

# Strategic Plan

2026/30

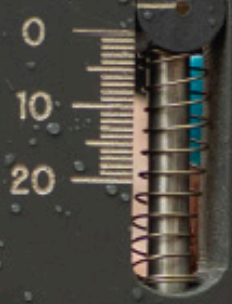
**RSTR** RAILWAY  
SAFETY  
REGULATOR

RAIL SAFETY ON THE RIGHT TRACK





SAR 57



CLASS	CROWN	SIDE
A	8	3
B	12	8
C	16	10
	13	14

# Railway Safety Regulator

## Strategic Plan

### 2026/30

The Strategic Plan 2026/30 for the Railway Safety Regulator (RSR) is compiled with the latest available information from departmental and other sources.

Some of this information is unaudited or subject to revision.

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# Glossary of terms

<b>AfDB</b>	African Development Bank
<b>AFS</b>	Annual Financial Statement
<b>ALARP</b>	As low as reasonably practicable
<b>ARC</b>	Audit and Risk Committee
<b>ARCCLA</b>	Angolan Cargo Certification and Logistics Regulatory Agency
<b>CEO</b>	Chief Executive Officer
<b>DoT</b>	Department of Transport
<b>EXCO</b>	Executive Committee
<b>ERT Act</b>	Economic Regulator of Transport Act
<b>FY</b>	Financial Year
<b>HR</b>	Human Resources
<b>KPI</b>	Key Performance Indicator
<b>LATRA</b>	Land Transport Regulatory Authority
<b>MOU</b>	Memorandum of Understanding
<b>MTDP</b>	Medium Term National Development Plan
<b>NATMAP</b>	National Transport Master Plan 2050
<b>NIIMS</b>	National Integrated Information Monitoring System
<b>NDP</b>	National Development Plan 2030
<b>OHSA</b>	Occupational Health and Safety Act
<b>PRASA</b>	Passenger Rail Agency of South Africa
<b>RSR</b>	Railway Safety Regulator
<b>RRSA</b>	Rail Regulators Association of Southern Africa
<b>SADC</b>	Southern African Development Community
<b>SARA</b>	Southern African Railways Association
<b>SEIAS</b>	Socio-Economic Impact Assessment Study
<b>SMS</b>	Safety Management System
<b>SMSR</b>	Safety Management System Report
<b>The Act</b>	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 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 causes and consequences of potential accidents resulting from railway operations and maintenance.
- 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 Conformity 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 proactive safety management culture across the industry.

The Safety Risk Model (SRM) will provide the 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, prioritising, and implementing appropriate risk control measures.

# Minister's foreword

**T**he Railway Safety Regulator's mandate to regulate and oversee safety in railway operations is fundamental to the effective functioning of South Africa's transport system. This Strategic Plan is anchored in the Railway Safety Act, 2024, which significantly strengthens the Regulator's role by entrenching proactive, risk-based regulation; reinforcing the certification of safety-critical grades; enhancing enforcement and compliance mechanisms; and advancing research, innovation, digital transformation, regional harmonisation of safety standards and public awareness and stakeholder engagement.

By aligning its outcomes and objectives with the Medium-Term Development Plan (MTDP), the RSR positions itself as a strategic enabler of safe mobility, inclusive economic growth and social wellbeing. The Strategic Plan sets out how the Regulator will reduce railway incidents, improve compliance, modernise regulation through digital tools and build a capable, ethical and accountable organisation.

This alignment ensures that the work of the RSR actively supports national logistics reforms, passenger rail recovery and the shift from road to rail, key levers for reducing the cost of living, strengthening economic competitiveness and advancing environmental sustainability.

Over the 2026–2030 period, the RSR will pursue agile, digitised regulation, strengthened sector capability and professionalisation across the rail safety ecosystem.



The Regulator will prioritise strong stakeholder collaboration, sound governance, ethical leadership, accountability and financial sustainability to support its expanded mandate and community-centred safety interventions.

Through this Strategic Plan, the RSR gives practical effect to its vision of safer, smarter and sustainable railways, and to its mission to regulate through risk-based oversight, innovation and collaboration.

I formally endorse the Railway Safety Regulator's Strategic Plan for 2026/30 and affirm my commitment to its effective implementation.

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

Ms Barbara Creecy, MP

**MINISTER OF TRANSPORT**

# Chief Executive Officer's overview

**A**s the Railway Safety Regulator (RSR) moves into the 2026–2030 planning cycle, I am pleased to introduce our new Strategic Plan, which serves as a blueprint for navigating a rapidly evolving rail landscape. This strategy is anchored in the landmark Railway Safety Act No. 30 of 2024, marking a decisive shift from reactive enforcement to proactive, risk-based oversight. At the heart of this transformation is our new Vision: Safer, Smarter and Sustainable Railways (S3R). This vision defines our commitment to protecting lives, leveraging digital innovation, and ensuring the long-term viability and climate resilience of the South African rail network.

To realise this vision and fulfill our expanded mandate, we have identified six strategic objectives that will guide our operational focus over the next five years:

1. **Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation:** We will ensure safety through proactive oversight, targeted interventions and data-driven risk management.
2. **Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector:** We will leverage innovation and digital tools to modernise regulatory practices and support safe rail transformation.
3. **A Capable and Efficient Regulator That Delivers:** We are committed to building institutional excellence through professional leadership, skilled and capable teams, ethical conduct and operational effectiveness.
4. **A Financially Sustainable and Resilient Regulator:** We will strengthen our financial health and resource mobilisation to support long-term regulatory impact.
5. **Trusted Stakeholder Collaboration for Safer Railways:** We will foster inclusive partnerships and coordinated action to enhance safety across the rail ecosystem.
6. **Sustained Good Governance and Clean Administration:** We will uphold transparency, ethics, accountability and compliance through robust governance frameworks.

The RSR has already taken strides to establish essential foundations for future-ready regulation. The National Integrated Information Monitoring System and the Safety Risk Model supports a shift from reactive enforcement



to predictive, risk-based oversight, enabling data driven decision-making and more effective safety interventions. The development of guidelines and safety standards that will be used as regulatory tools for the industry will serve as a one of the key success factors towards achievement of safer railways.

Regionally, the RSR will continue to provide leadership and technical expertise in rail safety harmonisation through collaboration with partners across the Southern African Development Community (SADC).

Looking ahead, this Strategic Plan positions the RSR as a modern, forward-looking regulator supporting a rail system capable of driving mobility, economic opportunity and long-term national development. We remain focused on safer railways and a regulatory system that serves all South Africans with integrity and purpose. By aligning these objectives with national priorities, the RSR remains a steadfast enabler of safe mobility and economic opportunity for all South Africans.

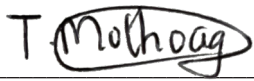
Let's journey together!

Mr Brian Monakali  
**CHIEF EXECUTIVE OFFICER**

# Official Sign-off

It is hereby certified that this Strategic 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 for which the RSR is responsible.
- Accurately reflects the Impact and Outcomes which the RSR will endeavour to achieve over the period 2026/30.



**EXECUTIVE: INFORMATION AND COMMUNICATIONS TECHNOLOGY**  
Mr Tshepo Mothoagae



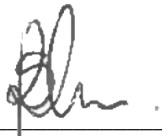
**EXECUTIVE: MEDIA AND COMMUNICATIONS**  
Ms Madelein Williams



**EXECUTIVE: LEGAL SERVICES**  
Dr Varsha Sewlal



**EXECUTIVE: HUMAN RESOURCES**  
Dr Bongani Sibiyi



**CHIEF OPERATIONS OFFICER**  
Ms Rirhandzu Mashava



**CHIEF AUDIT EXECUTIVE**  
Ms Malerato Kekana



**CHIEF FINANCIAL OFFICER**  
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**

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# Constitutional mandate

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 co-operative 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 co-operative governance and intergovernmental relations, as contemplated in Chapter 3 of the Constitution of the Republic of South Africa, 1996, the RSR has entered into co-operation 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 South African Bureau of Standards.

# Legislative and policy mandates

## Legislative Mandate

The Railway Safety Regulator (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 Railway Safety Regulator (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 over the five-year planning period

## **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 National Rail Policy 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 the country (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 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

# RSR's contribution to the government priorities

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 co-operation 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: REDUCE 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. 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"> <li>• Technology and new projects reviews conducted and no-objection approvals granted to operators enables industry to increase rail throughput.</li> <li>• Permit issuance to new entrants and renewal of existing permits enables industry to increase rail throughput.</li> <li>• Regulatory standards developed and implemented promote safe and efficient service.</li> <li>• Safety oversight through inspections and audit of operations drives compliance to safe standards.</li> </ul>
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"> <li>• Technology and new projects reviews conducted and no-objection approvals granted to operators enables industry to increase rail throughput.</li> <li>• Permit issuance to new entrants and renewal of exiting permits enables industry to increase rail throughput.</li> <li>• Regulatory Standards developed and implemented promote safe and efficient service.</li> <li>• Safety oversight through inspections and audit of operations drives compliance to safe standards.</li> </ul>

## Relevant court rulings

None





# Part B

## OUR STRATEGIC FOCUS

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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.

The revised Vision and Mission statements reflect the RSR’s transformation under the Railway Safety Act No. 30 of 2024. They signal a shift from reactive enforcement to proactive, risk-based regulation and position the RSR as a strategic enabler of safe, smart and sustainable rail.

## **VISION**

### **Safer, Smarter and Sustainable Railways (S3R)**

This Vision encapsulates the RSR’s journey into a future where safety is intelligently enabled. “Safer” affirms the core mandate of protecting lives and infrastructure. “Smarter” reflects the adoption of predictive analytics and digital oversight. “Sustainable” anchors the RSR’s role in security, climate resilience, inclusive development and long-term viability.

## **MISSION**

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

This Mission translates the Vision into action. It affirms the RSR’s commitment to risk-based regulation, a cornerstone of the new Act, and positions innovation and collaboration as enablers of safety. It redefines the regulator’s role as a strategic partner and systems integrator.

## **VALUES**

The RSR’s values are more than guiding principles; they are operational commitments that shape how the organisation interprets its mandate, engages stakeholders and delivers on its strategic intent. Each value is embedded in the regulatory posture defined by the Railway Safety Act No. 30 of 2024 and directly supports the Vision of Safer, Smarter and Sustainable Railways and the Mission to regulate safe, smart and sustainable railways through risk-based regulation, innovation, collaboration and oversight.



Together, these values form the behavioural foundation of the RSR's strategic execution. They guide how the regulator interprets its legal mandate, delivers its services, and engages with the rail sector to build a safer, smarter and more sustainable future.

### Translating Purpose Into Performance

The strategic value of the RSR's Vision, Mission, and Values lies in their direct alignment with the Railway Safety Act No. 30 of 2024, serving as a foundational compass that guides the organisation's regulatory posture, operational priorities and stakeholder engagement while reinforcing its commitment to future-ready oversight, institutional integrity and global leadership in rail safety.

### What These Values Mean to the RSR, the Act, the Vision and Mission

The Railway Safety Regulator's Vision, Mission, and Values are not standalone declarations, they are deeply embedded in the organisation's strategic posture and operational execution. Together, they translate the legislative intent of the Railway Safety Act No. 30 of 2024 into a coherent framework for performance, stakeholder engagement and institutional transformation. They serve as the compass by which the RSR navigates its evolving mandate, ensuring that every regulatory instrument, decision and engagement is aligned with the pursuit of safer, smarter and sustainable railways.

The strategic value of these foundational elements is reflected in the following dimensions:

- **Legislative Alignment:** Reflects the expanded mandate under the RSR Act No. 30 of 2024, ensuring that the regulator's strategic direction is legally grounded and responsive to new functions and powers.
- **Strategic Clarity:** Provides a coherent framework for defining outcomes, aligning objectives, and engaging stakeholders with purpose and transparency.
- **Operational Relevance:** Anchors the RSR's digital transformation journey and supports regional harmonisation efforts, enabling smarter, data-driven regulation.
- **Institutional Credibility:** Builds public trust through ethical governance, professional service delivery, and consistent accountability reinforcing the RSR's role as a dependable regulator.
- **Sectoral Leadership:** Positions the RSR as a global benchmark in rail safety regulation, capable of influencing regional standards and contributing to international best practices.

This strategic alignment ensures that the RSR's Vision, Mission, and Values are not only aspirational, but they are also actionable, measurable, and transformative.

## 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 co-ordinated 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:

1. Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation
2. Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector
3. A Capable and Efficient Regulator That Delivers
4. A Financially Sustainable and Resilient Regulator
5. Trusted Stakeholder Collaboration for Safer Railways
6. 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.

## Rationale for Strategic Outcome Selection

The selection of these six outcomes was guided by a multi-layered rationale that integrates legislative mandates, policy coherence, operational realities and stakeholder expectations:

### Legislative Alignment and Mandate Responsiveness

- Each outcome is directly informed by the provisions of the Railway Safety Act (2024), which introduces a modernised regulatory framework grounded in risk-based oversight, stakeholder engagement and institutional accountability. For example, Outcome 1 reflects the Act’s emphasis on proactive safety regulation, while Outcome 6 reinforces the statutory requirement for ethical governance and transparency.

### Vertical Integration with National Priorities

- The outcomes are vertically aligned with the MTDP’s strategic priorities, namely, Inclusive Growth and Job Creation, Reducing Poverty and Tackling the High Cost of Living and Building a Capable, Ethical and Developmental State. This alignment ensures that the RSR’s work contributes meaningfully to the broader developmental agenda of the Government of National Unity.

### Balanced Scorecard Integration

- Each outcome is mapped to one of the four Balanced Scorecard (BSC) perspectives, Operations, Finance, Customer and Organisational Capacity. This ensures that the Strategic Plan is not only visionary but also measurable, enabling the RSR to track performance across multiple dimensions and report transparently to stakeholders.

### Strategic Differentiation and Future Readiness

- Outcomes such as “Technology-Enabled Regulation” and “Financial Sustainability” signal a shift toward modernisation and resilience. These outcomes position the RSR as a forward-looking regulator capable of leveraging innovation, data analytics and diversified funding models to enhance its impact.

### Stakeholder Confidence and Sector-Wide Accountability

- By foregrounding collaboration, ethics and operational excellence, the outcomes reinforce public trust in the RSR’s ability to regulate effectively and fairly. Outcome 5, in particular, reflects the RSR’s commitment to inclusive partnerships and coordinated action across the rail ecosystem.

### Strategic Objectives: Translating Vision into Action

Each strategic outcome is supported by a clearly defined strategic objective that articulates the RSR’s approach to achieving impact. These objectives serve as the operational expression of the outcomes and guide the development of performance indicators, targets and interventions.

Strategic Outcome	Strategic Objective
Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation	Ensure safety through proactive oversight, targeted interventions, and data-driven risk management.
Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector	Leverage innovation and digital tools to modernise regulatory practices and support safe rail transformation.
A Capable and Efficient Regulator That Delivers	Build institutional excellence through professional leadership, skilled and capable teams, ethical conduct, and operational effectiveness.
A Financially Sustainable and Resilient Regulator	Strengthen financial health and resource mobilisation to support long-term regulatory impact.
Trusted Stakeholder Collaboration for Safer Railways	Foster inclusive partnerships and coordinated action to enhance safety across the rail ecosystem.
Sustained Good Governance and Clean Administration	Uphold transparency, ethics, accountability, and compliance through robust governance frameworks.

### Rationale for Strategic Objectives

The strategic objectives were developed to ensure that each outcome is actionable, measurable, and responsive to the RSR’s operating environment. They reflect a deliberate shift from aspirational statements to operational commitments, enabling the organisation to demonstrate progress and impact over the five-year planning horizon.

### Proactive Oversight and Risk Management

The objective under Outcome 1 reflects the RSR’s core regulatory function: to reduce railway occurrences through targeted interventions and data-driven decision-making. This includes the use of approaches such as the Condition Assessment of Rail operations assets, Occurrence data, Safety Risk Model (SRM), Safety Management System (SMS) Determination and Verbal Safety Critical Communication (VSCC) Protocol.

### Digital Transformation and Innovation

The objective under Outcome 2 positions the RSR as a technology-enabled regulator. It commits the organisation to digitising regulatory processes, deploying predictive analytics and implementing the next generation of the National Information Monitoring System (NIIMS).

### **Institutional Excellence and Ethical Conduct**

Outcome 3's objective focuses on building a high-performing organisation through professional development, ethics management and service standard compliance. It reflects the RSR's internal commitment to being a capable and responsive institution.

### **Financial Resilience and Resource Mobilisation**

The objective under Outcome 4 addresses the need for financial sustainability in a constrained fiscal environment. It commits the RSR to diversifying revenue sources, improving budget performance and unlocking additional funding to support strategic initiatives.

### **Inclusive Partnerships and Co-ordinated Action**

Outcome 5's objective reflects the RSR's role in convening stakeholders across the rail ecosystem. It includes commitments to stakeholder forums, safety awareness campaigns and the implementation of Memoranda of Understanding (MOUs) with key partners.

### **Governance, Ethics, and Compliance**

The objective under Outcome 6 reinforces the RSR's commitment to clean administration. It includes targets for clean audits, ethics programme implementation and the reduction of audit findings ensuring that governance is not only a compliance requirement but a strategic enabler.

## **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
- 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

### 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) programme and addressing socio-economic issues.

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 several clean audits 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.

The organisation's structure, inherited from the 2002 Act, is not fully aligned with the new functions introduced by the 2024 legislation, such as research and innovation requirement, safety-critical grade regulation, appeals and digital oversight. This misalignment will create inefficiencies and role confusion, weakening regulatory agility.

Financial constraints limit the capacity and capabilities 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 continue 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 Southern African Development Community (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, Trafigura 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 co-ordinated 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 co-operation 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	<b>Positive:</b> Strong legislative backing through the Railway Safety Act enhances authority and mandate. <b>Negative:</b> Delays in policy implementation may stall reforms and weaken enforcement.
Economic	National budget, infrastructure investment, and economic cycles	<b>Positive:</b> Increased public investment in rail infrastructure boosts regulatory relevance. <b>Negative:</b> Budget constraints may limit capacity to recruit, train, and digitise.
Social	Public safety awareness, workforce diversity, and community engagement	<b>Positive:</b> Growing public demand for safe, reliable transport strengthens RSR’s social licence. <b>Negative:</b> Low public trust due to past incidents may hinder cooperation.
Technological	Innovation in rail systems, automation, and digital safety tools	<b>Positive:</b> Adoption of AI, IoT, and predictive analytics can revolutionise safety oversight. <b>Negative:</b> Legacy systems and slow digital uptake may reduce effectiveness.
Environmental	Climate change, sustainability, and disaster preparedness	<b>Positive:</b> Emphasis on climate resilience positions RSR as a forward-thinking regulator. <b>Negative:</b> Lack of integration in safety protocols may expose rail systems to climate risks.
Legal	Regulatory frameworks, compliance enforcement, and legal reforms	<b>Positive:</b> The new Act introduces certification, appeals, and governance improvements. <b>Negative:</b> Legal disputes or unclear enforcement mechanisms may undermine credibility.
Ethical	Fairness, impartiality, transparency, moral, social-responsibility, and governance-related concerns.	<b>Positive:</b> 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. <b>Negative:</b> 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 STER.
- 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

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.

# Part C

## MEASURING OUR PERFORMANCE



## Strategic Outcomes and Objectives (2026–2030)

The Railway Safety Regulator's strategic outcomes reflect its transformation under the Railway Safety Act No. 30 of 2024 and are directly informed by the six strategic imperatives identified in the situational analysis. Each outcome is accompanied by a strategic objective, the critical driver of change that shapes the outcome's intent and focus. Together, they are supported by measurable indicators that guide implementation, monitoring and reporting, ensuring that the RSR's strategic intent is both actionable and impactful. These outcomes are explicitly aligned with the MTDP priorities and the Department of Transport's sectoral outcomes, reinforcing the RSR's contribution to national development goals.

**Outcome 1: Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation**

**Outcome 2: Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector**

**Outcome 3: A Capable and Efficient Regulator That Delivers**

**Outcome 4: A Financially Sustainable and Resilient Regulator**

**Outcome 5: Trusted Stakeholder Collaboration for Safer Railways**

**Outcome 6: Sustained Good Governance and Clean Administration**

# Institutional programme performance information

The strategic outcomes and objectives outlined above form the basis of the RSR's institutional performance framework. Our performance is anchored in the Stakeholder and Customer Value Proposition and aligned with the Railway Safety Act No. 30 of 2024, ensuring that our strategic outcomes contribute meaningfully to long-term impact. The subsections below detail how impact and outcome-level performance will be measured over the five-year period.

# Measuring the Impact

## Impact Statement

A rail safety system that safeguards lives, enables efficient mobility, and drives inclusive economic growth through data-driven regulation

Our Impact Statement reflects the long-term change we aim to achieve through our strategic outcomes.

## Measuring Outcomes

<b>Medium Term Development Plan Priority</b>	<b>Drive inclusive growth and Job creation</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline 2024/25</b>	<b>Five-Year Target</b>
(1) Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation	% reduction in occurrences	2024/25 9200 safety related	5% cumulative reduction by 2029/30
<b>Medium Term Development Plan Priority</b>	<b>Drive inclusive growth and Job creation</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline 2024/25</b>	<b>Five-Year Target</b>
(2) Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector	% implementation of the RSR Digitalisation Plan % implementation of the Research Programme	No baseline Three (3) topical research papers published	100% of Digitalisation Plan Implemented 100% Research Plan Implemented
<b>Medium Term Development Plan Priority</b>	<b>Build a Capable, ethical and developmental state</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline 2024/25</b>	<b>Five-Year Target</b>
(3) A Capable and Efficient Regulator That Delivers	% Implementation of the Human Capital Development Plan	Human Capital Development	100% of the Human Capital Development Plan implemented

Medium Term Development Plan Priority		Drive inclusive growth and Job creation		
Outcome	Outcome Indicator	Baseline 2024/25	Five-Year Target	
(4) A Financially Sustainable and Resilient Regulator	Number of months operating, costs covered by cash reserves (days cash available ratio)	66 days (March 2025)	2029/2030: 95 days (days cash available ratio)	
	Additional revenue generated over MTEF	No baseline	2029/2030 = R 9 500 000 cumulative over the Strategic Plan period	

Medium Term Development Plan Priority		Drive inclusive growth and Job creation		
Outcome	Outcome Indicator	Baseline 2024/25	Five-Year Target	
(5) Trusted Stakeholder Collaboration for Safer Railways	Stakeholder satisfaction index (% satisfaction across key stakeholder groups)	No baseline available	85% satisfaction by 2029/30	
	Number of Education and Awareness Campaigns Conducted	228 Education and Awareness Campaigns	290 Railway Education and Awareness Campaigns	

Medium Term Development Plan Priority		Drive inclusive growth and Job creation		
Outcome	Outcome Indicator	Baseline 2024/25	Five-Year Target	
(6) Sustained Good Governance and Clean Administration	Audit opinion outcome (clean audit outcome annually)	2024-25 Clean Audit	2029/2030 Clean Audit	
	Ethics Maturity Level	Level 3 Maturity level	2029/30 Level 4 maturity Level	

## Planned Performance over the Five-Year Planning Period

The RSR performance planning for the 2025–2030 period is anchored in a structured, outcomes-based framework that translates strategic intent into measurable results. This section outlines how the RSR will operationalise its strategic outcomes through a suite of performance indicators, targets, and monitoring mechanisms. The tables presented in Part C reflect a deliberate shift toward data-driven regulation, institutional maturity, and stakeholder responsiveness.

### A. Performance Architecture and Logic

The performance framework is structured around six strategic outcomes, each supported by a clearly defined strategic objective and a set of outcome indicators that measure progress over time. These indicators are not merely technical metrics – they are strategic levers that reflect the RSR’s contribution to national development, sector transformation, and regulatory excellence.

Each indicator is accompanied by:

- A **baseline** (2024/25), which establishes the starting point for measurement.
- A **four-year target**, which defines the desired end-state by 2029/30.
- A **means of measurement**, which specifies the tool, system, or methodology used to track progress.

This structure ensures that performance is not only monitored but also evaluated in terms of relevance, impact, and alignment with broader government priorities.

### B. Outcome-Objective Linkages and Strategic Contribution

The indicators are grouped according to the strategic outcomes. Each outcome is directly linked to a strategic objective, which defines the RSR’s approach to achieving impact. Below is a synthesis of how each outcome, objective, and indicator set contributes to the RSR’s mandate and national priorities:

## Outcome 1: Railways Are Safer Through Strengthened Compliance and Risk-Based Regulation

Strategic Objective: Ensure safety through proactive oversight, targeted interventions, and data-driven risk management

### Operations

This outcome focuses on reducing railway occurrences and improving operator compliance. Indicators such as the reduction in priority occurrences, closure of directives, and SMS maturity index reflect the RSR’s regulatory vigilance and its ability to drive behavioural change across the sector. The use of tools such as Risk Profiling Dashboard ensures that safety oversight is both proactive and evidence based.

## Outcome 2: Technology-Enabled Regulation for a Smarter, Future-Ready Rail Sector

Strategic Objective: Leverage innovation and digital tools to modernise regulatory practices and support safe rail transformation

### Organisational Capacity

This outcome captures the RSR’s commitment to digital transformation and innovation. Indicators such as the rollout of NIIMS Next Gen, digitalisation of regulatory processes, and deployment of predictive analytics tools demonstrate how the RSR is modernising its regulatory approach. These efforts are essential for enabling real-time decision-making, enhancing operational efficiency, and supporting the safe integration of new technologies.

## Outcome 3: A Capable and Efficient Regulator That Delivers

Strategic Objective: Build institutional excellence through professional leadership, ethical conduct, and operational effectiveness.

### Organisational Capacity

This outcome reflects the RSR’s internal focus on institutional excellence. Indicators such as employee participation in professional development, ethics

and compliance maturity, and turnaround time for regulatory processes measure the organisation's ability to deliver services effectively and ethically. These metrics reinforce the RSR's role as a trusted public institution and support its contribution to building a capable, developmental state.

#### **Outcome 4: A Financially Sustainable and Resilient Regulator**

Strategic Objective: Strengthen financial health and resource mobilisation to support long-term regulatory impact.

##### **Finance**

This outcome addresses the RSR's financial health and resource mobilisation. Indicators such as the percentage of own revenue, budget variance ratio, and additional revenue unlocked over the Medium-Term Expenditure Framework (MTEF) reflect the organisation's efforts to diversify funding sources and improve fiscal discipline. These measures are critical for sustaining long-term regulatory impact in a constrained economic environment.

#### **Outcome 5: Trusted Stakeholder Collaboration for Safer Railways**

Strategic Objective: Foster inclusive partnerships and coordinated action to enhance safety across the rail ecosystem.

##### **Customer**

This outcome foregrounds the RSR's role in convening and collaborating with stakeholders. Indicators such as stakeholder satisfaction, forum participation, execution of safety awareness initiatives, and MOU deliverables achieved measure the depth and effectiveness of stakeholder engagement. These metrics support the RSR's commitment to inclusive regulation and sector-wide accountability.

#### **Outcome 6: Sustained Good Governance and Clean Administration**

Strategic Objective: Uphold transparency, ethics, accountability, and compliance through robust governance frameworks.

##### **Internal Operations**

This outcome reinforces the RSR's commitment to ethical conduct and transparency. Indicators such as clean audit opinions, reduction in audit findings, and implementation of ethics maturity plans reflect the organisation's governance posture. These measures ensure that the RSR maintains public trust and institutional integrity while fulfilling its statutory obligations.

##### **C. Integration with APP and Quarterly Reporting**

The performance indicators outlined in Part C will be cascaded into the Annual Performance Plan (APP), where they will be disaggregated into quarterly targets and activities. This ensures that strategic outcomes are tracked consistently across planning cycles and that corrective actions can be taken in real time. The APP will also include detailed implementation plans, resource allocations, and risk mitigation strategies aligned to each indicator.

The RSR will conduct quarterly performance reviews, supported by dashboards, scorecards, and audit mechanisms. These reviews will feed into mid-year and annual reporting processes, enabling the organisation to demonstrate progress to the Department of Transport, Parliament, and the public.

##### **D. Conclusion**

The planned performance over the five-year period reflects the RSR's strategic maturity and its readiness to deliver on its mandate with precision, accountability, and impact. By embedding performance measurement into every facet of its operations – and by linking each outcome to a clear strategic objective – the RSR ensures that its strategic intent is not only aspirational but also achievable. This performance framework positions the RSR as a modern, ethical, and capable regulator, one that safeguards lives, enables mobility, and contributes meaningfully to South Africa's developmental trajectory.

# Key risk profile

The successful implementation of the Railway Safety Regulator’s Strategic Plan depends not only on the clarity of its outcomes and objectives, but also on the organisation’s ability to anticipate, manage, and mitigate risks that could undermine delivery. The Key Risk Profile identifies the most significant threats to the achievement of strategic outcomes and outlines targeted mitigation measures to ensure institutional resilience, regulatory continuity, and stakeholder confidence.

This risk register is dynamic and will be reviewed annually to reflect emerging risks, shifts in the operating environment, and lessons learned through implementation. It is aligned with the RSR’s Enterprise Risk Management Framework and supports proactive governance, compliance with the Public Finance Management Act (PFMA), and the principles of good corporate citizenship.

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

<b>Trusted stakeholder collaboration for safer railways</b>	Decline in stakeholder relations and confidence	<ul style="list-style-type: none"> <li>• Implement the stakeholder management plan in a phased approach.</li> <li>• Conduct proactive Board engagements - (Maintain transparent, regular communication to align the expectations).</li> <li>• Involvement of the RSR in SARA to maintain relations with regional partners.</li> <li>• Engage in various National Department of Transport committees that bring together rail industry stakeholders.</li> <li>• Sign and monitor MOUs with partner national government departments, public entities and relevant institutions.</li> <li>• Share the Permit Application Guide with all operators to clarify the permit and ASIP assessment requirements.</li> </ul>
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## 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
<b>TOTAL REVENUE</b>	<b>308 303 063</b>	<b>319 903 257</b>	<b>334 197 870</b>

Expenditure	2026/27	2027/28	2028/29
	R	R	R
<b>COE</b>	<b>213 346 286</b>	<b>223 992 553</b>	<b>235 192 181</b>
Staff Costs	208 961 590	219 409 670	230 380 153
Directors' Remuneration	4 384 696	4 582 884	4 512 028
<b>Goods and Services</b>	<b>89 706 778</b>	<b>90 398 204</b>	<b>93 217 564</b>
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
<b>CAPEX</b>	<b>5 250 000</b>	<b>5 512 500</b>	<b>5 788 125</b>
Capital expenditure	5 250 000	5 512 000	5 788 125
<b>TOTAL EXPENDITURE</b>	<b>308 303 063</b>	<b>319 903 257</b>	<b>334 197 870</b>



# Part F

## TECHNICAL INDICATOR DESCRIPTION

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Indicator Title (1.1)	% reduction in occurrences
<b>Definition</b>	To make railways safer by identifying the top five focus areas and aiming for reduction in occurrences over the MTDP period
<b>Source of data</b>	Annual State of Safety Report, NIMS
<b>Method of calculation / assessment</b>	Sum of the occurrences reported by operators in each category and percentage reduction in occurrences
<b>Assumptions</b>	Occurrence data reported by operators
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2025 – 2030 (Annual progress against the 5-year target)
<b>Desired performance</b>	5% reduction in occurrences in each of the five strategic areas
<b>Indicator responsibility</b>	Office of the Chief Operations Officer

Indicator Title (2.1)	% implementation of the RSR Digitalisation Plan
<b>Definition</b>	Extent to which initiatives outlined in the RSR Digitalisation Plan have been implemented to automate regulatory processes and enhance data-driven decision-making
<b>Source of data</b>	Approved digitalisation plan, ICT progress reports and internal audit verification records
<b>Method of calculation / assessment</b>	$(\text{Number of digitalisation initiatives implemented} \div \text{total initiatives in the approved plan}) \times 100$
<b>Means of verification</b>	Project implementation evidence, change management reports and progress dashboards
<b>Assumptions</b>	Digitalisation projects funded and supported through cross-departmental coordination
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Annually
<b>Reporting Cycle</b>	2025 – 2030 (Annual progress against the 5-year target)
<b>Desired performance</b>	100 percent implementation of the digitalisation plan by 2029/30
<b>Indicator responsibility</b>	Office of the Chief Information Officer

Indicator Title (2.2)	% implementation of the Research Programme
<b>Definition</b>	Proportion of planned research activities executed in alignment with the approved RSR Research Plan to support evidence-based policy and regulatory innovation
<b>Source of data</b>	Approved Research Plan and research progress reports
<b>Method of calculation / assessment</b>	$(\text{Number of completed research projects} \div \text{total planned research projects for the financial year}) \times 100$
<b>Means of verification</b>	Completed research reports, peer-review outputs and publication records
<b>Assumptions</b>	Research activities funded and executed as scheduled with stakeholder collaboration
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	100% Research Plan Implemented
<b>Indicator responsibility</b>	Office of the Chief Information Officer

Indicator Title (3.1)	% implementation of the Human Capital Development Plan
<b>Definition</b>	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
<b>Source of data</b>	Implementation Plan Reports
<b>Method of calculation / assessment</b>	Quarterly Implementation Plan Reports
<b>Assumptions</b>	Approved Human Capital Development Plan
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	100% implementation of the Human Capital Development Plan
<b>Indicator responsibility</b>	Executive: Human Resources

Indicator Title (4.1)	Number of months operating costs covered by cash reserves (Days cash available ratio)
<b>Definition</b>	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
<b>Source of data</b>	Financial statements and financial reports
<b>Method of calculation / assessment</b>	Days cash available = (cash and cash equivalents/ total cash operating expenses for the period) x 365 days
<b>Assumptions</b>	Up to date financial data is available
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	2029/2030: 95 (days cash available ratio)
<b>Indicator responsibility</b>	Chief Financial Officer

Indicator Title (4.2)	Additional revenue generated over MTEF
<b>Definition</b>	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
<b>Source of data</b>	Financial statements and financial reports
<b>Method of calculation / assessment</b>	Total revenue for the period less approved budget revenue amount for the period (as contained in the MTEF budget)
<b>Assumptions</b>	Gazette for additional services approved. Required Resources are mobilised (Human, Capital and logistics)
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	2029/2030 =R 9 500 000 cumulative over the Strategic plan period
<b>Indicator responsibility</b>	Chief Financial Officer

Indicator Title (5.1)	Stakeholder satisfaction index
<b>Definition</b>	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
<b>Source of data</b>	Stakeholder Engagement Plan
<b>Method of calculation / assessment</b>	Analysis of quarterly reports
<b>Means of verification</b>	Level of Stakeholder Satisfaction
<b>Assumptions</b>	Participation by stakeholders
<b>Calculation type</b>	Year-end
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Stakeholder satisfaction level of 85% achieved
<b>Indicator responsibility</b>	Media and Communications

Indicator Title (5.2)	Number of education and awareness campaigns conducted
<b>Definition</b>	To heighten awareness of railway safety through education, communication and training initiatives within communities and among operators. Tasked with the responsibility to oversee railway safety, the RSR undertakes initiatives aimed at increasing and improving railway safety awareness
<b>Source of data</b>	Education and education initiatives reports
<b>Method of calculation / assessment</b>	Number of actual railway safety promotion initiatives conducted
<b>Assumptions</b>	Commuter and stakeholder participation in education and awareness initiatives
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2025 – 2030 (Annual progress against the 5-year target)
<b>Desired performance</b>	290 education and awareness initiatives conducted
<b>Indicator responsibility</b>	Media and Communications and Research and Technical Services

Indicator Title (6.1)	Audit Opinion outcome
<b>Definition</b>	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
<b>Source of data</b>	Auditor General of South Africa (AGSA) regulatory audit report
<b>Method of calculation / assessment</b>	Audit outcome issued by AGSA
<b>Assumptions</b>	AGSA Audit annually conducted
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	2025 – 2030 (Annual progress against the 5-year target)
<b>Desired performance</b>	Clean Audit opinion (unqualified opinion with no material audit findings)
<b>Indicator responsibility</b>	Chief Financial Officer

Indicator Title (6.2)	Ethics Maturity Level
<b>Definition</b>	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. The goal is to identify strengths and gaps in ethical practices, promote accountability and enhance overall governance and integrity
<b>Source of data</b>	Employee Surveys, assessments and reports
<b>Method of calculation / assessment</b>	Annual Ethics Reports
<b>Assumptions</b>	Good ethical behaviour and culture and participation of stakeholders in assessments
<b>Disaggregation of beneficiaries</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	2029/30 Level 4 maturity Level
<b>Indicator responsibility</b>	Risk and Strategy





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