the stakeholder management plan in a phased approach. • Conduct proactive Board engagements (Maintain transparent, regular communication to align the expectations). • Involvement of RSR in SARA to maintain relations with regional partners. • Engage in various National Department of Transport committees that bring together rail industry stakeholders. • Sign and monitor MOUs with partner national government departments, public entities and relevant institutions. • Share the Permit Application Guide with all operators to clarify the permit and ASIP assessment requirements

Budget information

Revenue	2026/27 Budget	2027/28 Budget	2028/29 Budget
	R	R	R
Transfers - DoT Grant	86 422 000	89 871 000	92 664 000
Permit Fees	212 265 278	221 817 216	232 908 076
Permit Application Fee	1 754 501	-	-
Investment Income	7 861 284	8 215 042	8 625 794
TOTAL REVENUE	308 303 063	319 903 257	334 197 870
Expenditure	2026/27	2027/28	2028/29
	R	R	R
COE	213 346 286	223 992 553	235 192 181
Staff Costs	208 961 590	219 409 670	230 380 153
Directors' Remuneration	4 384 696	4 582 884	4 512 028
Goods and Services	89 706 778	90 398 204	93 217 564
Office rentals	18 872 619	20 382 429	22 013 023
Regulatory Audit Fees	3 757 171	3 926 995	4 123 345
Professional Fees	19 963 709	17 967 338	16 170 604
Admin & Operational costs	47 113 278	48 121 442	50 910 592
CAPEX	5 250 000	5 512 500	5 788 125
Capital expenditure	5 250 000	5 512 000	5 788 125
TOTAL EXPENDITURE	308 303 063	319 903 267	334 197 870

The background of the image shows a railway track with overhead power lines and support structures. The sky is blue with some clouds. In the foreground, there are several thick, orange, curved lines that sweep across the right side of the image. The text 'Part 4' is written in a large, orange, cursive font at the top. Below it, the words 'Technical indicator' and 'description' are written in a bold, black, sans-serif font.

Part 4
**Technical indicator
description**

Indicator Title 1.1	Number of audits and Inspections conducted
Definition	Audits and Inspections directed toward high risk and emerging risk areas
Source of data	Audit and Inspection reports
Method of calculation / assessment	Number of audit and Inspection reports
Means of verification	Audit and Inspection reports
Assumptions	Compliant rail industry
Calculation type	Year-end
Reporting cycle	2026/27(quarterly reporting)
Desired performance	486 Audits and inspections conducted
Indicator responsibility	Chief Operations Officer

Indicator Title 1.2	Number of existing regulatory tools reviewed
Definition	2 Regulator Standards reviewed to align with the Railway Safety Act, 2024 (Act no. 30 of 2024)
Source of data	Confirmation of internal working group sessions conducted and Regulator Standards reviewed
Method of calculation / assessment	Standards approved by the RSR EXCO
Means of verification	Completed and approved Standards
Assumptions	Standards published and compliance enforcement conducted
Calculation type	Year End (tracked quarterly)
Reporting cycle	2026/27 (quarterly monitoring)
Desired performance	2 RSR standards reviewed
Indicator responsibility	Chief Operations Officer

Indicator Title 1.3	Number of safety standards developed
Definition	Safety Standards developed to align with the Railway Safety Act, 2024 (Act no. 30 of 2024) and the National Rail Policy
Source of data	Confirmation of internal working group sessions conducted and Regulator Standards Reviewed
Method of calculation / assessment	Standards approved by the RSR Board
Means of verification	Completed and approved Standards
Assumptions	Standards published and compliance enforcement conducted.
Calculation type	Year End (tracked quarterly)
Reporting cycle	2026/27 (quarterly monitoring)
Desired performance	4 Safety Standards developed and recommended by the Board
Indicator responsibility	Chief Operations Officer

Indicator Title 1.4	Number of State of Safety Reports (ASoSR) approved
Definition	Report incorporating all rail occurrences within SA
Source of data	Rail occurrence data
Method of calculation / assessment	Reported occurrence data from railway operators
Means of verification	Collation and analysis of data
Assumptions	Completed Annual State Of Safety Report(s)
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	1 State of Safety Report approved
Indicator responsibility	Chief Operations Officer

Indicator Title 1.5	Number of Guidelines for acceptance of new rolling stock developed and published
Definition	Percentage of applications for new rolling stock acceptance and/or new operator (open access) applications that fully comply with RSR acceptance requirements (technical, safety management system and standards) at the time of final RSR decision. A compliant application demonstrates satisfactory evidence that the rolling stock and/or operator meets all prescribed safety and technical criteria (including SMS, SANS/RSR standards and permit requirements)
Source of data	RSR Safety Permit Application Records Technical Review Files for new rolling stock submissions
Method of calculation / assessment	Identify all new rolling stock and new operator (open access) applications Determine which applications, at decision time, met all acceptance criteria
Means of verification	RSR internal assessment reports
Assumptions	Rolling stock and operator submissions follow the SMS and permit format requirements
Calculation type	Year End (tracked quarterly)
Reporting cycle	Quarterly
Desired performance	1 Guidelines for acceptance of new rolling stock developed and published
Indicator responsibility	Chief Operations Officer

Indicator Title 2.1	% of NIIMS implemented
Definition	Systems that have been developed, tested and deployed to support regulatory automation
Source of data	ICT project implementation reports, NIIMS availability reports and system testing records
Method of calculation / assessment	Reported number of digital systems developed and fully implemented within the reporting period
Means of verification	NIIMS implementation and uptime reports
Assumptions	All planned digital systems developed and successfully implemented according to specifications.
Calculation type	Year-end
Reporting Cycle	Quarterly
Desired performance	100% of NIIMS NextGen modules fully rolled out and operational (Go-Live)
Indicator responsibility	Chief Information Officer

Indicator Title 2.2	% of the Digitalisation Plan implemented
Definition	Extent to which initiatives outlined in the RSR Digitalisation Plan have been implemented to automate regulatory processes and enhance data-driven decision-making.
Source of data	Approved digitalisation plan, ICT progress reports and internal audit verification records.
Method of calculation / assessment	$(\text{Number of digitalisation initiatives implemented} \div \text{total initiatives in the approved plan}) \times 100$.
Means of verification	Project implementation evidence, change management reports and progress dashboards.
Assumptions	Digitalisation projects are funded and supported through cross-departmental coordination.
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100% Digitilisation Plan implemented
Indicator responsibility	Chief Information Officer

Indicator Title 2.3	% of the Research Plan Implemented
Definition	Proportion of planned research activities executed in alignment with the approved RSR Research Plan to support evidence-based policy and regulatory innovation.
Source of data	Approved Research Plan and research progress reports.
Method of calculation / assessment	$(\text{Number of completed research projects} \div \text{total planned research projects for the financial year}) \times 100$.
Means of verification	Completed research reports, peer-review outputs and publication records.
Assumptions	Research activities funded and executed as scheduled with stakeholder collaboration.
Calculation type	Cumulative
Reporting Cycle	Annual
Desired performance	100% Research Plan Implemented
Indicator responsibility	Chief Operations Officer

Indicator Title 3.1	% Implementation of the Human Capital Development Plan
Definition	The Human Capital Development Plan (HCDP) will provide a strategic roadmap for building, improving, and sustaining the skills, knowledge and capabilities of the organisations workforce so that it can effectively achieve the outcomes of the strategic plan.
Source of data	Implementation Plan Reports
Method of calculation / assessment	Quarterly Implementation Plan Reports
Means of verification	Progress reports
Assumptions	Approved Human Capital Development Plan
Calculation type	Ratio expressed as a percentage (quantitative)
Reporting cycle	Quarterly/Annually
Desired performance	100% of Human capital Plan implemented
Indicator responsibility	Executive Human Resources

Indicator Title 3.2	1 Safety Permit Fee Determination developed and submitted to the Department of Transport
Definition	The structured framework used by the Railway Safety Regulator (RSR) to determine and calculate the fees charged to railway operators for issuing safety permits.
Source of data	Safety Permit Fee Model
Method of calculation / assessment	Published Determination
Means of verification	Implementation report
Assumptions	Safety Permit Determination approved and implemented
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Safety Permit Fee Determination developed and submitted to the Department of Transport
Indicator responsibility	Chief Operations Officer

Indicator Title 4.1	Number of days cash available
Definition	A financial liquidity ratio that measures the number of days the organisation can continue to pay its cash operating expenses assuming that it generates no additional cash inflows
Source of data	Financial statements and financial reports
Method of calculation / assessment	Days cash available = (cash and cash equivalents/ total cash operating expenses for the period) x 365 days
Means of verification	Cross-check that the cash and equivalents figure is unrestricted (available for use) and not encumbered. Verify that operating expenses exclude non-cash items and unusual one-off items.
Assumptions	Up to date financial data is available Cash and equivalents are available and liquid.
Calculation type	Ratio (expressed in days).
Reporting cycle	Quarterly
Desired performance	65 days cash available ratio
Indicator responsibility	Chief Financial Officer

Indicator Title 4.2	Number of tools developed for generating additional revenue
Definition	Revenue generated in addition to the approved total revenue amount as stated in the MTEF budget approved by the board and published in the Annual Performance Plan
Source of data	Financial statements and financial reports
Method of calculation / assessment	Total revenue for the period less approved budget revenue amount for the period (as contained in the MTEF budget)
Means of verification	Financial reports showing additional revenue line-items compared to the MTEF baseline. Budget versus actual performance reports for the MTEF period, showing actual revenue achieved and the baseline MTEF revenue projection.
Assumptions	Gazette for additional services approved. Required Resources are mobilised (Human, Capital and logistics)
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	2 Tools developed for generating additional revenue
Indicator responsibility	Chief Financial Officer

Indicator Title 4.3	% Implementation of the financial sustainability plan
Definition	Ensuring financial sustainability involves prudent management of resources, budgeting and expenditure. It allows the organisation to maintain long-term operations without financial instability, creating a financial system that supports and incentivizes sustainable practices, ultimately leading to a more resilient, inclusive and sustainable entity.
Source of data	Implementation Report and Annual Financial Statements
Method of calculation / assessment	Quarterly implementation reports
Means of verification	Financial sustainability Implementation Report
Assumptions	Financial Sustainability
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	100% Implementation of financial sustainability plan milestones due
Indicator responsibility	Executive: Risk and Strategy & Chief Financial Officer

Indicator Title 4.4	% of permit fees collected
Definition	The structured framework used by the Railway Safety Regulator (RSR) to determine and calculate the fees charged to railway operators for issuing safety permits. This model considers various factors, such as the size, risk profile and scope of the operator's railway operations, to ensure equitable, risk-based and sustainable funding for regulatory oversight and safety enforcement
Source of data	Safety permit fee model and safety permit assessment submissions-
Method of calculation / assessment	Published Determination
Means of verification	Implementation report
Assumptions	Permit Determination approved and implemented
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	100% Permit Fees Collected
Indicator responsibility	Chief Operations Officer

Indicator Title 5.1	Number of rail safety symposiums/workshops held
Definition	To conduct safety symposia that focuses on safety and health in the rail industry to promote railway safety across the rail sector. The RSR, as the authority on rail safety, encourages and spearhead dialogue that contributes to the improvement of rail safety. In this regard, the RSR hosts the Symposiums to bring together operators, specialists, interested and affected parties. The Symposiums positions best practice to positively impact rail safety.
Source of data	Previous State of Safety report /emerging trends
Method of calculation / assessment	Survey conducted
Means of verification	Attendance register, programme and report
Assumptions	Increased industry collaboration towards safer railway operations
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	2 Safety Symposiums/workshop conducted
Indicator responsibility	Executive: Media and Communications

Indicator Title 5.2	Number of rail flagship initiatives with industry held
Definition	The total count of major, high-profile events organised by the Railway Safety Regulator (RSR) that are specifically aimed at engaging key stakeholders, such as railway operators, government bodies, industry experts and the public.
Source of data	Railway Stakeholder event report
Method of calculation / assessment	Analysis of stakeholder reports
Means of verification	Events reports
Assumptions	Participation by the rial industry
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	1 Flagship initiative with industry held
Indicator responsibility	Executive: Media and Communications

Indicator Title 5.3	% of stakeholder satisfaction level
Definition	To provide a quantitative measure of how stakeholders view the organisation's effectiveness in meeting their expectations, responding to their concerns and maintaining transparent communication.
Source of data	Stakeholder Engagement Plan
Method of calculation / assessment	Analysis of quarterly reports
Means of verification	Level of Stakeholder Satisfaction
Assumptions	Participation by stakeholders
Calculation type	Year-end
Reporting cycle	Annually
Desired performance	Stakeholder satisfaction level increased by 5%
Indicator responsibility	Executive: Media and Communications

Indicator Title 5.4	Number of Education and awareness campaigns conducted
Definition	To heighten awareness of railway safety through education, communication and training initiatives within the community and among others. Tasked with the responsibility to oversee railway safety, the RSR undertakes initiatives aimed at increasing and improving railway safety awareness.
Source of data	Education & Awareness Implementation Plan
Method of calculation / assessment	Analysis of quarterly reports
Means of verification	Implementation level against the plan
Assumptions	Participation by stakeholders
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	54 Education and awareness initiatives conducted
Indicator responsibility	Executive: Media and Communications

Indicator Title 6.1	Audit Opinion
Definition	Striving for excellence by enriching our governance processes, ensuring compliance with laws and regulations. This will be achieved through developing an excellent organisation that is financially sustainable, has effective internal controls.
Source of data	Auditor General of South Africa (AGSA) regulatory report
Method of calculation / assessment	Audit outcome issued by AGSA
Means of verification	AGSA audit opinion as presented in the Annual Report
Assumptions	AFS and APR submitted on time as per legislated timelines
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Clean Audit Opinion (unqualified opinion with no material audit findings)
Indicator responsibility	Chief Financial Officer

Indicator Title 6.2	% implementation of Ethics Management Plan
Definition	Structured evaluation used to measure an organisation's ethical culture, practices, and systems. It assesses the level of awareness, integration and effectiveness of ethical principles within decision-making processes, leadership behaviour, policies, and employee conduct.
Source of data	Employee Surveys, assessments and reports
Method of calculation / assessment	Quarterly Ethics Reports
Means of verification	Quarterly Ethics Reports
Assumptions	Good Ethical Behaviour and culture and participation of stakeholders in assessments
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	100% Ethics Management Plan implemented
Indicator responsibility	Executive: Risk and Strategy



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RP54/2026

ISBN: 978-1-83491- 714-6

**Title of Publication: Railway Safety Regulator,
Annual Performance Plan 2026/27.**