

03 JUNE 2026

**REQUEST FOR QUOTATIONS CHANGE MANAGEMENT
AND ORGANISATIONAL CULTURE CONSULTANTS**

1. Purpose

- 1.1. The Railway Safety Regulator (RSR) requires the services of a suitable service provider to provide Change Management and Organizational Culture Consultants.

2. Considerations/background

- 2.1. Develop a comprehensive Organizational Culture Framework for the RSR. The Service provider will define the target culture, aligned to RSR's strategic objectives that outlines and guides the behaviours, ethical conduct, and values required of all stakeholders of RSR.

- 2.2. Develop a practical and implementable Change Management Framework. The framework will be accompanied by a Change Management Plan that will be developed by the service provider that will support the Media and Communications Department in carrying out the implementation of the new RSR's Strategic Plan and the organization's transition to a fundamentally enhanced regulatory and operational model.
- 2.3. The Change Management Framework and Plan must further extend beyond internal organizational change to include a structured external change management approach, ensuring that regulated entities, industry stakeholders, and the broader rail ecosystem understand, accept, and adopt the regulatory and behavioural shifts introduced by the RSR.

3. Scope of work / Specification

Scope of Work

3.1 ORGANISATIONAL CULTURE FRAMEWORK

3.1.1 The service provider to assist with the assessment, development, and implementation support of an organizational culture plan aligned to the organization's strategic objectives, values, and desired workplace environment.

3.1.2 The service provider will be required to conduct a comprehensive culture assessment, identify cultural strengths and gaps, and develop a practical organizational culture plan with measurable interventions and implementation recommendations.

3.1.3 Objective

The objective of this activity is to:

- Assess the current organizational culture;
- Conduct a benchmark of what organizational culture is best suited for the RSR
- Identify cultural strengths, risks, and areas requiring improvement
- Align organizational culture with the organization’s strategy, vision, mission, and values;
- Develop a comprehensive organizational culture plan;
- Recommend interventions to improve employee engagement, accountability, collaboration, leadership effectiveness, and organizational performance;
- Provide implementation support and monitoring mechanisms

3.1.4 Diagnostic and Assessment Phase

- Review existing organizational documents, policies, employee engagement results, wellness initiatives, and related reports;
- Conduct organizational culture assessments using appropriate methodologies and tools;
- Facilitate stakeholder consultations, interviews, focus groups, and surveys with employees and management;
- Assess:
 - Organizational values alignment;
 - Leadership behaviours;
 - Communication practices;
 - Employee morale and engagement;
 - Collaboration and teamwork;
 - Change readiness;
 - Diversity and inclusion practices;

- Accountability and performance culture

3.1.5 Culture Plan Development

Develop a detailed organizational culture plan which includes

- Current culture analysis;
- Desired future culture;
- Culture gaps and risks identified;
- Strategic culture objectives;
- Recommended interventions and initiatives;
- Change management considerations;
- Leadership and employee responsibilities;
- Internal communication and employee engagement initiatives;
- Implementation roadmap and timelines;
- Monitoring and evaluation framework;
- Key performance indicators and success measures.

3.1.6 Implementation Support

Develop an implementation support service that:

- Present findings and recommendations to management and relevant governance structures;
- Facilitate workshops and awareness sessions;
- Provide guidance on implementation of interventions;
- Assist with change management initiatives;

- Develop culture awareness and communication material.

3.1.7 Leadership and Change Enablement

Develop leadership and change approach including

- Executive and leadership alignment approach.
- Change sponsorship and ambassador model.
- Guidance for leadership-led communication and engagement.
- Positioning of RSR leadership as visible drivers of industry-wide change and regulatory authority.

3.1.8 Behavioural Change and Adoption

The service must include the following:

- Interventions to support mindset and behaviour shifts.
- Alignment with regulatory culture and values.
- Measurement of adoption and effectiveness
- Industry-facing behavioural change interventions to improve compliance, safety culture and accountability.
- Mechanisms to influence and reinforce behavioural change within regulated entities and stakeholders.
- External adoption, compliance and behavioural change indicators linked to regulatory outcomes.
- Stakeholder perception and sentiment tracking mechanisms to assess industry alignment and confidence in the RSR.

3.1.9 Implementation Roadmap

The roadmap must include the following:

- Practical, phased implementation plan.
- Roles and responsibilities (with focus on Media and Communications Department).
- Dependencies and risks.
- High-level resourcing considerations.
- Clear delineation between internal implementation and external stakeholder rollout phases.
- Integration with regulatory timelines, enforcement cycles and industry engagement platforms.
- The proposal must make provision for post-plan implementation support for an initial period of approximately three (3) months, during which the appointed service provider will actively support and guide the execution of the change management plan. This includes hands-on facilitation of key change management initiatives, particularly at leadership and executive level, where external expertise may be required to drive alignment, embed change behaviours and ensure effective implementation. Bidders must clearly indicate the time, resources and associated costs for this support as part of their proposal.

3.1.10 Monitoring, Evaluation and Reporting

This section must include:

- Change success indicators.
- Feedback mechanisms.
- Reporting framework for management.

- Mechanisms to assess effectiveness of external communication and engagement interventions
- Develop a monitoring and evaluation toolkit

3.2 CHANGE MANAGEMENT FRAMEWORK

3.2.2 The appointed service provider will be required to design and deliver a Change Management Plan that, at a minimum, includes the following components

3.2.3 Change Context and Impact Analysis

- Analysis of the RSR strategic shift and transformation objectives
- Identification of change impacts on:
 - Internal staff
 - Executive and management structures
 - Operators
 - Key external stakeholders
 - Assessment of regulatory, operational and compliance impacts on the rail industry and value chain.
 - Readiness and change risk assessment.
 - External stakeholder readiness and resistance assessment (including industry maturity and compliance risks).

3.2.3 Stakeholder Identification and Segmentation

- Stakeholder mapping aligned to the transformation initiatives.

- Identification of stakeholder needs, concerns and influence.
- Tailored engagement strategies per stakeholder group.
- Segmentation of external stakeholders (e.g. operators, infrastructure managers OEMs, government, labour, communities).
- Identification of stakeholder-specific change drivers, barriers and incentives for adoption.

3.2.4 Change Strategy and Approach

- Clear change management methodology and principles in line with the ADKAR model.
- Phased change journey aligned to “Geared for Change” and “Let’s Journey Together,” applied in a complementary and interchangeable manner, guided by the change management methodology and overarching transformation narrative to ensure consistency in positioning, messaging and stakeholder alignment across both internal and external audiences.
- Integration of the five initiatives into a cohesive narrative.
- A dual-layered change strategy addressing both internal organisational change and external industry transition.
- Alignment of change strategy to the RSR’s regulatory mandate, enforcement approach and stakeholder compliance requirements.
- The service provider must develop a comprehensive Change Management Framework for the RSR, which will institutionalise a standardised, repeatable and scalable approach to managing change across the organisation beyond the current programme. The framework must define governance structures, roles and responsibilities, methodologies, tools, processes and measurement mechanisms to guide and sustain change management practices across all future RSR initiatives.

3.2.5 Communication and Engagement Framework

- Communication aligned to the new RSR strategic direction and RSR Communication Strategy.
- Key messages and narratives.
- Communication channels and tactics.
- Editorial and content approach suitable for implementation by the Media and communications Department
- Cadence and timing aligned to implementation milestones.
- External stakeholder communication strategy to drive awareness, understanding and compliance across the rail sector.
- Differentiated messaging frameworks for technical, executive, operational and public audiences.
- Integration of education and awareness initiatives to support behavioural change beyond compliance.
- Internal capacity building and conduct Train-the-Trainer sessions for the RSR and selected external stakeholders in guiding the effective implementation of the framework

3.3 Issued in line with the RSR's commitment to transparent and competitive procurement, this RFQ is anchored in the transformation themes "Geared for Change" and "Let's Journey Together", which will be applied in a complementary and interchangeable manner as part of a unified change management narrative

3.4 The services integrate nine interdependent initiatives:

- RSR's revised Strategy

- Railway Safety Act, 2024 (Act No. 30 of 2024)
- Organizational Structure
- Human Capital Development Plan
- National Integrated Information Management System (NIIMS)
- Safety Risk Model (SRM)
- Safety Management System (SMS) Determination
- Standards
- Safety Permit Fee Model

3.5 Together, these initiatives represent a fundamental shift in how the RSR regulates, governs, engages, and communicates rail safety. The Change Management Plan must enable stakeholder alignment, consistent messaging, and sustained adoption of new ways of working

4. DELIVERABLES

The service provider must deliver the following:

4.1 A Comprehensive Change Management Framework and Implementation Plan document inclusive of implementation toolkit that includes messaging, stakeholder templates, communication planning tools, and external stakeholder engagement and communication toolkit, such as a project plan, methodology, stakeholder mapping, and other supporting documents.

4.2 A presentation to management outlining the approach and key interventions.

4.3 A stakeholder-facing change narrative and positioning document aligned to the RSR mandate.

4.4 A Change Management Framework document that establishes a standardized approach for managing organizational and industry-facing change at the RSR on an ongoing basis.

- 4.5 A Comprehensive Organizational Culture Framework.
- 4.6 Assessment report that outlines the current culture state.
- 4.7 A documented strategy for managing the transition, incorporating the themes “Geared for Change” and “Let’s Journey Together”.
- 4.8 Organizational Culture implementation plan.
- 4.9 Clearly outlined measuring tools for adoption of the new culture and the effectiveness of the change plan.
- 4.10 All deliverables must be provided in an editable electronic format

5. SPECIFICATIONS AND FUNCTIONAL REQUIREMENTS

- 5.1 The proposed Organizational Culture and Change Management Frameworks must:
 - 5.1.1 Be aligned to large-scale organizational transformation.
 - 5.1.2 Integrate multiple initiatives into a single, coherent change journey.
 - 5.1.3 Be practical and implementable within a regulatory environment.
 - 5.1.4 Demonstrate a clear and structured approach to external change management across a regulated industry environment.
 - 5.1.5 Support the RSR’s role as a regulator in driving compliance, alignment and behavioural change across stakeholders.
 - 5.1.6 Be grounded in data-driven insights, stakeholder analysis and measurable outcomes.
 - 5.1.7 Clearly differentiate between communication, engagement and change management interventions, ensuring an integrated but non-duplicative approach.

6. BRIEFING SESSION

- 5.1 A non-compulsory briefing session will be held via MS Teams.
- 5.2 The purpose of the session is to provide clarity on the scope of work, expectations relating to both services as outlined above and to respond to bidder queries.
- 5.3 Attendance is strongly encouraged, particularly given the complexity and strategic importance of the stated programmes

Date: 12 June 2026

Time: 11h00

Platform: Via Microsoft Team

Please send your email address to fumanim@rsr.org.za as confirmation that you will be attending the session by the **11 June 2026 at 10h00**

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

| No. | ITEM | FUNCTIONALITY CRITERIA | POINTS |
|-----|---|--|-----------|
| 1. | Company Existence Company existence will be checked against the Registration Certificate/CSD registration. | Years in operation <ul style="list-style-type: none"> • Less than 3 years = 0 points • From 3 years but less than 6 years =5 Points • From 6 years and more than 10 | 10 |

| | | | |
|----|--|--|----|
| | | years =10 points | |
| 2. | <p>Relevant development of Organizational Culture Framework (An Organizational Culture Framework is a model that helps describe, understand and shape the values, beliefs, behaviours and norms that influence how people in an organisation think and act.)</p> <p>The reference letter/s should be signed and on the company letterhead and include the scope of services delivered, the contact person and contact details (e-mail or Tel), and not be older than 5 years.</p> | <p>Proven experience in developing organization culture framework strategies and plans for large or complex organizations, with demonstrated external or industry-facing change management within a regulatory, public sector or complex stakeholder environment (reference letters required).</p> <ul style="list-style-type: none"> • No references = 0 points • 1 reference = 5 points • 2 references = 10 points • 3 references = 15 points <p><i>NB: The RSR reserves the right to verify the letters provided.</i></p> | 15 |
| 3. | <p>Relevant development of and Change Management Framework (A Change Management Framework is a structured approach used to plan, implement, and manage change in an organisation).</p> | <p>Proven experience in developing change management strategies and plans for large or complex organisations, with demonstrated external or industry-facing change management within a regulatory,</p> | 15 |

| | | | |
|------------------|--|---|------------------|
| | <p>The reference letter/s should be signed and on the company letterhead and include the scope of services delivered, the contact person and contact details (e-mail or Tel), and not be older than 5 years.</p> | <p>public sector or complex stakeholder environment (reference letters required).</p> <ul style="list-style-type: none"> • No references = 0 points • 1 reference = 5 points • 2 references = 10 points • 3 references = 15 points <p>NB: The RSR reserves the right to verify the letters provided.</p> | |
| <p>4.</p> | <p>QUALITY OF PROPOSED APPROACH</p> <p>A comprehensive proposal outlining all the scope requirements</p> | <p>Quality, relevance and practicality of the proposed methodology and approach for both the development of the Change management Framework and the development of Organizational Culture Framework.</p> <ul style="list-style-type: none"> • Comprehensive, clear, practical methodology covering all scope requirements. = 30 points • Average proposal with minor gaps; = 20 points • Poorly developed proposal with major gaps = 10 points | <p>30</p> |

| | | | |
|-----------|---|---|-----------|
| | | <ul style="list-style-type: none"> No proposal = no points | |
| 5. | <p>PROJECT LEADER'S CAPACITY</p> <p>The bidder must have a project leader with experience in implementing Organisational Culture and Change management or related projects. CV must specify years/months of experience e.g. January 2022 to December Dec 2025 and all experience must be detailed.</p> | <p>The bidder must submit the CV of the Project Leader showing experience in leading or implementing Organizational Culture and Change management or related projects.</p> <p>The scoring of the project leader's capacity will be as follows:</p> <p>Scoring:</p> <ul style="list-style-type: none"> 10 years and above = 30 points Above 6 years to below 10 years = 20 points Above 4 years to below 6 years = 10 points Above 2 to 4 years = 5 points Less than 2 years = 0 points | 30 |

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 | 10 | <ul style="list-style-type: none"> • Copy of the identity document of the owner(s) |

| | | | |
|---|--|---|--|
| | Qualifying Small Enterprise (QSE) which is at least 51% owned by black people | | <ul style="list-style-type: none"> • A valid SANAS accredited BBEE certificate or a valid BBEEE sworn affidavit (whichever is applicable) • 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 BBEEE 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 | 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 BBEEE sworn affidavit (whichever is applicable) |

| | | | |
|---|--|---|---|
| | is at least 51% owned by youth | | <ul style="list-style-type: none"> • Central Supplier Database (CSD) report • 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](mailto:fumanim@rsr.org.za/010%20495%205391)

- 8.2. **Project Manager: Celine Morolong**

[celine.morolong@rsr.org.za /010 495 5391](mailto:celine.morolong@rsr.org.za/010%20495%205391)

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

- 9.1. The request will be **closed on 19 June 2026 at 15h00**. Responses may be emailed to fumanim@rsr.org.za