

# Annual Performance Plan 2024/25

# Railway Safety Regulator

## Annual Performance Plan 2024/25

The Annual Performance Plan 2024/25 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

**AFS** – Annual Financial Statement

**ALARP** – As low as reasonably practicable

**ARC** – Audit and Risk Committee

**DoT** – Department of Transport

**FY** – Financial Year

**CEO** – Chief Executive Officer

**HFM** – Human Factor Management

**HR** – Human Resource

**EXCO** – Executive Committee

**KPI** – Key Performance Indicator

**IDP** – Integrated Development Plan

**NATMAP** – National Transport Master Plan 2050

**NIIMS** – National Integrated Information Monitoring System

**NDP** – National Development Plan 2030

**MOU** – Memorandum of Understanding

**MTSF** – Medium Term Strategic Framework

**OCOO** – Office of the Chief Operations Officer

**PRASA** – Passenger Rail Agency of South Africa

**RSR** – Railway Safety Regulator

**SADC** – Southern African Development Community

**SARA** – Southern African Railways Association

**SEIAS** – Socio-Economic Impact Assessment Study

**SMS** – Safety Management System

**SMSR** – Safety Management System Report

**SCM** – Supply Chain Management

**The Act** – National Railway Safety Regulator Act (2002)

# Definitions

**CSM-RA** **Common Safety Method for Risk Assessment** gives a harmonised framework for the risk assessment process through the prescription of Hazard Identification, Risk Analysis and Risk Evaluation. The CSM gives a broad framework for the use of risk assessment methodologies to assess changes to the railway system.

**RM3** **Risk Management Maturity Model** is a tool for assessing and managing a railway operator's ability to control safety risks, to help identify areas for improvement and provide a benchmark for year-on-year comparison. The RM3 guides the rail operator towards excellence in safety risk management.

**SMS** **Safety Management System** is a formal framework for integrating safety into day-to-day railway operations and includes safety goals and performance targets, risk assessment, responsibilities and authorities, rules and procedures, monitoring and evaluation processes and any matter as prescribed.

**SPCAM** **Safety Permit Conformity Assessment Methodology** is applied by Railway Safety Inspectors in the assessment of the adequacy of an operator's Safety Management System (SMS). It is also used by the operator to ensure that their application conforms to the minimum requirements of the RSR.

**SRM** **Safety Risk Model** consists of a series of fault tree and event tree models representing many hazardous events (HEs) that collectively define the overall level of risk on the railway. It provides a structured representation of the causes and consequences of potential accidents arising from railway operations and maintenance.

**Note:** The Safety Management System of an operator is at the core of a safety permit. All the above-mentioned tools (CSM-RA, RM3, SPCAM, SRM) deal with ensuring that an operator's SMS is robust enough to mitigate against risks arising from railway operations, which will ensure continuous safety improvement and the achievement of excellence in railway operations.

The SRM will provide the Railway Safety Regulator (RSR) and the industry with a holistic view of the industry's collective and individual risks and will serve as a decision-making tool for both the RSR and operator for risk control measures to be implemented.

# Minister's foreword

**O**ur rail network is not merely a collection of tracks and trains; it serves as the lifeblood of our nation, intricately weaving through communities, powering commerce, and propelling progress. The safety and efficiency of South Africa's railway network are paramount, as they not only impact passengers and freight customers but also contribute significantly to the productivity and economic growth of our entire society. Thus, it is with profound concern that we observe the decline and degradation of our rail industry.

However, in the wake of the National Rail Policy White Paper of 2022, I find myself infused with hope and optimism for the future of our rail sector. This transformative blueprint delineates a strategic roadmap, placing emphasis on the separation of infrastructure and train operations, fostering third-party access, and revitalizing rail investment. It heralds a new era of opportunity, where private sector investment and competition will serve to augment efficiency and reinvigorate rail as the backbone of our economy.

Crucially, the policy embraces the engagement of the private sector, leveraging its expertise and resources to drive innovation and enhance service delivery. By cultivating a landscape of healthy competition and unlocking fresh avenues for growth, the envisioned framework promises to elevate operational efficiency and ensure the sustainability of our rail network.

The president in his State of the Nation address reflected on the initiatives continued in the Freight Logistics Plan and the National Rail Policy. Cabinet also approved the High Speed Rail Framework during 2023.

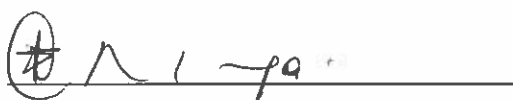
Some of the major initiatives arising from these strategic interventions are the introduction of third party operators into the freight rail network, selection

of priority corridors for the introduction of high speed rail and the development of the rail master plan.

Safety remains a top priority, and I extend my recommendation to the Railway Safety Regulator (RSR) for its steadfast commitment to ensuring the safety of our railways. Through rigorous oversight and the cultivation of a safety-centric culture, the RSR plays a pivotal role in safeguarding the well-being of passengers and freight. I am heartened by the RSR's initiatives, such as the Railway Management Maturity Matrix (RM3) Assessments, aimed at combating safety issues and enhancing safety awareness.

Yet, we acknowledge that addressing the challenges within the rail sector necessitates collective action. I am encouraged by the RSR's collaborative partnerships with stakeholders and industry role players to raise awareness and promote safe railway behavior. Together, we must persevere tirelessly to restore confidence in the rail sector, ensuring that safety remains the cornerstone of South African railway operations.

While strides have been made, much work lies ahead. Having scrutinized the RSR's Annual Performance Plan for 2024/25, I am confident that the Regulator, in conjunction with rail operators, will confront the challenges facing our rail environment. As we embark on this journey of transformation, let us remain resolute in our commitment to constructing a safer, more efficient, and sustainable rail network for generations to come.



Ms S Chikunga, MP

**MINISTER OF TRANSPORT**





# Chief Executive Officer's overview

In an era where the dynamics of global transportation are rapidly evolving, we find ourselves at the nexus of unprecedented opportunity. With passenger rail gaining momentum in urban areas, and the International Energy Agency forecasting a doubling of passenger and freight activity by 2050, we stand poised on the cusp of a transformative wave. But our vision stretches far beyond mere numbers; it encompasses the very essence of progress - economic advancement, job creation, and the eradication of poverty, all of which are fundamental tenets of our National Development Plan.

To ensure that our railways are not just keeping pace with but leading this wave of change, the Railway Safety Regulator (RSR) has been meticulously crafting a suite of tools to fortify our regulatory framework. From the intricacies of the Safety Risk Model (SRM) to the comprehensive scope of the Railway Management Maturity Model (RM3), our aim is not just compliance, but a culture of unwavering commitment to safety and excellence among operators in the rail sector.

The imminent enactment of the National Railway Safety Bill of 2021 marks a pivotal moment in our journey toward safer railways. This landmark legislation not only reaffirms the RSR's authority but also heralds a new era of accountability and responsibility. With provisions for stringent measures to combat unsafe practices and enhanced enforcement mechanisms, we are poised to raise the bar for safety standards in the rail industry.

Yet, our commitment to excellence extends far beyond regulatory frameworks. We recognize that governance, ethics, and integrity are the bedrock upon which trust is built. That is why we have implemented a robust Code of Ethics and Conduct, alongside mandatory

declarations of financial interests and gifts for all staff and board members. By fostering a culture of transparency and accountability, we are not only safeguarding the integrity of our institution but also nurturing an environment where public trust flourishes.

The vision for high-speed rail, championed by President Cyril Ramaphosa, represents a monumental opportunity to redefine mobility within South Africa and the broader SADC region. Through collaborative efforts with industry stakeholders, we are actively shaping the future of high-speed rail, ensuring that safety remains at the forefront of this transformative initiative.

As custodians of rail safety in South Africa, we are steadfast in our dedication to enhancing industry standards and fostering a culture of safety. Our recent investments in rolling stock, signaling equipment, and infrastructure underscore our commitment to driving economic growth while prioritizing the safety and well-being of all rail users.

In closing, I am immensely proud of the strides we have made and the direction we are heading. This Annual Performance Report stands as a testament to our unwavering commitment to meeting the challenges and demands of the South African rail sector. Together, let us continue to forge ahead, guided by our shared vision of a safer, more prosperous future for rail transportation in South Africa.



**Mr Mmuso Selaledi**

ACTING CHIEF EXECUTIVE OFFICER





# Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the RSR under the guidance of the Minister of Transport.
- Considers all relevant policies, legislation, and other mandates for which the RSR is responsible for.
- Accurately reflects the impact and outcomes which the RSR will endeavour to achieve over the 2024/25 financial year.




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



**ACTING CHIEF OPERATING OFFICER**  
Dr P Sopazi



**ACTING CHIEF FINANCIAL OFFICER**  
Mr A Tjatji



**ACTING EXECUTIVE: RISK AND STRATEGY**  
Ms V Sewlal



**ACTING CHIEF EXECUTIVE OFFICER**  
Mr M Selaledi



**CHAIRPERSON: RSR BOARD**  
Ms N Ekeke



**MINISTER OF TRANSPORT**  
Ms S Chikunga, MP





# **PART A:** Our mandate



# 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 Department of Transport. The Railway Safety Regulator (RSR) is responsible for ensuring compliance with elements relevant to the RSR and three corporate governance aspects of the Constitution of the Republic of South Africa as it relates to the following:

- The RSR observes and adheres to the principles of co-operative government and intergovernmental relations which is supported by its work on the rail reserve regulations and harmonisation of the Southern African Development Community (SADC) railways through common safety methods.
- Promotion of the rights of people in South Africa affirms the democratic values of human dignity, equality and freedom. The achievement of safer railways reinforces the values contained in the Bill of Rights.

## Legislative and policy mandates

Our railway safety functions are driven by legislation. We are accountable to Parliament and the public to:

- Provide for and promote safe railway operations;
- Encourage the collaboration and participation of interested and affected parties in improving railway safety;
- Recognise the prime responsibility and accountability of operators in ensuring the safety of railway operations;
- Facilitate a modern flexible and efficient regulatory regime that ensures the continuing enhancement of safe railway operations; and
- Promote the harmonisation of the railway safety regime of the Republic with the objectives and requirements of SADC for the operation of railways.

### Legislative mandate

Railways are a critical component of the transportation network in South Africa (SA). The importance of this mode of transport is indisputable as it allows for the movement of approximately 200 million people and 148 billion tons of freight on an annual basis.

It is the recognition of this important role that railways play in the socio-economic development of South Africa and the concern of the safety of this medium of transportation that necessitated the creation of the RSR.

The RSR was established in terms of the National Railway Safety Regulator Act No. 16 of 2002 as amended. The organisation exists to institute a national regulatory framework for SA and to monitor and enforce compliance in the rail sector. The primary legislative mandate of the RSR is to oversee and enforce safety performance by all railway operators in SA including those of neighbouring states whose rail operations enter SA. In terms of the Act, all operators are primarily responsible and accountable for ensuring the safety of their railway operations.

### Other legislative mandate

The RSR is a statutory organisation and primarily derives its mandate from its constitutive legislation, the National Railway Safety Regulator Act No. 16 of 2002 as amended. The RSR must furthermore comply with legislative prescripts that have an impact on its business/ operations, including but not limited to the:

- 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);
- 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);
- Various labour 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; 1998 (Act no 97 of 1998), Employment Equity Act, 1998 (Act no 55 of 1998);
- Protected Disclosures Act, 2000 (Act no 26 of 2000) (as amended); and
- Promotion of Administrative Justice Act, 2000 (Act no 3 of 2000).

### Policy mandate

The RSR, functioning as a state entity, is subject to governance and guidance through diverse policies formulated and sanctioned by the South African government across different levels. The following are some of the policy mandates that guide the work of the RSR:

- The National Development Plan 2030 (NDP);
- The National Railway Policy 2022
- The National Transport Master Plan 2050 (NATMAP);
- The Revised White Paper on National Transport Policy, 2018;
- The New Growth Path Framework; and
- Various national and international policies within the railway sector.

## Alignment to the NDP and MTSF

The Medium-Term Strategic Framework (MTSF) is the government's high-level strategic document to guide the five-year implementation and monitoring of the NDP 2030. The MTSF flows from the 2019 electoral mandate of the governing party and identifies the priorities to be undertaken during the 2020-2025 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 SA 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.

### High-level objectives to be achieved by 2030

The high-level objectives of the NDP are to:

- Reduce the number of people who live in households with a monthly income below R419 per person (in 2009 prices) from 39 per cent to zero; and
- Reduce inequality, as measured by the Gini Coefficient, from 0.69 to 0.6.

### Enabling milestones

The high-level objectives of the NDP are to:

- Reduce the number of people who live in households with a monthly income below R419 per person (in 2009 prices) from 39 per cent to zero; and
- Reduce inequality, as measured by the Gini Coefficient, from 0.69 to 0.6.

### Enabling milestones

Of the 19 enabling milestones listed in the NDP 2030, the RSR contributes to the following six milestones listed below:

1. Increase employment from 13 million in 2010 to 24 million in 2030;

2. Establish a competitive base of infrastructure, human resources and regulatory frameworks;
3. Ensure that skilled, technical, professional and managerial posts reflect the country's racial, gender and disability makeup better;
4. Establish effective, safe and affordable public transport;
5. Realise a developmental, capable and ethical state that treats citizens with dignity; and
6. Play a leading role in continental development, economic integration, and human rights.

### Critical actions

Among the ten critical actions outlined in the NDP 2030, the following five are the actions to which the RSR contributes:

1. A social compact to reduce poverty and inequality and raise employment and investment;
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes;
3. Public infrastructure investment at 10 per cent of the gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans, and focused on transport, energy and water;
4. Interventions to ensure environmental sustainability and resilience to future shocks; and
5. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.



# RSR's Contribution to Government Priorities

The sixth administration of government identified seven priorities focusing on monitoring outcomes, indicators and targets towards the achievements of the medium-term strategic framework. The RSR's contribution towards the priorities are:

| PRIORITY          | DESCRIPTION  | RSR CONTRIBUTION   |
|-------------------|--|--|
| <b>Priority 1</b> | <b>Building a capable, ethical and developmental state</b>                       | The RSR has developed the following: <ul style="list-style-type: none"> <li>• Ethics Management Strategy;</li> <li>• Fraud and Corruption Prevention Framework; and</li> <li>• Safety Permit Fee Model.</li> </ul>   |
| <b>Priority 2</b> | <b>Economic transformation and job creation</b>                                  | The RSR utilises the procurement spend to target designated groups such as women, youth and small enterprises.   |
| <b>Priority 3</b> | <b>Education, skills and health</b>  | The RSR sets a budget aside for external bursaries for critical skills required in the rail sector. The Regulator; also employs interns to provide them with work experience and to increase their future employability in the job market. The RSR provides bursaries to internal staff to ensure development and value-add to the industry.   |
| <b>Priority 4</b> | <b>Consolidating the social wage through reliable and quality basic services</b> | No direct RSR contribution.  |
| <b>Priority 5</b> | <b>Spatial integration, human settlements and local government</b>               | The RSR constantly engages with the South African Local Government Association (SALGA) as a nodal point to municipalities: The Regulator contributes to this priority through the initiatives listed below: <ul style="list-style-type: none"> <li>• Rail Reserve Regulation;</li> <li>• Education and awareness campaigns; and</li> <li>• Community involvement of people interested and affected by railway operations.</li> </ul> |

| PRIORITY          | DESCRIPTION   | RSR CONTRIBUTION  |
|-------------------|---|---|
| <b>Priority 6</b> | <b>Social cohesion and safe communities</b>   | <p>The RSR is strengthening the rail regulatory framework through safety determinations, protocols and industry tools aimed at building an industry safety risk profile to support critical risk mitigation decisions that will result in safer railway operations. These interventions include:</p> <ul style="list-style-type: none"> <li>• Occurrence reporting categories published;</li> <li>• Industry-wide hazard log;</li> <li>• Railway risk matrix;</li> <li>• Railway Management Maturity Model;</li> <li>• Human Factor Management Capacity Building Framework;</li> <li>• Verbal Safety Communication Determination developed;</li> <li>• Interface Agreements Framework; and</li> <li>• National Rail Communicators Forum.</li> </ul> |
| <b>Priority 7</b> | <b>A better Africa and world</b>  | <p>The RSR is a member of the Southern African Railways Association (SARA), an association that aims to promote the harmonization of the railway safety regime in the Southern African Development Community (SADC) railway operations. The Regulator plays a pivotal role in ensuring that the common safety standards are adopted at a regional level, thus ensuring interoperability among member states.</p>  |
|                   | <b>In implementing the MTSF, Government will factor-in the interests of women, youth and people with disabilities</b> | <p>53 % Female employees (63 % Female representation in EXCO) 10 Interns 1 person with disability. The RSR procurement spend has a set target to procure through women owned companies</p>  |

# RSR's contribution to the State of the Nation Priorities

Over and above the stated policies, the RSR is expected to contribute and support government's programmes including standing together against corruption and contributes to the government's key priorities that were announced by President Cyril Ramaphosa during the 2023 State of the Nation Address (SONA). The 2023 SONA titled "Working together to ensure that no one is left behind" contains numerous initiatives from electricity generation to economic infrastructure and social services. The four key priorities discussed below clearly articulate the agenda of the government. Each tier of government, as well as public entities are required to base their planning for the MTSF on these priorities. The RSR's contribution can be described as follows:

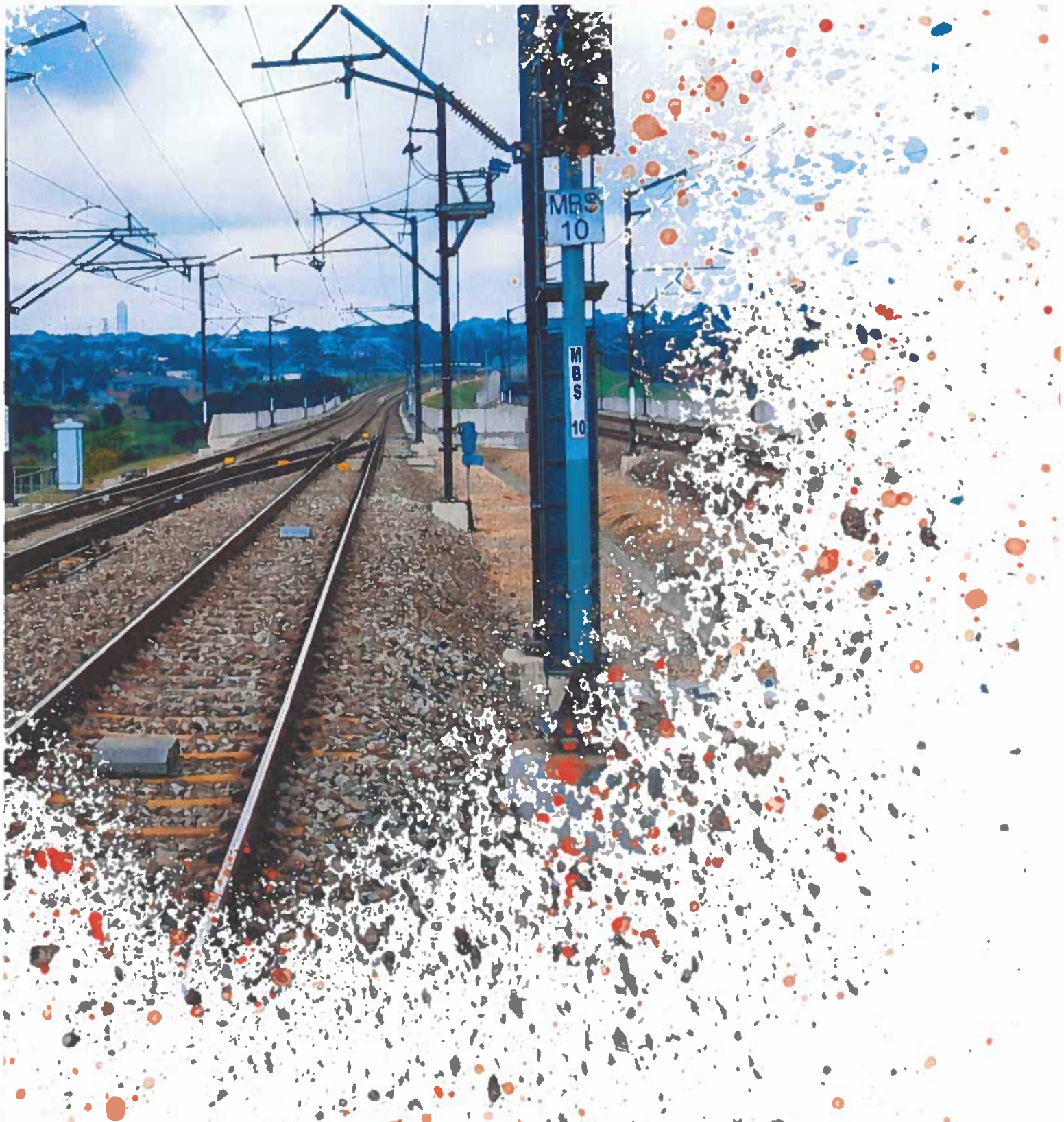
| PRIORITY 1                                 | RSR'S CONTRIBUTION   |
|--|--|
| Loadshedding                               | The RSR continuously assesses the impact of loadshedding on safe railway operations at various operators.  |
| PRIORITY 2                                 | RSR'S CONTRIBUTION   |
| Supporting Women-Owned Businesses          | The RSR has set specific targets for procurement from women-owned enterprises which will culminate in an improvement in its BBBEE rating.  |
| PRIORITY 3                                 | RSR'S CONTRIBUTION   |
| Structural reforms                         | The RSR supports the revitalisation of the rail network and the National Rail Policy through the development regulatory instruments that will enable strategic initiatives contained in the National Rail Policy.  |
| PRIORITY 4                                 | RSR'S CONTRIBUTION   |
| Strengthening the fight against corruption | The RSR has developed a Code of Ethics and Conduct, furthermore, mandatory declaration of the financial interests and gifts for the staff has been implemented. The RSR has a Whistle Blowing hotline for reporting of any alleged or suspected fraud and/or corruption. |



# Alignment to DOT priorities

The National Annual Strategic Plan of the 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 follows:

| OUTCOME   | INTERVENTION  | INDICATOR  | RSR CONTRIBUTION   |
|---|---|--|--|
| Increase access to affordable and reliable transport systems. | Implement comprehensive rail modernisation and upgrade programme                                    | Rolling stock expansion and upgrade  | Technology reviews conducted and no-objection approvals granted to operators |
|   | Plan to facilitate transition from road freight to rail and the participation of the private sector | Private Sector Participation Framework   | Interface agreement standard developed and piloted with operators and SALGA  |
| Affordable, safe and reliable public transport                | Percentage of national usage of public transport  | <ul style="list-style-type: none"> <li>• Modernisation of the existing rail network and system through the Station</li> <li>• Modernisation Programme</li> </ul> | Technology reviews conducted and no-objection approvals granted to operators |



# PART B: Our Strategic Focus



Our rail networks exist for the benefit of those who utilise them – passengers and freight customers. In turn, this benefit extends to the wider society by contributing to productivity and economic growth. Therefore, the safety and efficiency of the country's railway networks matter to everyone. Given that safety is integral to the country's socio-economic growth and development, the RSR's vision is centred on ensuring the safety of people and freight:

## Vision

Safe, reliable, and sustainable railway operations recognised globally.

## Mission

To oversee and promote safe railway operations through appropriate support, monitoring and enforcement, guided by an enabling regulatory framework.

## Values

Our attitudes and behaviour are guided by the following principles:

### Integrity

We instil confidence in our internal and external stakeholders through quality, professional and efficient service delivery.



### Mutual respect

We engage with and treat each other, our customers, as well as our work, with dignity and respect.



### Excellence

We strive to excel in every aspect of our business and approach every challenge with a determination to succeed.



### Timely and accountable delivery

We make prompt decisions and take appropriate action informed by organisational priorities.



### Transparency

We communicate information openly.



### Innovation

We create a conducive environment that allows for the sharing and implementation of new ideas in line with the goals of the RSR.



### Fairness

We are consistent in applying policies and procedures and are impartial in how we treat all our employees.





# Regulatory principles

The regulatory life cycle includes the understanding of risks within the rail environment, the development of the regulatory instruments, implementation, review, and analysis of the impact of the regulatory changes. When introducing changes to the regulatory environment, the RSR aims to focus on ensuring the following:

- We aim to introduce world class regulatory instruments that have been adapted to the South African environment;
- We encourage collaboration with the rail industry in improving railway safety;
- We endorse the principle to reduce risk to “as low as reasonably practicable” (ALARP);
- We support a cost-effective Regulatory Framework; and
- We are service delivery oriented while remaining responsive by providing railway safety oversight.

# Our strategic drivers

The strategic drivers are the elements that form the building blocks of the Strategic Plan. The drivers influence the plans and aspirations of the organisation which will create value for the stakeholders and employees. The strategic drivers include the following:

- **Risk-based approach to safety:** The enhancements to the regulatory framework are all aimed at understanding the safety risks within the environment and ensuring that adequate mitigations are put in place to reduce the risk to “as low as reasonably practicable”;
- **Good governance and clean administration:** The organisation is committed to excellence and to practicing the highest standards of ethical and accountable behaviour at all levels within the organisation;
- **Financial sustainability:** The management of the RSR in a fiscally prudent and sustainable manner is an important cornerstone in carrying out its mandate; and
- **Improved stakeholder services:** Ensuring safe railway operations is a collaborative effort that requires all stakeholders to play their part in a consistent and meaningful manner linked to their mandate.

# Situational analysis

## Performance environment

The organisation exists to institute a national regulatory framework for SA and to monitor and enforce compliance in the rail sector.

The RSR, in addressing its legislative mandate, remains critical for the achievement of socio- economic goals of society. The Regulator exists to oversee railway safety in SA and neighbouring countries whose rail operations enter SA and ensures that all those involved in the provision of rail transport take responsibility for safety. To achieve this



goal and promote safe railway operations, the RSR issues safety permits to railway operators with an established Safety Management System (SMS) that meets the requirements of the Act and the Safety Management System (SMS) Determination. The SMS Determination (2018) stipulates the format, form and content of a safety management system that is required for the different categories and types of safety permits. A railway SMS is a formal framework that integrates safety into the day-to-day railway operations and includes safety goals and performance targets, risk assessment responsibilities and authorities, rules and procedures, monitoring and evaluation processes, etc. The overall purpose of the SMS is to ensure that railway organisations achieve their business objectives in a safe manner.

During the previous financial year, the RSR has embarked on a process of reviewing the SMS Determination for efficiency and continuous improvement. Reliance on manual train authorisations has contributed to numerous railway occurrences, in response, the Regulator further developed the Verbal Safety Critical Communication Protocol aimed at providing a robust communication framework for effective verbal safety critical communication (VSCC)

The performance environment of the RSR is impacted by developments in the global, regional and national environment.

### **Global trends**

Railway transport is vital for society and is the backbone of a sustainable economy. Given that the global railway landscape is evolving at a rapid pace, railway services should be able to respond to expected growth in the demand for transport for freight and passengers. In meeting these demands, the global rail sector is adopting innovative solutions that will contribute to the delivery of safe, secure, punctual, available, accessible, sustainable, integrated and seamlessly operated rail services.

To align itself with global trends, the RSR is in the process of developing the following tools to strengthen the regulatory regime: Safety Risk Model (SRM), while implementation of the following has commenced: the Risk Management Maturity Model (RM3), Safety Permit Conformity Assessments (SPCAM), Common Safety Method for Risk Assessments Methodology (CSMRA) and the Common Safety Method for Supervision.

### **Regional developments**

The National Rail Policy aims to position rail as affordable, competitive, effective, integrated, competitive, effective, reliable, safe, sustainable and valued.

The RSR will therefore support and participate in all opportunities to enhance the rail industry including Third party access programme and other areas to improve and promote safe railways.





During President Cyril Ramaphosa's 2019 SONA address, the president proposed high-speed rail as an alternative mode of transport between South Africa and the SADC, the National Rail Policy further stipulates that the DoT will develop a High-Speed Rail (HSR) framework to provide the foundation for the prioritisation of HSR corridors in South Africa.

The RSR will therefore provide direction on the high-speed rail project through the high-speed rail standard developed jointly by the Regulator and the railway industry, work has commenced towards the development of this standard envisaged to be finalised in this financial year.

### **National developments**

On 23 March 2022, Cabinet approved the white paper on National Rail Policy which intends to place rail on a sound footing to play a meaningful role as a backbone of a seamlessly integrated transport value chain able to make a meaningful contribution to the economy.

As stated in the White Paper, the Policy equally sets out Government's remedial interventions to achieve rail renaissance in the country. This positions rail to contribute meaningfully to the country's economy and reduction in the country's harmful greenhouse gas emissions.

The key thrusts of this White Paper on National Rail Policy is enabling investment in our railways, with specific attention to the exploitation of rail's genetic technologies to achieve renaissance in the following

market spaces: heavy haul, heavy intermodal, which includes double-stacked containers, contemporary urban and regional rapid transit, as well as higher-speed of 160 to 200km/h and high speed up to 300 km/h.

The Policy furthermore pronounces the introduction of the standard gauge infrastructure in the rail network, as well as rail economic regulation which will facilitate private sector participation in rail through regulated third-party access, among others. Such innovation has seen a mind-set shift in critical stakeholders who have made commitments and strives to invest in rail genetic technologies that will see improvements in the rail sector. The White Paper on National Rail Policy is set to further ensure that South African rail offers the safest and most economically, environmentally, financially, and socially viable logistics and/or mobility solution.

### **Gender responsiveness**

The RSR endeavours to expand the visibility of the Regulator among stakeholders and industry role players. The organisation raises awareness to enhance understanding of rail safety and it promotes safe railway behaviour. Considering the Gender Based Violence (GBV) incidents in the country, the RSR saw it politic to join forces with like-minded stakeholders such as the police, rail operators and community fora, to embark on safety awareness campaigns against GBV. Such campaigns are conducted as a direct result of engagements with stakeholders and are rolled out at high density areas such as train stations and taxi ranks.

The specific factors considered in the environmental scan are depicted in the table below:

**POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, GLOBAL, ENVIRONMENTAL AND LEGAL FACTORS (PESTGEL)**

| POLITICAL FACTORS  | RSR RESPONSE  |
|--|---|
| <ol style="list-style-type: none"> <li>1. Corruption levels</li> <li>2. Policy implications – increased private sector participation</li> <li>3. Monopolistic structure of the SA Rail industry; Socio-Economic impact.</li> <li>4. Integration of SADC</li> <li>5. Lawlessness – failure to provide security, violation of the rule of law</li> <li>6. Multi-level inter-governmental cooperations (SALGA, Spatial Planning, Transport Authorities etc.)</li> </ol>   | <ol style="list-style-type: none"> <li>1. Strengthening the independence of the Regulator</li> <li>2. Strengthening good governance within the organisation</li> <li>3. Ensuring sufficient capacity to regulate the industry- Interface agreement standard</li> <li>4. Targeted enforcement action</li> <li>5. Harmonisation of regulatory practices and standards</li> <li>6. Integrated enforcement and escalation mechanisms</li> <li>7. Improved shareholder/Stakeholder engagement</li> </ol> |
| ECONOMIC FACTORS   | RSR RESPONSE  |
| <ol style="list-style-type: none"> <li>1. Level of unemployment and poverty</li> <li>2. Ukraine-Russia War</li> <li>3. Operators reduce maintenance activities to keep afloat, asset deterioration, unsafe rail operations</li> </ol>  | <ol style="list-style-type: none"> <li>1. Permit Fee model (measurable direct and indirect cost of risk)</li> <li>2. Partnerships for training in the rail sector and Internship programmes</li> <li>3. More inspections and directives</li> </ol>  |
| SOCIAL FACTORS   | RSR RESPONSE  |
| <ol style="list-style-type: none"> <li>1. Population growth (encroachment, crowding,)</li> <li>2. Poor spatial planning – high level of urbanization</li> <li>3. Crime and security within the rail environment</li> <li>4. Poor safety culture impacting on implementation of regulations</li> <li>5. Impact of pandemics - Shrinking economy impacting the number of operators</li> <li>6. Level of unemployment and poverty</li> <li>7. Ukraine-Russia War</li> <li>8. Operators reduce maintenance activities to keep afloat, asset deterioration, unsafe rail operations</li> <li>9. Loadshedding impact</li> </ol> | <ol style="list-style-type: none"> <li>1. Rail Reserve Regulation - protection of the rail reserve</li> <li>2. Integrated Enforcement and Escalation Mechanisms</li> <li>3. Improve Safety Culture through Risk Management Maturity Matrix (RM3) Assessments</li> <li>4. Work-from-home Policy</li> </ol>   |



| TECHNOLOGICAL FACTORS   | RSR RESPONSE   |
|---|--|
| <ol style="list-style-type: none"> <li>1. Technological advancement and Leadership – Technological Roadmaps for the Rail Industry with respect to rail safety</li> <li>2. Railway Renaissance – modern rail assets (Rolling Stock, Signalling, Telecommunication)</li> <li>3. Automation and 4IR technologies requiring new skillsets - Skills to keep with Technological Convergence and 4IR</li> <li>4. Proliferation of new technologies following NRP approval</li> </ol> | <ol style="list-style-type: none"> <li>1. Ensure interoperability (standardisation, alignment, etc) with new technologies</li> <li>2. Direct thematic discussions through conferences</li> <li>3. Upskilling to keep abreast with technological changes</li> </ol>   |
| GLOBALISATION   | RSR RESPONSE   |
| <ol style="list-style-type: none"> <li>1. Ukraine-Russia War</li> <li>2. Global Integration</li> </ol>  | <ol style="list-style-type: none"> <li>1. Implement international applicable standards</li> <li>2. Promote global collaboration through MoUs and benchmarking</li> </ol>   |
| ENVIRONMENTAL FACTORS   | RSR RESPONSE   |
| <ol style="list-style-type: none"> <li>1. Environmental hazards (decommissioning of old technologies as result of modernization, e.g., transformer oils/circuit breakers and asbestos).</li> <li>2. Energy consumption regulations</li> </ol>   | <ol style="list-style-type: none"> <li>1. Promotion of rail as the safest mode of transport</li> <li>2. Enforcement of existing environmental legislation e.g., Euro 5 Environmental Design Requirements (i.e. South Africa's New Passenger Vehicle CO2 Emission Standards as per White Paper of January 2018), DoT's Green Transport Strategy for South Africa: (2018-2050)</li> <li>3. Maintain MOU with Department of Fisheries, Forestry and Environmental Affairs active and updated</li> <li>4. Enforcement of dangerous goods movement legislation</li> <li>5. Energy management strategies and energy savings plans for offices</li> </ol> |
| LEGAL FACTORS   | RSR RESPONSE   |
| <ol style="list-style-type: none"> <li>1. Draft Railway Safety Bill</li> <li>2. Single Transport Economic Regulator (STER)</li> <li>3. National Railway Policy</li> <li>4. Any other Regulations impacting on RSR's mandate</li> <li>5. Higher contraventions due to lost resources</li> </ol>  | <ol style="list-style-type: none"> <li>1. The RSR's readiness to implement document</li> <li>2. Develop a position paper for the RSR in respect of STER in so far as it impacts the RSR</li> <li>3. The RSR to implement applicable provisions NRP (acquisition of new skills and systems)</li> <li>4. Enforcement of Regulatory Framework</li> <li>5. Enforcement of laws</li> </ol>  |

# Organisational environment

In executing its legislative oversight mandate, the RSR performs the following duties and functions:

Among others, the RSR executes human resource and financial support functions. The Human Resource department is responsible for ensuring institutional stability, collaboration and functional integration. Additionally, continual employee training and development is encouraged and facilitated. The Finance department provides financial management services and endorses all financial information which ensures compliance with the government budget cycle as well as qualitative improvement in how the RSR does business, making use of the Supply Chain Management (SCM) Policy as a base. The SCM system is premised on effectiveness, efficiency, transparency, competitiveness and fairness.

- **Issues and manages safety permits:** The SMS and concomitant safety permit provide the legal interface between the RSR and railway operators. This relationship enables and promotes continuous improvements in safe railway operations. Annually, the RSR reviews and evaluates the safety improvement plans and the SMSR submitted by operators, outlining directives and/or interventions to improve safety in the operational environment.
- **Conducts inspections and audits:** The RSR is mandated to play an oversight safety role in the railway industry. This role is undertaken through various strategic initiatives such as conducting safety-related audits and inspections of operators' activities. The key objectives of safety audits and inspections are to critically assess safety systems and processes employed by operators. These assessments provide in-depth knowledge and

understanding of required interventions which the RSR provides to the operators to promote the attainment of safe rail operations.

- **Conducts safety assessments:** The RSR fulfils its safety oversight mandate on new works and technology developments by conducting safety assessments and providing approvals on all life cycle phases of railway projects to ensure that safety is not compromised in the revitalisation of the local rail industry. These regulatory safety assessments also aim to ensure that the impact of the intended changes is considered within the immediate environment of its application and from a systemic perspective encompassing the asset/operational system life cycle.
- **Investigates railway occurrences:** To achieve safety improvement and a reduction of occurrences, the RSR conducts investigations of occurrences that have led to major loss, including fatalities, injuries, and major damage to property to identify the root causes and prevent recurrences. Operators are obligated to report all occurrences to the RSR to ensure that analysis and review of incidences and the causes thereof are consolidated to assist the RSR in providing tools and strategic direction in addressing safe rail operations.
- **Develops regulations, safety standards and regulatory prescripts:** In terms of Sections, 29, 30 and 50 of the Act, the RSR is mandated to develop regulations, safety standards and related regulatory prescripts which form an integral part of the regulatory regime adopted for the oversight and enforcement of safe railway operations.



- **Issues notices of non-conformance and non-compliance:** The RSR issues operators with notices to indicate conditions within the operators' system that are deemed to be sub-standard or not in compliance with regulatory prescripts that ensure safe rail operations in terms of the adopted regulatory regime. Furthermore, the RSR impose penalties for non-compliance with the Act and safety standards adopted by the Board of Directors of the RSR.
- **Supports and promotes occupational health and safety and security:** To address occupational health and safety and security issues that impact on railway safety, the RSR conducts investigations, audits and inspections. Occupational health and safety legal requirements are included in the Human Factors Management Standard and are, therefore, continuously promoted during the technical workshops that are conducted by the RSR.
- **Co-operates with relevant organs of state to improve safety performance and oversight functions:** In compliance with the Act, the RSR concludes appropriate co-operative agreements with relevant state organs to give effect to co-operative government and inter-governmental relations as contemplated in Chapter 3 of the Constitution. The RSR has concluded 12 co-operative agreements, nine with various government departments and three with industry associations. The MOUs with government departments aim to eradicate duplication where there is dual jurisdiction and promotes collaboration while the agreements with industry associations aim to share best practices with the industry and maintain an interactive approach in enforcing compliance with the view to result in

an occurrence free environment. While all these agreements focus on different issues, the common denominator is to ensure rail safety.

- **Plays a leading role in the alignment of the railway safety regime of South Africa with those of the SADC:** The RSR plays a significant role in harmonising the rail safety regime within the SADC region. Through SARA, the RSR workshops and facilitates its South African standards, with the vision of adapting them at the SADC level, once approved by the SARA Board.
- **Data management and analysis:** This function is in support of Section 37 and 39 of the Act, which requires that all occurrences be reported to the RSR and in turn requires the RSR to establish a National Information and Monitoring System (NIMS). In terms of risk identification and management as well as strategic and operational planning, the RSR must maintain an accurate data management system. The data must be reliable and regularly analysed for risks. This enables the RSR to accurately identify the major safety-relevant risks that will require actions such as inspections, audits, investigations, awareness campaigns, etc., to increase the level of operational safety within the South African rail environment.

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





Based on the above mentioned functions conducted by the organisation, the following SWOT Analysis indicates the strengths, weaknesses, opportunities, and threats that can significantly impact the success of the organisation.

### Strengths

- Railway safety operational knowledge
- Only railway safety regulator in South Africa and most established in SADC
- Knowledge of railway safety regulatory instruments (application expertise)
- Relevant management assessment tool
- Industry adopted SMS
- Legislated penalty management regime
- Skills that can be shared with the industry including the SADC region
- Well-developed and enforceable RSR Standards
- Partnerships with academic institutions and recognised professional and international bodies



### Weakness

- Inadequate integrated information management system (IMS) which can inform the RSR of the effectiveness of the compliance monitoring activities
- Inability to attract and retain critical/scarcce skills
- Unsustainable of Revenue generation



### Opportunities

- Growth in rail investment will result in an increased revenue opportunities
- Regional collaboration
- External training opportunities to increase safety awareness and competence
- New / innovative technologies will add safety capabilities to address safety concerns:
- Digital transformation of rail
- Elevate passenger experience
- Optimise traffic management
- Proactive/Condition monitoring of critical rail assets to prevent failure
- Possibility of generating more Permit Fees
- Attracting more operators
- Partner with international rail regulators to acquire skills both locally and transfer skills within the SADC region
- Generate revenue from consultancy fees
- Play a role in advancing rail as mode of transport of choice of citizens -fostering socio-economic inclusion and affordable transport costs
- Fostering rail as a safe mode of transport for citizens in collaboration with stakeholders
- Skills that can be shared with the industry including the SADC region



### Threats

- Increase in the use of road transportation for freight
- Security occurrences
- Encroachment puts pressure on the current system increasing the risk in securing rail reserve by operators
- Unsafe and inefficient railway environment restricts reduction in risks for railway employees, commuters and the public
- Regulator and major operator reporting to the same department
- Reliance on the major operators for the major share of permit fees (3 Operators)
- Natural Disaster
- Climate change
- Loadshedding
- Cyber threats
- Railway signal control systems
- Theft and vandalism of rail infrastructure
- Threats to critical infrastructure in SA and SADC region- immature regulatory systems to address such threats
- Lack of security measures in passenger rail operations







# **PART C:** Measuring our performance

# Measuring our performance strategic risk profile

| No | Outcome                                  | Risk Statement  | Mitigations   |
|----|--|---|---|
| 1. | Good governance and clean administration | <p><b>Cybersecurity vulnerability</b></p> <p>Hackers may gain access to RSR systems and corrupt data or share inappropriate operators' information</p>  | <ul style="list-style-type: none"> <li>• Firewall, Antivirus and OS penetration test and vulnerability assessment</li> <li>• Security Management Plan, patch management, VPN. All servers installed with antivirus</li> <li>• Evaluation of Mobile Device Management tools and cyber security awareness</li> <li>• Information Security Policy Evaluation of Mobile Device Management Tools,</li> <li>• Implementation of ICT Security Policy</li> <li>• Cloud hosting environment</li> </ul> |
| 2. | Railways are safer                       | <p><b>Inaccurate and incomplete safety information</b></p> <p>NIIMS may have design faults, be inaccessible or data inputted on NIIMS by operators may be incomplete or inaccurate resulting in non-compliance with the requirements of the RSR Act</p> | <ul style="list-style-type: none"> <li>• Monthly and quarterly data verification of operator data</li> <li>• Manually request additional information from operators during permit assessments</li> </ul>  |
| 3. | Good governance and clean administration | <p><b>Interruption of RSR business activities</b></p>   | <ul style="list-style-type: none"> <li>• Powered generator, end user laptops with emergency plugs</li> <li>• Preventative maintenance. ICT Continuity plan (DRP), ICT Security Policy</li> <li>• Business Continuity Management programme (work from home)</li> <li>• Preparedness Plan</li> <li>• Business Continuity Plans approved by the Board</li> <li>• Emergency Plan (water reserve)</li> <li>• Drinkable water for staff made available</li> </ul>                                   |
| 4. | Railways are safer                       | <p><b>Inadequate regulatory framework and competencies</b></p> <p>The RSR may be implementing an incomplete, inconsistent, or incoherent mix of regulations, determinations, standards or protocols</p>   | <ul style="list-style-type: none"> <li>• SMS audits and inspections when dealing with the transportation of dangerous goods</li> <li>• Forming industry working groups when developing regulatory tools</li> </ul>  |



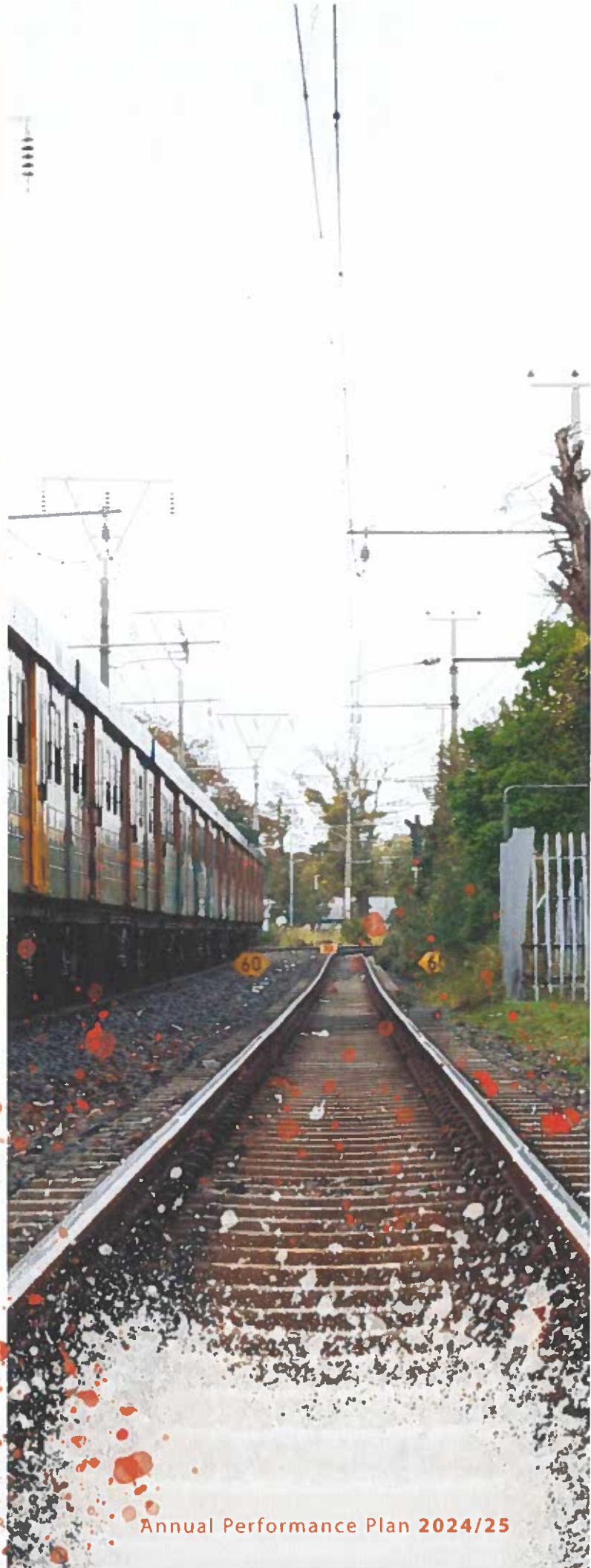
| No | Outcome                                  | Risk Statement   | Mitigations   |
|----|--|--|---|
| 5. | Railways are safer                       | <p><b>Lack of independence</b></p> <p>The RSR may fail to fully utilise its regulatory instruments and authority due to internal inefficiencies, political interference, or an inadequate independence from or familiarity with operators</p>                | <ul style="list-style-type: none"> <li>Enforcement and monitoring of operator compliance to RSR directives and special conditions of permit</li> </ul>  |
| 6. | Good governance and clean administration | <p><b>Loss of key skilled personnel</b></p> <p>The RSR may struggle to effectively execute its mandate due to departure of key personnel</p>   | <ul style="list-style-type: none"> <li>Industry benchmarked and aligned salary packages for RSR Staff</li> <li>Effective performance management and incentive process</li> <li>Initiatives around building an excellent organisation</li> <li>Vacancies being filled internal to retain the skills.</li> <li>Implementation of employee value proposition</li> </ul>  |
| 7. | Good governance and clean administration | <p><b>Financial sustainability</b></p> <p>The financial position may deteriorate to the extent that the RSR is unable to continue as a going concern, unable to render regulatory services or unable to pay salaries and creditors</p>                       | <ul style="list-style-type: none"> <li>The Cost of Employment (CEO) targeted at 60 per cent (or lower) of revenue</li> <li>Continuation of currently in place safety permit fee model</li> <li>All accruals and commitments funded at year end</li> <li>RSR Budget adjustment for revenue shortfalls</li> </ul>   |
| 8. | Improved stakeholder service             | <p><b>Inadequate Stakeholder Buy in &amp; Support (RSR initiatives)</b></p> <p>RSR initiatives may experience poor attendance, repeated objections or receive a lack of public comments thereby diminishing their value or delaying their implementation</p> | <ul style="list-style-type: none"> <li>RSR involvement in SARA to maintain relations with regional partners</li> <li>RSR involvement in various National Department of Transport committees that bring together rail industry stakeholders</li> <li>MOUs with partner national government departments, public entities, and relevant institutions</li> <li>OCOO quarterly meetings with major operators.</li> </ul> |



# Institutional programme performance information

| No  | Outcome            | Outputs   | Output Indicators   | Audited Performance  |   |  |   | Estimated Performance  | MTEF Targets                            |  |                                      |
|-----|--------------------|---|---|--|---|--|---|--|---|--|--------------------------------------|
|     |                    |   |   | 2020/21  | 2021/22   | 2022/23  | 2023/24   |  | 2024/25                                 | 2025/26  | 2026/27                              |
| 1.1 | Railways are safer | Industry safety risk profiling towards increased critical risk mitigation decisions | Industry safety risk profile developed  | Industry-wide hazard log developed   | Industry-wide hazard log validated  | Railway risk matrix developed  | Version 1 of Safety Risk Model platform developed                   | SRM platform developed and available for use                                     | SRM implementation evaluation           | SRM implementation evaluation                      | SRM System implementation evaluation |
| 1.2 | Railways are safer | Industry consulted risk assessment tools and methodologies                          | Common Safety Methods developed and tested                                      | CSM-RA tested with 3 Class B and 3 Class C operators                           | CSM-RA tested with 9 selected Class A or Class B operators                                | CSM-RA draft regulatory tool (determination/standard/guideline) published for comments | CSM-RA regulatory tool (determination/standard/guideline) published | CSM-RA implementation assessment   | CSM-RA implementation                   | CSM-RA Implementation                              |                                      |
| 1.3 | Railways are safer | Industry consulted risk assessment tools and methodologies                          | Common Safety Methods developed and tested (Supervision)                        | Common Safety Method for Supervision Framework developed                       | -   | -  | -   | -  | -                                       | -  |                                      |
| 1.4 | Railways are safer | Industry consulted risk assessment tools and methodologies                          | Implementation of Railway Management Maturity Assessments                       | Risk Management Maturity Assessment Report for PRASA and BOC                   | Risk Management Maturity Assessment Reports for 7 Class A dangerous goods operators       | 14 RM3 assessment reports for Class A mining operators                                 | Risk Management Maturity Assessment Reports for all SADC operators  | Maturity level assessment for PRASA, Transnet and BOC (to check for improvement) | -                                       | Risk Management Maturity Assessments (3 Conducted) |                                      |
| 1.5 | Railways are safer | Industry consulted on risk assessment tools and methodologies                       | Interface Agreements aligned with operational risks                             | Interface Agreements stakeholder engagement on IA gaps with Transnet and PRASA | Interface Agreements stakeholder engagement on IA gaps with 4 metropolitan municipalities | Draft Interface Agreement Standard developed   | Interface Agreement Standard published for public comments          | Interface Agreement Standard adopted by the RSR Board                            | Review outcomes based on NDP priorities | -  |                                      |
| 1.6 | Railways are safer | Industry consulted risk assessment tools and methodologies                          | Developed and implemented RSR Standard on Verbal Safety Critical Communications | -  | Draft Verbal Safety Critical Communications RSR Standard published for public comments    | Verbal Safety Critical Communications (VSCC) RSR Standard adopted                      | -   | -  | -                                       | -  |                                      |

| No  | Outcome            | Outputs                        | Output Indicators                           | Audited Performance  |                                       |  |   |   | Estimated Performance                   | MTEF Targets                           |         |  |
|-----|--------------------|--------------------------------|---|--|---------------------------------------|--|---|---|---|--|---------|--|
|     |                    |                                |   | 2020/21  | 2021/22                               | 2022/23  | 2023/24   | 2024/25   |   | 2025/26                                | 2026/27 |  |
| 1.7 | Railways are safer | State of safety interventions  | Research Reports published                  | Level crossing research paper published<br>Personal safety on trains and stations research paper published | Two topical research papers published | Two research papers published on the RSR website | -   | Three topical research papers published                             | Three topical research papers published | Four topical research papers published |         |  |
| 1.8 | Railways are safer | Service provider accreditation | Accreditation of training service providers | -  | -                                     | -  | Framework for Accreditation of training service providers developed | Framework for Accreditation of training service providers Published | -                                       | -                                      |         |  |



| No  | Output Indicators   | Annual Target  | Q1   | Q2  | Q3  | Q4   |
|-----|---|--|--|---|---|--|
| 1.1 | Industry safety risk profile developed  | SRM platform developed and available for use                                     | Data collection, cleaning, and loading.            | (Data revision and formatting).                               | Revised SRM Model tested                              | SRM platform developed and available for use.                        |
| 1.2 | Common Safety Methods developed and tested                                      | CSM-RA implementation assessment   | Technical bulletin and Implementation Guide issued | Awareness sessions for internal staff and operators conducted |   | CSM-RA implementation assessment (Report)                            |
| 1.3 | Common Safety Methods developed and tested (Supervision)                        | -  | -  | -   | -   | -  |
| 1.4 | Implementation of Risks Management Maturity Assessments                         | Maturity level assessment for PRASA, Transnet and BOC (to check for improvement) | Maturity level assessment for PRASA                | Maturity level assessment for Transnet                        | Maturity level assessment for BOC                     | -  |
| 1.5 | Interface Agreements aligned with operational risks                             | Interface Agreement Standard adopted by the RSR Board                            | Public comments processed (Report)                 | Draft Interface Agreement Guideline                           | Interface Agreement Standard adopted by the RSR Board | Final Interface Agreement Guideline issued                           |
| 1.6 | Developed and implemented RSR Standard on Verbal Safety Critical Communications | -  | -  | -   | -   | -  |
| 1.7 | Research Reports published  | Three topical research papers published  | Three Research proposals approved by EXCO          | Three Draft Research reports completed                        | Three Research reports approved by EXCO               | Research reports published on the RSR Website                        |
| 1.8 | Accreditation of training service providers                                     | Framework for accreditation of training service providers published              | Framework published for public comment             | Public comments report completed and Framework Revised        | Final draft of the framework approved                 | Framework for accreditation of training service providers published. |



| No  | Outcome                                  | Outputs  | Output Indicators                                       | Audited Performance   |   |   |   |   | Estimated Performance   | MTEF Targets  |   |  |
|-----|--|--|---|---|---|---|---|---|---|---|---|--|
|     |  |  |   | 2020/21   | 2021/22   | 2022/23   | 2023/24   | 2024/25   |   | 2025/26   | 2026/27   |  |
| 2.1 | Good governance and clean administration | To secure an adequate operational financial base                     | Financial sustainability plan developed and implemented | Board approved financial sustainability plan  | Implementation of financial sustainability plan actions due by year-end | Implementation of financial sustainability plan actions due by year-end | Implementation of financial sustainability plan actions due by year-end | Implementation of financial sustainability plan actions due by year-end | Revised financial sustainability plan developed including new interventions | Implementation of financial sustainability plan actions due by year-end | Implementation of financial sustainability plan actions due by year-end |  |
| 2.2 | Good governance and clean administration | Implementation of Permit Fee Model                                   | Permit Fee Model Implemented                            | -   | -   | -   | Permit Fee Model Determination developed                                | Permit Fee Model Determination developed and implemented                | Permit Fee Model Determination developed and implemented                    | Permit Fee Model Determination developed and implemented                | Permit Fee Model Determination developed and implemented                |  |
| 2.3 | Good governance and clean administration | To monitor and track the effectiveness of RSR compliance initiatives | New NIIMS build and maintained                          | 50 % of NIIMS developed   | NIIMS maintained and uptime at 99 %                                     | NIIMS maintained and uptime at 99 %                                     | 50% of NIIMS Modules developed  | 100% of NIIMS Modules developed and available for use                   | NIIMS Modules developed and available for use                               | NIIMS maintained and uptime at 99 %                                     | NIIMS maintained and uptime at 99 %                                     |  |
| 2.4 | Good governance and clean administration | Organisational excellence improved                                   | Employee engagement improved                            | Framework for assessing culture of excellence developed and baseline employee satisfaction survey conducted | Employee engagement action plan developed and implemented               | Employee satisfaction improved  | Employee satisfaction improved  | Employee satisfaction improved  | 5% Employee satisfaction improved   | 5% Employee satisfaction improved through engagement                    | 5% Employee satisfaction improved through engagement                    |  |
| 2.5 | Good governance and clean administration | Growing investment   | Growing investment                                      | Current ratio of 1,32:1   | Current ratio of 1,9:1  | Current ratio of 1,53:1   | Current ratio of 1:1  | Current ratio of 1:1  | Current ratio of 1:1  | Current ratio of 1:1  | Current ratio of 1:1  |  |
| 2.6 | Good governance and clean administration | ISO (QMS) related policies and Audit Reports                         | ISO (QMS) related policies and Audit Reports            | QMS Policy approved   | Pre-certification   | ISO 9001: 2015 Certification  | ISO compliance audit conducted  | ISO compliance audit conducted  | ISO compliance audit conducted  | ISO compliance audits conducted   | ISO compliance audits conducted   |  |
| 2.7 | Good governance and clean administration | Clean administration   | Clean administration                                    | Unqualified audit outcome with other matters  | Clean audit outcome   | Clean audit outcome   | Clean audit outcome   | Clean audit outcome   | Clean audit outcome   | Clean audit outcome   | Clean audit outcome   |  |

| No  | Output Indicators                                       | Annual Target   | Q1  | Q2   | Q3  | Q4   |
|-----|---|---|---|--|---|--|
| 2.1 | Financial sustainability plan developed and implemented | Revised financial sustainability plan developed including new interventions | -   | Revised financial sustainability plan  |   | Revised financial sustainability plan approved including new interventions                         |
| 2.2 | Permit fee model implemented                            | Permit Fee Model Determination developed and implemented                    | -   | Draft Permit Fee Model Determination developed                                 | Final Permit Fee Model Determination approved by the Board      | -  |
| 2.3 | New NIIMS build and maintained                          | 100% of NIIMS Modules developed and available for use                       | Audit and Inspection Module developed and available for use | Penalty Management and Operators Asset Modules developed and available for use | New works and Technology Module developed and available for use | 100% of NIIMS Modules developed and available for use  |
| 2.4 | Employee engagement improved                            | 5% Employee satisfaction improved through engagement                        | Developed action plan and approved by Exco                  | Implementation of the action plan  | Implementation of the action plan                               | Employee satisfaction survey conducted<br><br>5% Employee satisfaction improved through engagement |
| 2.5 | Surplus funds   | Current ratio of 1:1  | Current ratio of 1:1  | Current ratio of 1:1   | Current ratio of 1:1  | Current ratio of 1:1   |
| 2.6 | ISO (QMS) related policies and Audit Reports            | ISO compliance audit conducted  | -   | ISO 9001 (QMS) compliance audits conducted                                     | -   | -  |
| 2.7 | Clean administration                                    | Clean audit outcome   | 2023/24 AFS submitted for auditing                          | Audit report: Clean audit  | Audit action plan developed                                     | 90% of audit action plan findings resolved   |

| No  | Outcome                      | Outputs   | Output Indicators                                 | Audited performance                               |   |   |  | Estimated performance                                | MTEF targets   |  |         |
|-----|------------------------------|---|---|---|---|---|--|--|--|--|---------|
|     |                              |   |   | 2020/21   | 2021/22   | 2022/23   | 2023/24  |  | 2024/25  | 2025/26  | 2026/27 |
| 3.1 | Improved stakeholder service | To influence safe railway behaviour   | Number of safety awareness initiatives conducted  | 22 Railway safety awareness initiatives conducted | 30 Railway safety awareness initiatives conducted | 43 Railway safety awareness initiatives conducted | 40 Railway safety awareness initiatives conducted    | 48 Railway safety awareness initiatives conducted    | 40 Railway safety awareness initiatives conducted    | 40 Railway safety awareness initiatives conducted    |         |
| 3.2 | Improved stakeholder service | To measure the impact of railway safety awareness initiatives   | Effectiveness and impact of awareness initiatives | -   | -   | -   | Effectiveness survey conducted and outcomes reported | Effectiveness survey conducted and outcomes reported | Effectiveness survey conducted and outcomes reported | Effectiveness survey conducted and outcomes reported |         |
| 3.3 | Improved stakeholder service | To promote safety consideration during new investments through annual industry safety thematic interventions  | Annual industry safety interventions conducted    | -   | Annual Rail Safety Conference conducted           | Annual Rail Safety Conference conducted           | International Rail Safety Conference conducted       | Annual Rail Safety Conference conducted              | Annual Rail Safety Conference conducted              | Annual Rail Safety Conference conducted              |         |
| 3.4 | Improved stakeholder service | Regular engagement with organised labour and interested parties to encourage collaboration towards improved railway safety of employees, commuters and the public | Stakeholder forums implemented                    | 8 Stakeholder forum discussions conducted         | 8 Stakeholder forum discussions conducted         | 8 Stakeholder forum discussions conducted         | 8 Stakeholder forum discussions conducted            | 8 Stakeholder forum discussions conducted            | 8 Stakeholder forum discussions conducted            | 8 Stakeholder forum discussions conducted            |         |



| No  | Output Indicators                                 | Annual Target  | Q1   | Q2  | Q3  | Q4  |
|-----|---|--|--|---|---|---|
| 3.1 | Number of safety awareness initiatives conducted  | 48 Railway safety awareness initiatives conducted    | 14 Railway safety awareness initiatives conducted  | 8 Railway safety awareness initiatives conducted  | 16 Railway safety awareness initiatives conducted                               | 10 Railway safety awareness initiatives conducted |
| 3.2 | Effectiveness and impact of awareness initiatives | Effectiveness survey conducted and outcomes reported | 7 Surveys conducted i.e. 50% of the total number of safety awareness initiatives conducted | 4 Survey conducted i.e. 50% of the total number of safety awareness initiatives conducted | 8 Survey conducted i.e. 50% of the total number of safety awareness initiatives | Analysis Report on the 2024/25 baseline           |
| 3.3 | Annual industry safety interventions conducted    | Annual Rail Safety Conference conducted              | -  | -   | Annual Rail Safety Conference conducted   | -   |
| 3.4 | Stakeholder forums implemented                    | 8 Stakeholder forum discussions conducted            | 2 Stakeholder forum discussions conducted  | 2 Stakeholder forum discussions conducted   | 2 Stakeholder forum discussions conducted                                       | 2 Stakeholder forum discussions conducted         |



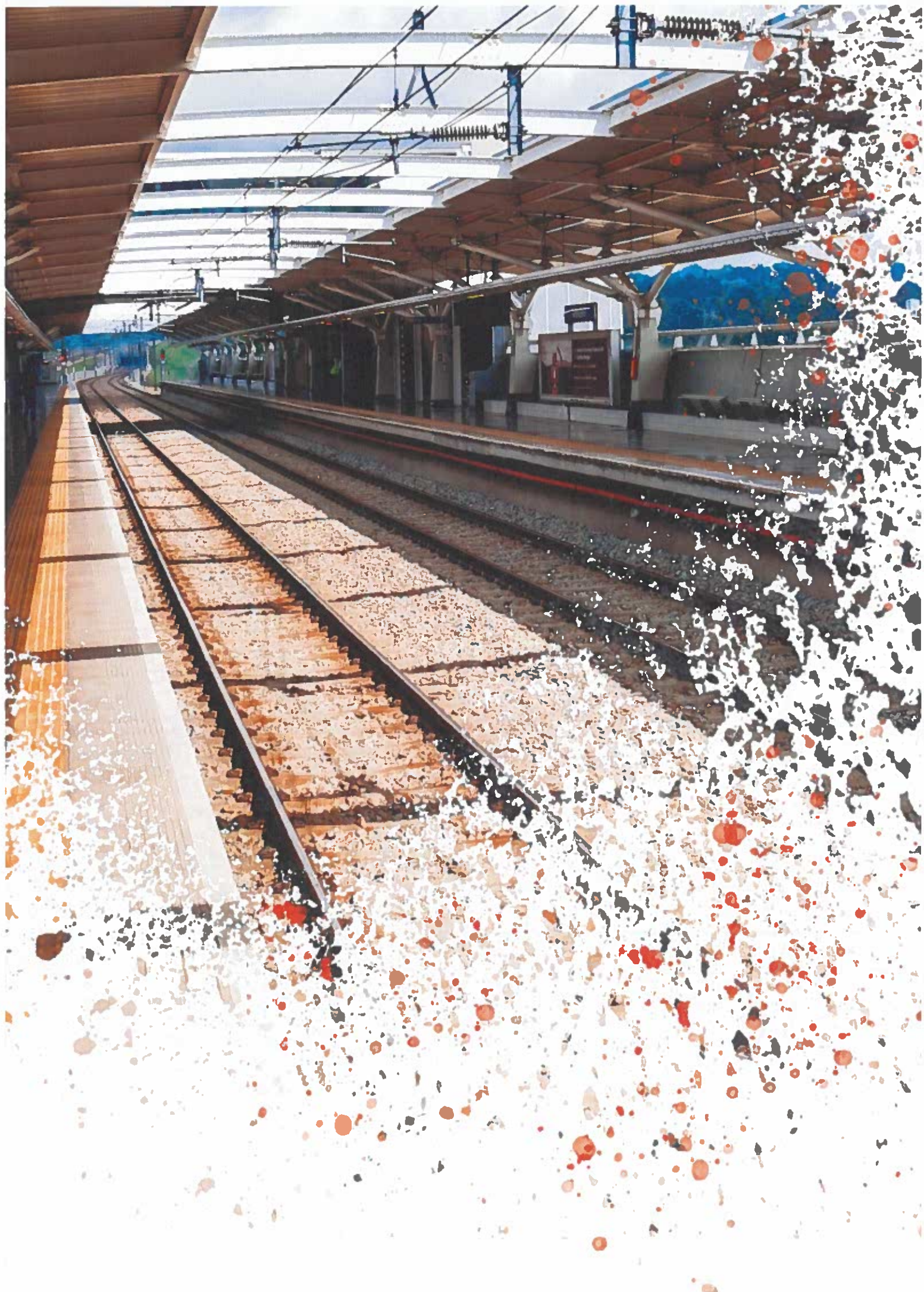


# Budget information

| Revenue                   | 2024/25 Budget     | 2025/26 Budget     | 2026/27 Budget     |
|---------------------------|--------------------|--------------------|--------------------|
|                           | R                  | R                  | R                  |
| Transfers - DoT Grant     | 79 503 000         | 83 001 000         | 87 151 050         |
| Permit Fees               | 196 667 003        | 204 989 000        | 215 238 450        |
| Permit Application Fee    | 483 804            | 6 622 278          | -                  |
| Investment Income         | 4 328 000          | 4 522 760          | 4 748 898          |
| <b>TOTAL REVENUE</b>      | <b>280 981 807</b> | <b>299 135 038</b> | <b>307 138 398</b> |
| Expenditure               | 2024/25            | 2025/26            | 2026/27            |
|                           | R                  | R                  | R                  |
| <b>COE</b>                | <b>184 035 424</b> | <b>193 225 168</b> | <b>200 954 175</b> |
| Staff Costs               | 180 026 367        | 189 027 686        | 196 588 793        |
| Directors' Remuneration   | 4 009 057          | 4 197 482          | 4 068 106          |
| <b>Goods and Services</b> | <b>91 014 703</b>  | <b>99 699 401</b>  | <b>99 688 073</b>  |
| Office rentals            | 15 067 353         | 16 272 741         | 17 574 561         |
| Regulatory Audit Fees     | 3 432 340          | 3 593 660          | 3 758 968          |
| Professional Fees         | 27 578 151         | 28 914 044         | 25 093 316         |
| Admin & Operational costs | 44 936 859         | 50 918 956         | 53 261 227         |
| <b>CAPEX</b>              | <b>5 931 680</b>   | <b>6 210 469</b>   | <b>6 496 151</b>   |
| Capital expenditure       | 5 931 680          | 6 210 469          | 6 496 151          |
| <b>TOTAL EXPENDITURE</b>  | <b>280 981 807</b> | <b>299 135 038</b> | <b>307 138 398</b> |











## **PART D:**

# Technical indicator description

| Indicator Title 1.1                       | Safety Risk Model platform developed   |
|---|--|
| <b>Definition</b>                         | A railway risk matrix is medium used to define the level of risk within the railway environment considering the likelihood of negative railway events against the severity of the potential consequences of these events if they materialize |
| <b>Source of data</b>                     | State of Safety Report, NIMS and NIIMS   |
| <b>Method of calculation / assessment</b> | Percentage completeness of project charter of the railway risk matrix  |
| <b>Means of verification</b>              | Occurrence database approved EXCO  |
| <b>Assumptions</b>                        | Capable Service provider selected  |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | Safety Risk Model platform developed   |
| <b>Indicator responsibility</b>           | Office of the Chief Operating Officer – Safety Management  |

| Indicator Title 1.2                       | CSM-RA implementation assessment (Report)  |
|---|--|
| <b>Definition</b>                         | To make railways safer by embedding operational excellence within the SMS of all operators through the implementation of an RSR determination/standard/guideline on CSM-RA. Submissions from operators to be done in accordance with the CSM-RA methodology. |
| <b>Source of data</b>                     | Risk assessments submitted by the operator   |
| <b>Method of calculation / assessment</b> | Risk assessments submitted by the operator   |
| <b>Means of verification</b>              | Risk assessment submitted by the operator  |
| <b>Assumptions</b>                        | CSM-RA not enforceable. . Guideline to be published as addendum to the SMS Determination to make it enforceable.   |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | CSM-RA implementation assessment (Report)  |
| <b>Indicator responsibility</b>           | Office of the Chief Operating Officer – Safety Management  |

| Indicator Title 1.3                | Common Safety Methods developed and tested (supervision)<br>– No 2024/25 target |
|------------------------------------|---|
| Definition                         | -   |
| Source of data                     | -   |
| Method of calculation / assessment | -   |
| Means of verification              | -   |
| Assumptions                        | -   |
| Calculation type                   | -   |
| Reporting cycle                    | -   |
| Desired performance                | -   |
| Indicator responsibility           | -   |

| Indicator Title 1.4                | Maturity level assessment for PRASA, Transnet and BOC (to check for improvement)  |
|------------------------------------|---|
| Definition                         | To make railway safer by embedding operational excellence within the SMS of all operators through the implementation of a Risk Management Maturity Assessment tool. |
| Source of data                     | Railway Management Maturity Assessment Reports for all SADC Operators   |
| Method of calculation / assessment | Railway Management Maturity Assessment Reports  |
| Means of verification              | Railway Management Maturity Assessment Reports  |
| Assumptions                        | Improved maturity of operators  |
| Calculation type                   | Year-end  |
| Reporting cycle                    | Quarterly   |
| Desired performance                | Maturity level assessment for PRASA, Transnet and BOC (to check for improvement)  |
| Indicator responsibility           | Office of the Chief Operating Officer – Safety Management   |



| <b>Indicator Title 1.5</b>                | <b>Interface Agreement Standard adopted by the RSR Board</b>   |
|---|--|
| <b>Definition</b>                         | Interoperability concerns identified, and all interface agreements aligned with the identified operational risk exposures. |
| <b>Source of data</b>                     | Existing interoperability agreements   |
| <b>Method of calculation / assessment</b> | Monitoring of the interface agreements   |
| <b>Means of verification</b>              | Interface agreement evaluation reports   |
| <b>Assumptions</b>                        | Improved interoperability between operators on the common network at the interface of railway operations                   |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | Final Interface Agreement Standard adopted by the RSR Board and Guideline issued   |
| <b>Indicator responsibility</b>           | Office of the Chief Operating Officer – Safety Management  |

| <b>Indicator Title 1.6</b>                | <b>Verbal Safety Critical Communications RSR Standard adopted – No 2024/25 target</b> |
|---|---|
| <b>Definition</b>                         | -   |
| <b>Source of data</b>                     | -   |
| <b>Method of calculation / assessment</b> | -   |
| <b>Means of verification</b>              | -   |
| <b>Assumptions</b>                        | -   |
| <b>Calculation type</b>                   | -   |
| <b>Reporting cycle</b>                    | -   |
| <b>Desired performance</b>                | -   |
| <b>Indicator responsibility</b>           | -   |

| <b>Indicator Title 1.7</b>                | <b>Three topical research papers published</b>  |
|---|---|
| <b>Definition</b>                         | Research conducted on identified areas of concern that impacts negatively on the promotion of safer railways.   |
| <b>Source of data</b>                     | State of Safety Report  |
| <b>Method of calculation / assessment</b> | Collation of data<br>Review and assess research paper   |
| <b>Means of verification</b>              | Completed research reports  |
| <b>Assumptions</b>                        | Improved insight and awareness of high-risk elements identified in the State of Safety Report and/or findings of preceding years' research activities |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Three research papers published on the RSR Website  |
| <b>Indicator responsibility</b>           | Office of the Chief Operating Officer – Safety Permit Management  |

| <b>Indicator Title 1.8</b>                | <b>Accreditation of training service providers framework developed</b>  |
|---|---|
| <b>Definition</b>                         | Accreditation of training service providers published   |
| <b>Source of data</b>                     | Benchmarking report and research  |
| <b>Method of calculation / assessment</b> | Collation of data<br>Review and assess framework  |
| <b>Means of verification</b>              | Completed framework   |
| <b>Assumptions</b>                        | Improved insight and awareness of high-risk elements identified in the State of Safety Report and/or findings of preceding years' research activities |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Regulation pertaining accreditation of service providers and licencing of safety critical grades  |
| <b>Indicator responsibility</b>           | Office of the Chief Operating Officer – Safety Management   |

| <b>Indicator Title 2.1</b>                | <b>Revised financial sustainability plan developed including new interventions</b>  |
|---|---|
| <b>Definition</b>                         | Collaborative review of the current permit fee model to address identified shortcomings towards implementing an agreed revised sustainability plan. |
| <b>Source of data</b>                     | Implementation Report and Annual Financial Statements   |
| <b>Method of calculation / assessment</b> | Quarterly implementation reports  |
| <b>Means of verification</b>              | Implementation Report   |
| <b>Assumptions</b>                        | Sustainable organisation  |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Revised financial sustainability plan developed including new interventions   |
| <b>Indicator responsibility</b>           | Risk and Strategy   |

| <b>Indicator Title 2.2</b>                | <b>Permit Fee Model Implemented</b>   |
|---|---|
| <b>Definition</b>                         | Collaborative review of the current permit fee model to address identified shortcomings towards implementing an agreed revised sustainability plan. |
| <b>Source of data</b>                     | Implementation Report and Annual Financial Statements   |
| <b>Method of calculation / assessment</b> | Quarterly implementation reports  |
| <b>Means of verification</b>              | Implementation Report   |
| <b>Assumptions</b>                        | Sustainable organisation  |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Implementation of the Permit Fee Model  |
| <b>Indicator responsibility</b>           | Risk and Strategy   |



| <b>Indicator Title 2.3</b>                | <b>100% of NIIMS modules developed and available for use</b>   |
|---|--|
| <b>Definition</b>                         | Development and implementation of a digitised and an integrated information management system to meet the requirements set out in the RSR Act. Furthermore, deliver data integrity to support operational intelligence in assuring the effectiveness of the RSR's compliance activities. |
| <b>Source of data</b>                     | Project progress reports   |
| <b>Method of calculation / assessment</b> | Number of modules and activities completed   |
| <b>Means of verification</b>              | User acceptance testing reports  |
| <b>Assumptions</b>                        | Digitised and integrated information system  |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | 100% of NIIMS Modules developed and available for use  |
| <b>Indicator responsibility</b>           | ICT and Systems Management   |

| <b>Indicator Title 2.4</b>                | <b>Employee satisfaction improved<br/>Action plan developed and implemented</b>                                     |
|---|---|
| <b>Definition</b>                         | Implementation of a framework that will be used to assess and improve the culture of excellence of the organisation |
| <b>Source of data</b>                     | Survey results and initiatives implemented  |
| <b>Method of calculation / assessment</b> | Analysis of survey results  |
| <b>Means of verification</b>              | Implementation plan   |
| <b>Assumptions</b>                        | Engaged and satisfied workforce   |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Employee satisfaction improved<br>Action plan developed and implemented   |
| <b>Indicator responsibility</b>           | Human Resources   |

| Indicator Title 2.5                       | Current ratio of 1:1  |
|---|---|
| <b>Definition</b>                         | Maintenance of the current ratio that is in line with industry best practice and seeks to improve over the medium-term. An improvement in the current ratio will build up the required reserves to fund any investment initiatives. |
| <b>Source of data</b>                     | Board approved AFS (31 May)   |
| <b>Method of calculation / assessment</b> | Current assets: current liabilities   |
| <b>Means of verification</b>              | Recalculation based on AFS amounts  |
| <b>Assumptions</b>                        | AFS is prepared on a going concern basis  |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | Current ratio of 1:1  |
| <b>Indicator responsibility</b>           | Chief Financial Officer   |

| Indicator Title 2.6                       | ISO Compliance audit conducted  |
|---|---|
| <b>Definition</b>                         | The optimisation and ongoing improvement of business processes in accordance with the requirements of ISO 9001. |
| <b>Source of data</b>                     | Standard Operating Procedures   |
| <b>Method of calculation / assessment</b> | Audit Report  |
| <b>Means of verification</b>              | Audit Report  |
| <b>Assumptions</b>                        | Approved organisation policies  |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | ISO Compliance audit conducted  |
| <b>Indicator responsibility</b>           | Risk and Strategy   |

| <b>Indicator Title 2.7</b>                | <b>Clean audit outcome</b>   |
|---|--|
| <b>Definition</b>                         | Audit findings raised by the AGSA in previous financial year to be addressed.  |
| <b>Source of data</b>                     | External audit report  |
| <b>Method of calculation / assessment</b> | Unqualified audit with no material findings from the Auditor General   |
| <b>Means of verification</b>              | Audit opinion as presented in the Annual Report with no qualification paragraphs. Other noncompliance matters reported |
| <b>Assumptions</b>                        | AFS submitted on time as per legislated timelines  |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | Clean audit outcome  |
| <b>Indicator responsibility</b>           | Chief Financial Officer  |



| Indicator Title 3.1                       | 48 Railway safety awareness initiatives conducted  |
|---|--|
| <b>Definition</b>                         | To heighten awareness of railway safety through education, communication, and training initiatives within the community and among others. Tasked with the responsibility to oversee railway safety, the RSR undertakes initiatives aimed at increasing and improving railway safety awareness. |
| <b>Source of data</b>                     | Railway safety promotion initiative reports  |
| <b>Method of calculation / assessment</b> | Simple count of number of actual railway safety promotion initiatives  |
| <b>Means of verification</b>              | Initiative reports   |
| <b>Assumptions</b>                        | Influence positive safe railway behaviour  |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | 48 Railway safety awareness initiatives conducted  |
| <b>Indicator responsibility</b>           | Media and Communications   |

| Indicator Title 3.2                       | Effectiveness survey conducted and outcomes reported  |
|---|---|
| <b>Definition</b>                         | To measure rail safety comprehension amongst a sample of learners and communities living adjacent to the rail environment where the RSR has conducted awareness initiatives. Tasked with the responsibility to oversee railway safety, the RSR undertakes initiatives to increase and improve railway safety awareness. |
| <b>Source of data</b>                     | Data collected by means of surveys  |
| <b>Method of calculation / assessment</b> | Analysis derived from means of surveys  |
| <b>Means of verification</b>              | Surveys   |
| <b>Assumptions</b>                        | Engaged and willing participants  |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | 19 Railway safety awareness initiatives conducted   |
| <b>Indicator responsibility</b>           | Media and Communications  |

| <b>Indicator Title 3.3</b>                | <b>International Rail Safety Conference conducted</b>   |
|---|---|
| <b>Definition</b>                         | To conduct an Annual Rail Safety Conference to promote railway safety across the rail sector. The RSR, as the authority on rail safety, encourages and spearhead dialogue that contributes to the improvement of rail safety. In this regard, the RSR hosts a conference that brings together operators, specialists, interested and affected parties. The conference positions best practice to positively impact rail safety. |
| <b>Source of data</b>                     | Annual Rail Safety Conference programme   |
| <b>Method of calculation / assessment</b> | Conference conducted  |
| <b>Means of verification</b>              | Conference report   |
| <b>Assumptions</b>                        | Increased industry collaboration towards safer railway operations   |
| <b>Calculation type</b>                   | Year-end  |
| <b>Reporting cycle</b>                    | Quarterly   |
| <b>Desired performance</b>                | International Rail Safety Conference conducted  |
| <b>Indicator responsibility</b>           | Media and Communications  |

| <b>Indicator Title 3.4</b>                | <b>8 stakeholder forum discussions conducted</b>   |
|---|--|
| <b>Definition</b>                         | To conduct quarterly meetings with industry with the intent to promote safe railway operations and improved railway safety across the industry. The RSR seeks to build relationships with interested and affected parties with the intent to collaborate to find solutions to the challenges that pervade the rail industry. Quarterly interactions provide the opportunity for dialogue that contributes to the improvement of rail safety. |
| <b>Source of data</b>                     | Attendance Registers, Agenda and Meeting Reports   |
| <b>Method of calculation / assessment</b> | Number of stakeholder forum discussions concluded  |
| <b>Means of verification</b>              | Attendance Registers, Agenda and Meeting Reports   |
| <b>Assumptions</b>                        | Increased co-operation with industry   |
| <b>Calculation type</b>                   | Year-end   |
| <b>Reporting cycle</b>                    | Quarterly  |
| <b>Desired performance</b>                | 8 stakeholder forum discussions conducted  |
| <b>Indicator responsibility</b>           | Media and Communications   |







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