

12 May 2026

**REQUEST FOR QUOTATIONS DEVELOPMENT OF SAFETY
CRITICAL GRADES FRAMEWORKS, OPERATING MODELS,
BENCHMARKING, AND FINANCIAL MODELLING FOR THE SCG FUNCTION**

1. Purpose

- 1.1. The Railway Safety Regulator (RSR) requires the services of a suitable service provider for the development of Safety Critical Grades Frameworks, Operating Models, Benchmarking, and Financial Modelling for the SCG function at RSR.

2. Considerations/background

- 2.1. The promulgation of the Railway Safety Act, No. 30 of 2024, has introduced a legislative requirement for the RSR to establish and operationalise the SCG function. While the RSR has strong regulatory expertise and institutional knowledge, there is a need to strengthen its approach through alignment with international best practices in the licensing and oversight of safety critical railway personnel
- 2.2. The RSR faces the risk of developing an SCG framework that may be misaligned with global standards, inadequately address implementation risks, or fail to reflect the specific operational and regulatory context of South Africa.
- 2.3. Therefore, the RSR requires the services of a qualified service provider to conduct a comprehensive desktop benchmarking study, including comparative analysis of operators with formal licensing systems, assessment of market demand and workforce baseline for safety critical roles, evaluation of existing training providers, and identify best practices applicable to the South African context, which will generate comparative insights and evidence based recommendations. This will support the development of a robust, context appropriate, and effective SCG framework, and capacitate the RSR to deliver on its legislative mandate efficiently and effectively

3. Scope of work / Specification

Specification

3.1 The Railway Safety Regulator seeks to appoint a suitably qualified and experienced service provider to undertake a comprehensive desktop benchmarking study (local and international) and support the establishment of the Safety Critical Grades function, in alignment with the requirements of the Railway Safety Act, No. 30 of 2024.

3.2 The purpose of this project is to provide the RSR with an evidence based, best practice informed, and contextually appropriate foundation to enable the effective governance of safety critical personnel, as envisaged in the Act. The project must generate comparative insights, implementation models, and practical recommendations to support the development and operationalisation of the SCG function.'

3.2.1 Conduct a desktop benchmarking study with organisations with formal licensing systems and registration of training providers to gain insights and an input into determining the best approach for RSR,

3.2.2 Develop an SCG operating model covering methodology, key functions, licensing and registration processes, as well as compliance and governance systems,

3.2.3 Develop the resourcing plan for the delivery of the Safety Critical Grades function,

3.2.4 Develop charging model including cost recovery, and fee structures

3.2.5 Provide a forecast income statement for the next 5 years.

Scope of Work

3.3 The appointed service provider will work closely with the RSR to deliver the objectives of this assignment and support the establishment of the Safety Critical Grades function, as required by the Act, No. 30 of 2024.

3.4 The scope of work entails conducting a comprehensive, evidence based desktop benchmarking and analytical exercise, supported by stakeholder engagement and industry research, to inform the development of a fit for purpose, compliant, and sustainable SCG framework

3.5 The scope will include the following key components

- 3.5.1 Conduct a comprehensive desktop benchmarking study of local and international licensing and training systems
- 3.5.2 Perform comparative analysis against operators with established regulatory frameworks
- 3.5.3 Assess market demand, workforce baseline, and SCG role requirements
- 3.5.4 Evaluate existing training providers (capacity, coverage, and gap analysis),
- 3.5.5 Design SCG operating model including licensing, registration, and governance
- 3.5.6 Develop a financially sustainable model for the SCG function,
- 3.5.7 Conduct affordability considerations for industry stakeholders, and
- 3.5.8 Deliver a detailed report with actionable recommendations and a defined implementation roadmap, together with a presentation pack covering all work undertaken.

OBJECTIVE	DELIVERABLES
<p>a. Develop project plan including methodology design</p>	<ul style="list-style-type: none"> • Develop Inception Report • Project plan • Methodology • Stakeholder engagement strategy • Timeline
<p>b. Conduct international and local benchmarking</p>	<ul style="list-style-type: none"> • Develop Comparative Benchmarking Matrix • Summary of selected similar organisations • Detailed analysis of operator licensing systems of SCG and registration of training institutions for SCG • Transferable practices • Comparative Analysis Report
<p>c. Analyse local SCG baseline, and training Institution</p>	<ul style="list-style-type: none"> • Identification and confirmation of the specific Safety Critical Grades in the context of South African Industry and the Railway Safety Act (Act No 30 of 2024)

	<ul style="list-style-type: none"> • Market Demand Analysis Report (estimated quantities of SCG in South Africa, names and number of training intuitions for SCG in South Africa) • SCG Training Provider Landscape Report • Mapping of existing providers, capacity, and gap analysis • Projections for SCG licensing and training institution demand • Affordability considerations • Analysis of As Is training methodology and certification for the SCG in the local rail industry
<p>d. Develop an Operating Model and Methodology</p>	<ul style="list-style-type: none"> • Operating Model and methodology for SCG licencing and registration of SCG training institutions • Develop a charging model for the licensing of SCG and registration of Training institutions on SCG, including cost recovering model • High level risk assessment including legal implication of RSR offering the service of licencing of SCG and registration of SCG training institutions
<p>e. Develop a Resourcing plan for the delivery of the SCG Function</p>	<p>Determine resources required to deliver the function, including:</p> <ul style="list-style-type: none"> • Budget (capital and operating)

	<ul style="list-style-type: none"> • Human Resources • Facilities and equipment • Systems, process, and governance procedures • Other resources required
f. Deliver a report and power point presentation pack	A detailed report on all of the above deliverables and produce presentation pack covering all work undertaken and present the work at all the governing structures of the RSR until approval

TIMEFRAMES TO DELIVER THE SCOPE

The project is expected to be completed within a period of 10 weeks from the date of appointment. This timeframe includes all phases of the project, from project initiation and planning through to data collection, analysis, stakeholder engagement, and the submission of the final report and presentation deliverables. The appointed service provider will be required to adhere to agreed milestones and timelines to ensure the successful and timely completion of the project

N:B The services provider is expected to provide the rate per hour as the guide for pricing of the services required.

4. Mandatory Requirements (N/A)

N/A

5. Administrative / Compliance Requirements

- 5.1. Registration on National Treasury CSD report
- 5.2. Comprehensive quotation (prices must be VAT Inclusive)
- 5.3. Tax Pin & Tax clearance certificate
- 5.4. Fully Completed and signed Standard Bidding Documents (SBD) forms documents
- 5.5. A valid BBBEE certificate or sworn affidavit (on sworn affidavit indicate the day, month and year of the financial year period ie, 31 March 2022)
- 5.6. Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC)
- 5.7. A Copy of the identity document of the company owner(s)
- 5.8. Valid Medical Certificate
- 5.9. Valid South African Social Security Agency (SASSA) registration (**Where applicable**)
- 5.10. Valid National Council for Persons with Physical Disability in South Africa registration (NCPDPSA)

Failure to submit valid documents listed above (No - 4.5, 4.6, 4.7, 4.8, 4.9, 4.10) for proof of claim specific goals as stipulated in Section 6 below will lead to the service provider not being awarded points for specific goal.

6. Functionality Criteria Evaluation

EVALUATION CRITERIA

ITEM	FUNCTIONALITY CRITERIA	POINTS
CONTACTABLE REFERENCE LETTERS:	<ul style="list-style-type: none"> • Five (5) and more relevant reference letters = 20 Points 	20

<p>Provide written reference letters (on client's letterhead and signed) of number of projects conducted that demonstrates analytical and methodological capability in developing frameworks, operating models, benchmarking studies, or financial models aligned to public or private sector in the last 10 years</p> <p>Projects conducted such as</p> <ul style="list-style-type: none"> • Development of regulatory frameworks or • Operating model design for public sector or regulatory bodies or • Benchmarking studies linked to policy or institutional design or • Skills development / training ecosystem analysis or • Financial modelling <p><i>RSR reserves the right to</i></p>	<ul style="list-style-type: none"> • Four (4) relevant reference letters = 16 Points • Three (3) relevant reference letters = 12 Points • Two (2) relevant reference letters = 8 Points • One (1) relevant reference letters = 4 Points • No letter / irrelevant letter = 0 Points 	
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<p><i>contact the references to confirm the information</i></p> <p>The reference letter should at least state the following:</p> <ul style="list-style-type: none"> • ✓The precise role the bidder played • ✓Contract duration • ✓Contract outcomes • ✓Contactable references. 		
<p>TECHNICAL EVALUATION CRITERIA</p> <p>1 x Project Lead – (Max 20 points) to be scored individually for both qualification and experience.</p> <p>Enclosure:</p> <ol style="list-style-type: none"> 1. CVs 2. Certified copies - certificates of academic qualifications <p>The CV and certificates of individuals will be used for evaluation of the each of the key personnel for this section.</p> <p>The scoring of the key personnel will be as below:</p>		

<p>Qualifications - Qualification in Engineering / Transport Management / Project management/ Business Management or related field [or its International Qualification equivalent as verified by South African Qualification Authority (SAQA).</p> <p>It is the responsibility of the bidder to secure and provide the verification]</p>	<ul style="list-style-type: none"> • NQF level 9 or higher = 10 Points • NQF level 8 = 8 Points • NQF level 7 = 6 Points • NQF level 6 = 4 Points • No qualification / relevant qualification = 0 Points 	<p>10</p>
<p>Years of work experience in Railway engineering / Railway operations and managing multidisciplinary project.</p>	<ul style="list-style-type: none"> • 10 years or more = 10 Points • From 5 to less than 10 years = 8 Points • From 3 to less than 5 years = 5 Points • Less than 3 years = 0 Points 	<p>10</p>

3 x Project Team Members – Max 10 points to be scored individually for both qualification and experience.

Max 30 points to be scored for all three project team members for both qualification and experience.

Each team member must submit proof of a South African qualification, or its equivalent international qualification duly verified by the South African Qualifications Authority (SAQA). It is the responsibility of the bidder to secure and provide the verification

Team member 1		5
a) Qualifications – Finance or accounting	<ul style="list-style-type: none"> • NQF level 7 or higher = 5 points • NQF level 6 = 3 points • No qualification /relevant qualification = 0 points 	
b) Years of work experience in financial modelling / business development / Pricing methodology	<ul style="list-style-type: none"> • 5 years or more = 5 Points • From 3 to less than 5 years = 3 Points • Less than 3 years = 0 Points 	5

<p>Team member 2</p> <p>a) Qualifications – Engineering degree/ Rail operations Management</p> <p>b) Years of work experience in – Railway engineering / Railway operations</p>	<ul style="list-style-type: none"> • NQF level 7 or higher = 5 Points • NQF level 6 = 3 Points • No qualification/relevant qualification = 0 Points <ul style="list-style-type: none"> • 5 years or more = 5 Points • From 3 to less than 5 years = 3 Points • Less than 3 years = 0 Points 	<p style="text-align: center;">5</p> <p style="text-align: center;">5</p>
<p>Team member 3</p> <p>a) Qualifications – Training & Development / Education / Technical Degree</p> <p>b) Years of work experience in Technical Skills Development and</p>	<ul style="list-style-type: none"> • NQF level 7 or higher = 5 Points • NQF level 6 = 3 Points • No qualification/relevant qualification = 0 Points <ul style="list-style-type: none"> • 5 years or more = 5 Points • From 3 to less than 5 years = 3 Points • Less than 3 years = 0 Points 	<p style="text-align: center;">5</p> <p style="text-align: center;">5</p>

<p>Training (curriculum development / Certification)</p>		
<p>Comprehensive methodology which includes a project plan outlining the techniques to be employed for the project, including a clearly defined approach aligned with best practice project planning principles, encompassing scope management, structured milestones, phases, timelines and deliverables</p>	<ul style="list-style-type: none"> • Well defined methodology including the Project Plan with milestones and timelines aligned with project timelines and deliverables = 30 Points • Moderately defined methodology including the Project Plan with milestones and timelines = 15 Points • Poorly defined methodology including the Project Plan = 5 Points • No methodology and project plan = 0 Points 	<p>30</p>

Service Providers must obtain a minimum of 70 points out of 100 points to be considered for price and specific goal points evaluation.

7. Evaluation 80/20 Preference Point System

- 7.1. The price quotations will be evaluated in accordance with the pre-scripts of the Preferential Procurement Policy Framework Act (PPPFA) and its regulations, in particular Preference Procurement Regulation 2022 which stipulate **80/20 preference point system for acquisition of goods or services with Rand value equal to or below R50 million (inclusive of all applicable tax).**
- 7.2. **A maximum of 80 points for price and 20 points for the specific goal specified on the request for quotation may be awarded to a Service Provider.**
- 7.3. **Points for the specific goal will be awarded as specified on the table below:**

NO	SPECIFIC GOALS	PREFERENCE POINT (OUT OF 20)	PROOF OF CLAIM
1	An Exempt Micro Enterprises (EME) or Qualifying Small Enterprise (QSE) which	10	<ul style="list-style-type: none"> • Copy of the identity document of the owner(s) • A valid SANAS accredited BBEE certificate or a valid BBEE sworn affidavit (whichever is applicable)

	is at least 51% owned by black people		<ul style="list-style-type: none"> • Central Supplier Database (CSD) report • Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC)
2	An Exempt Micro Enterprises (EME) or Qualifying Small Enterprise (QSE) which is at least 51% owned by black women	5	<ul style="list-style-type: none"> • Copy of the identity document of the owner(s) • A valid SANAS accredited BBEE certificate or a valid BBEE sworn affidavit (whichever is applicable) • Central Supplier Database (CSD) report • Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC)
3	An Exempt Micro Enterprises (EME) or Qualifying Small Enterprise (QSE) which is at least 51% owned by youth	3	<ul style="list-style-type: none"> • Copy of the identity document of the owner(s) • A valid SANAS accredited BBEE certificate or a valid BBEE sworn affidavit (whichever is applicable) • Central Supplier Database (CSD) report

			<ul style="list-style-type: none"> Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC)
4	An Exempt Micro Enterprises (EME) or Qualifying Small Enterprise (QSE) which is at least 51% owned by person(s) with disabilities	2	<ul style="list-style-type: none"> Copy of the identity document of the owner(s) A valid SANAS accredited BBEE certificate or a valid BBEE sworn affidavit (whichever is applicable) Central Supplier Database (CSD) report Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC) Valid Medical Certificate Valid South African Social Security Agency (SASSA) registration (Where applicable) Valid National Council for Persons with Physical Disability in South Africa registration (NCPDPSA)

7.4. For Points to be awarded for the specific goals the proof for the claim for such goal must be submitted.

8. Technical Enquiries

8.1. SCM: Fumani Mabunda/Siphamandla Mbatha

fumanim@rsr.org.za/010 495 5391

8.2. Project Manager: Thembelani Mzimba

thembelanim@rsr.org.za /010 495 5391

9. Closing Date and Time for responses to this request for quotation

9.1. The request will be **closed on 21 May 2026 at 15h00**. Responses may be emailed to fumanim@rsr.org.za