

**04 September 2025**

**REQUEST FOR QUOTATIONS FOR REVIEW AND REVISION OF THE EXISTING RSR  
STRATEGY**

## **1. Purpose**

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- 1.1. The Railway Safety Regulator (RSR) requires the services of a suitable service provider for the review and revision of the existing RSR Strategy, Strategic Plan (2025–2030), development of the 2026-27 Annual Performance Plan, development of the operating model and development of the Resourcing plan for delivery of the strategic plan

## **2. Considerations/background**

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- 2.1. The new National Railway Safety Regulator Act, No. 30 of 2024 was proclaimed on 1 August 2025. The new provisions of the Act have implications for the RSR's mandate and operations, impacting alignment with the Medium-Term Development Plan (MTDP) and the priorities of the Government of National Unity (GNU).
- 2.2. The Public Finance Management Act (PFMA) provides the framework for planning and reporting. The Medium Term Development Plan (MTDP) 2024–2029, derived from the electoral mandate and aligned with the National Development Plan (NDP), sets national priorities and ensures coordination across government spheres and stakeholders. It guides the development of five-year Strategic Plans (SPs) that articulate institutional outcomes aligned with government priorities, Spatial Development Plans (SDPs), and other strategic frameworks
- 2.3. Each Strategic Plan must include the institution's impact statement, intended outcomes, indicators, and five-year targets, forming the basis for the Annual Performance Plan

(APP). These plans must align with the institution's mandate, budget, and the MTDP period. Strategic Plans can be revised in response to significant policy, legislative, or budgetary changes, in line with the PFMA and National Treasury guidelines

### **3. Scope of work / Specification**

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Specifications are as follows: -

#### **Key References:**

1. National Rail Policy
2. National Railway Safety Regulator Act, No. 30 of 2024
3. Revised Framework for Strategic Plans and Annual Performance Plans (2019)
4. Public Finance Management Act (PFMA), 1999
5. Guideline for Managing Performance Information (2019)
6. Medium Term Development Plan (MTDP), 2024–2029

#### **PROBLEM STATEMENT**

The newly proclaimed National Railway Safety Regulator Act, No. 30 of 2024 has prompted the Railway Safety Regulator (RSR) to revise its Strategy and 2025–2030 Strategic Plan to capacitate the organisation for effective and efficient delivery its mandate. This includes development of the resourcing plan that will enable the delivery of the strategic plan

#### **SPECIFICATION**

The Railway Safety Regulator (RSR) seeks to appoint a suitably qualified and experienced service provider to review and revise the existing RSR Strategy, Strategic Plan (2025–2030) and develop the Resourcing plan for delivery of the strategic plan. The process must align with the revised planning framework as issued by the Department of Planning, Monitoring and Evaluation (DPME):

- a. Review and revise the RSR strategy.
- b. Review and revise the RSR's 2025–2030 Strategic Plan, including key performance and outputs indicators
- c. Develop the Resourcing plan for the delivery of the strategic plan

## **SCOPE OF WORK**

The service provider will work closely with RSR teams to deliver the objectives of this assignment.

The scope includes:

- RSR organisation
- Inputs from Department of Transport

## **DELIVERABLES**

OBJECTIVE	DELIVERABLES
a. Review and revise the RSR strategy.	Review and revise: <ul style="list-style-type: none"> <li>• RSR Vision</li> <li>• RSR mission</li> <li>• RSR values</li> <li>• RSR Strategic Goals, informed by analysis on, amongst others: PESTEL, SWOT, CASCADE</li> </ul>
b. Review and revise the RSR's 2025–2030 Strategic Plan, including key performance and outputs indicators	Review and Revise: <ul style="list-style-type: none"> <li>• Prioritised activities that will enable the achievement of the set goals: activity, timeline, owner of activity, dependency, metrics of measure</li> <li>• Produce a summarised Roadmap of the 5-year strategic plan</li> <li>• Establish the key enablers for the delivery the strategic plan</li> </ul>

c. Develop the Resourcing plan for the delivery of the strategic plan	<p>Determine resources required to deliver the 5-year strategic plan, including:</p> <ul style="list-style-type: none"> <li>• Operating Model</li> <li>• Budget (capital and operating)</li> <li>• Human Resources</li> <li>• Facilities and equipment</li> <li>• Systems</li> <li>• Other Assets required</li> </ul>
d. Deliver a report and power point presentation pack	<p>On all of the above deliverables</p> <p>In addition, produce a one-page summary of the strategy and the operating model</p>

### **TIMEFRAMES TO DELIVER THE SCOPE**

The project is expected to be completed within 6 weeks from the date of appointment.

## **4. Administrative / Compliance Requirements**

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- 4.1. Registration on National Treasury CSD report
- 4.2. Comprehensive quotation (prices must be VAT Inclusive)
- 4.3. Tax Pin & Tax clearance certificate
- 4.4. Fully Completed and signed Standard Bidding Documents (SBD) forms documents
- 4.5. 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)
- 4.6. Valid company registration documentation that are issued by Companies & Intellectual Property Commission (CIPC)
- 4.7. A Copy of the identity document of the company owner(s)
- 4.8. Valid Medical Certificate
- 4.9. Valid South African Social Security Agency (SASSA) registration **(Where applicable)**

- 4.10. Valid National Council for Persons with Physical Disability in South Africa registration (NCPDSA)

*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.*

## 5. Evaluation 80/20 Preference Point System

- 5.1. 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).**
- 5.2. **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.**
- 5.3. **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"> <li>• Copy of the identity document of the owner(s)</li> <li>• A valid SANAS accredited BBEE certificate or a valid BBEE sworn affidavit (whichever is applicable)</li> </ul>

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

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

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



## 6. Functionality Criteria

6.1. The suitable service provider must demonstrate capacity and capability to execute this project by complying with the functionality criteria on the table below :-

FUNCTIONALITY CRITERIA	CRITERIA	SCORING	POINTS
<b>Reference letters on Strategy development projects in the public or private sector. Purchase orders or appointment letters will not be accepted</b>	Number of strategy development projects done, supported by written contactable references (on company letterhead, signed, dated with contacts details), done in the last 10 years	5 references = 20 points 4 references = 16 points 3 references = 12 points 2 references = 8 points 1 reference = 4 points No reference = 0 points	20
<b>Project team Experience</b> A CVs of the team should be attached detailing the experience in relation to Strategy development and Strategic planning Breakdown of experience e.g (Oct 2010 – Nov 2012)	Knowledge and proven experience in the strategy development and strategic planning processes:		20
	Project Lead	10 years and above = 20 points Above 5 years to below 10 years = 15 points Above 3 years to below 5 years = 10 points From 3 years and below = 0 points	

	Lead Facilitator	10 years and above = 20 points Above 5 years to below 10 years = 15 points Above 3 years to below 5 years = 10 points From 3 and below = 0 points	
Project team Qualifications Certificates should be attached and certified	Knowledge and proven experience in the strategy development and strategic planning processes:		20
	Project Lead	a. Master's degree in business management or related field (NQF level 9) = 10 points b. Honours degree in Business Management or related field = 5 points <b>ADDED</b> c. Certificate or programme qualification in strategic planning management= 5 points	
	Lead Facilitator	a. Honours degree in Business Management = or related field (NQF level 8) = 10 points b. Bachelor's degree in business management or related field = 5 c. No qualifications = 0 points	

Proposed methodology and project plan	<p>The bidder must provide a detailed methodology and project implementation plan on deliverables and timeframes and must outline of how the implementation of action plan will be conducted</p> <p><b>NB: The project should be concluded in 6 weeks</b></p>	<p>a. Well defined methodology and project plan with deliverables and time frames showing clear understanding of the scope, objectives and deliverables= 40 points</p> <p>b. Good defined methodology and project plan with deliverables and time frames showing clear understanding of the scope, objectives and deliverables = 20 points</p> <p>c. Moderately defined methodology and project plan with deliverables and time frames showing clear understanding of the scope, objectives and deliverables = 10 points</p> <p>d. Poorly defined methodology and project plan not referencing the scope, objectives and deliverables, and lacks details) = 5 points</p> <p>e. No methodology = 0 point</p>	40
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Service Providers must attain a minimum threshold of 70 points or more to be considered for evaluation on price and specific goals

## 7. Technical Enquiries

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7.1. SCM: Lesego Dire

[lesegod@rsr.org.za/010 495 5391](mailto:lesegod@rsr.org.za/010 495 5391)

7.2. Project Manager: Fulufhelo Tshidada

[fulufhelot@rsr.org.za /010 495 5391](mailto:fulufhelot@rsr.org.za /010 495 5391)

## 8. Closing Date and Time for responses to this request for quotation

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8.1. The request will be **closed on 11 September 2025 at 15h00**. Responses may be emailed to [lesegod@rsr.org.za](mailto:lesegod@rsr.org.za)