

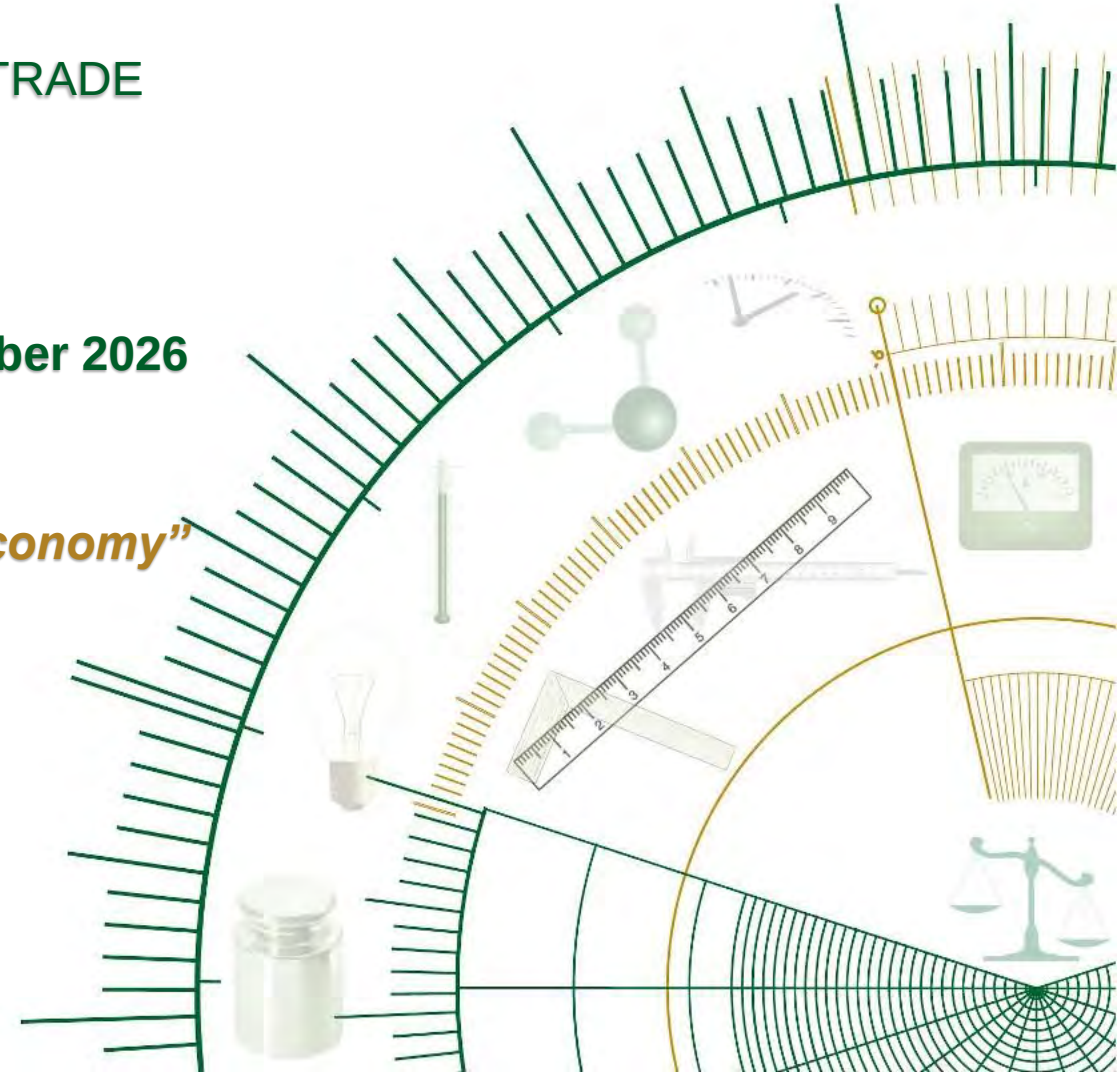
SELECT COMMITTEE ON ECONOMIC DEVELOPMENT AND TRADE

ANNUAL PERFORMANCE PLAN 2026/27 – 2028/29

20 October 2026

“Building a resilient competitive and future ready industrial economy”

Your measure of excellence



MANDATE OVERVIEW

The National Metrology Institute of South Africa (NMISA) is mandated by the ***Measurement Units and Measurement Standards Act (Act No. 18 of 2006)*** to:

- **Maintain and disseminate National Measurement Standards (NMS)**
- **Ensure traceability to the International System of Units (SI)**
- **Support regulatory compliance, trade, public health, safety, and environmental protection**



Vision

To be a regional and global leader in providing internationally accepted measurement systems that enable market access for our clients and enhance the quality of life for all South Africans.

Mission

To consistently deliver innovative and internationally accepted measurement systems that support regional and international trade, and people's quality of life, and enable the protection of the environment through

- development and implementation of cutting-edge metrology science and technology,
- harnessing regional and international partnerships and collaborations,
- proving environmentally sustainable solutions to its clients,
- a resilient and transformative organization that prioritizes human capital development.

NMISA AT A GLANCE



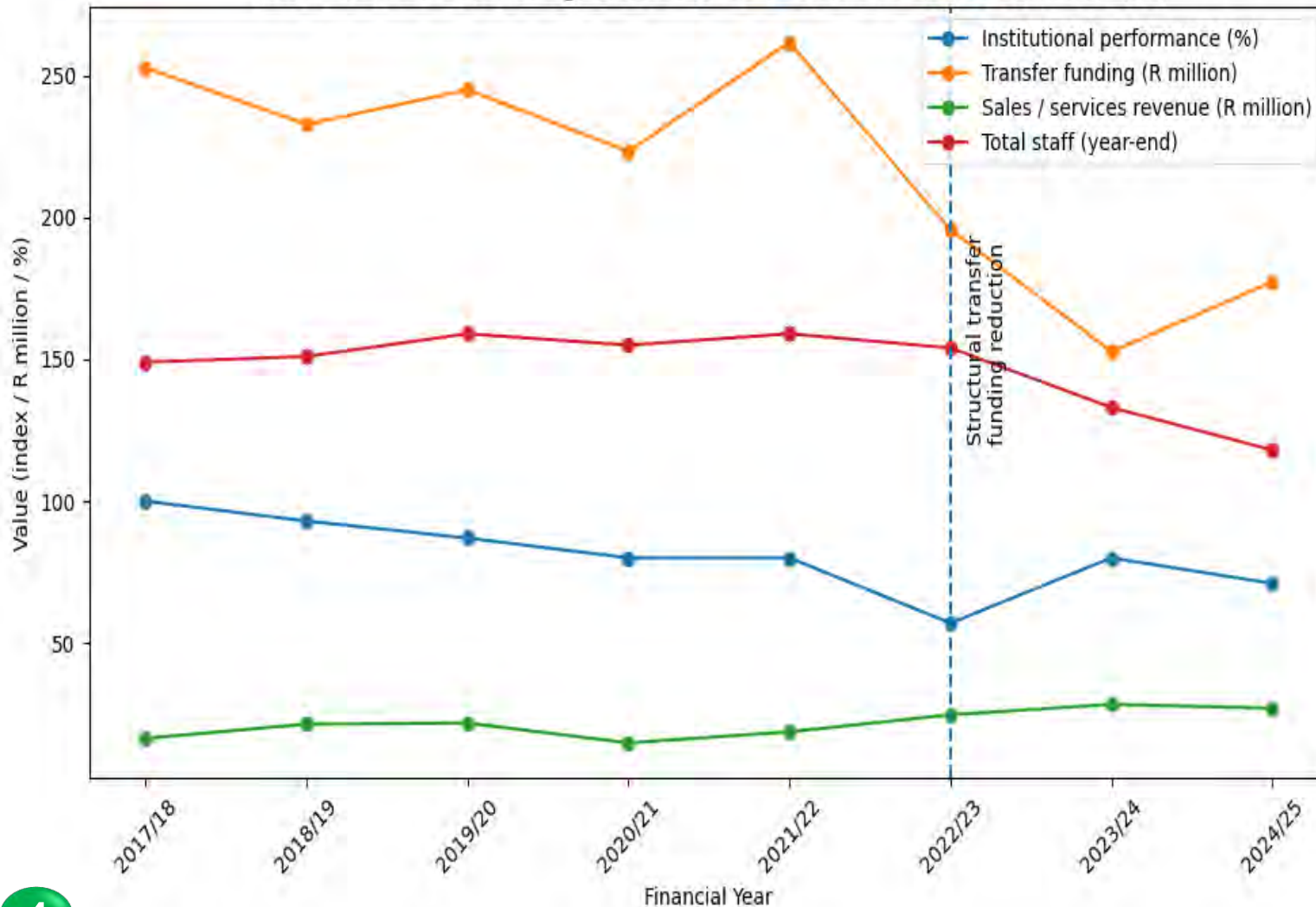
NMISA South Africa's Metrology Capabilities



8-year Performance Overview

Capacity Erosion

NMISA Performance, Funding, Sales Revenue and Staff Trends (2017/18-2024/25)



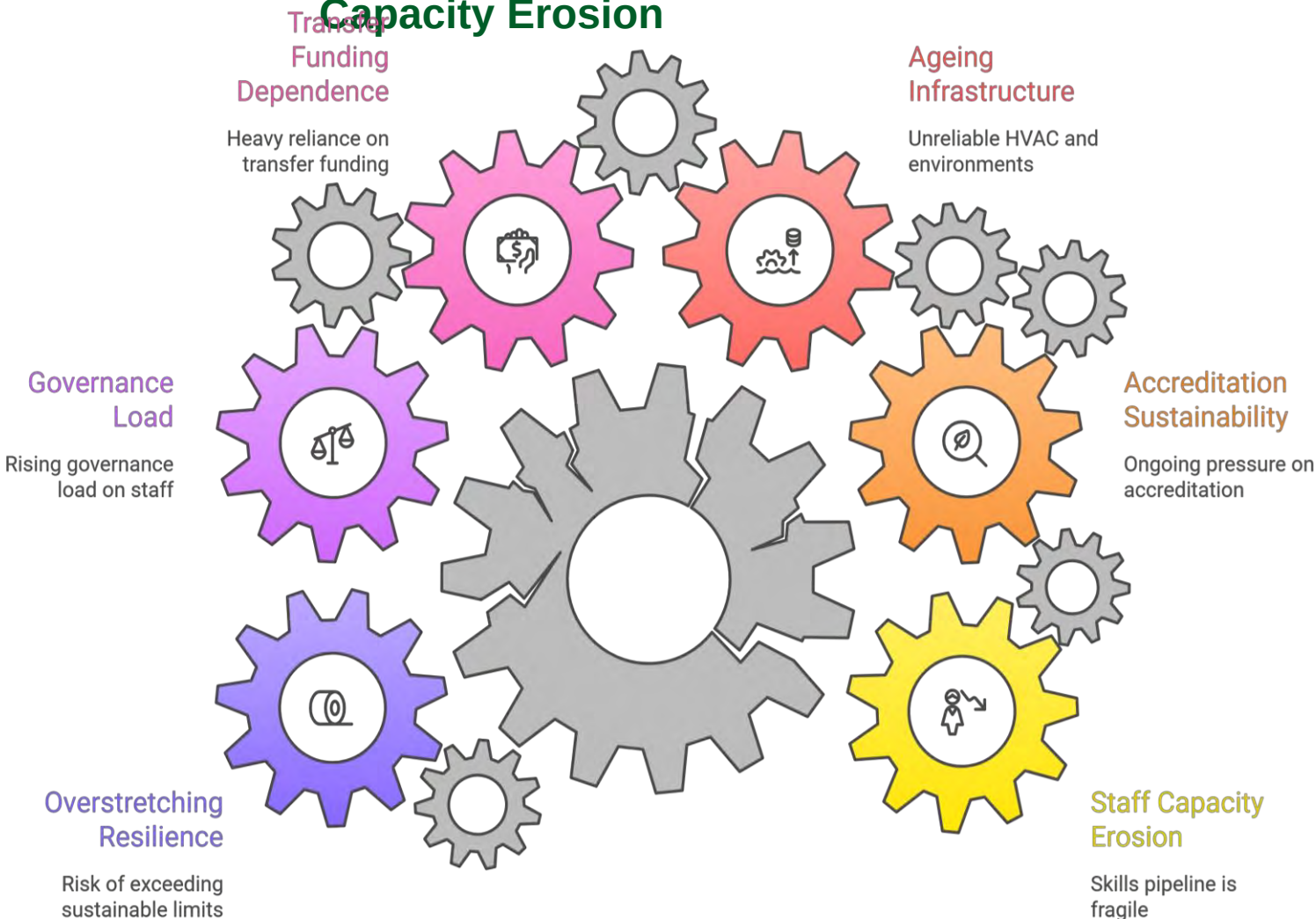
Interpretation

- Capacity erosion is delayed, not immediate**
 - Staff numbers are broadly stable from 2017/18 to 2022/23.
 - The sharp decline only begins after the funding shock.
 - This confirms staff losses are an effect, not a cause.
- Performance initially recovers despite capacity loss**
 - Performance rebounds to 80 % in 2023/24, even as staff drops from 154 → 133.
 - This visually demonstrates resilience and absorption of pressure.
- Sustainability limit is reached in 2024/25**
 - Further staff decline to 118 aligns with performance softening to 71 %
 - This is the capacity floor being reached.
- The real risk is not decline, but exhaustion**

8-year Performance Overview

Capacity Erosion

Interpretation



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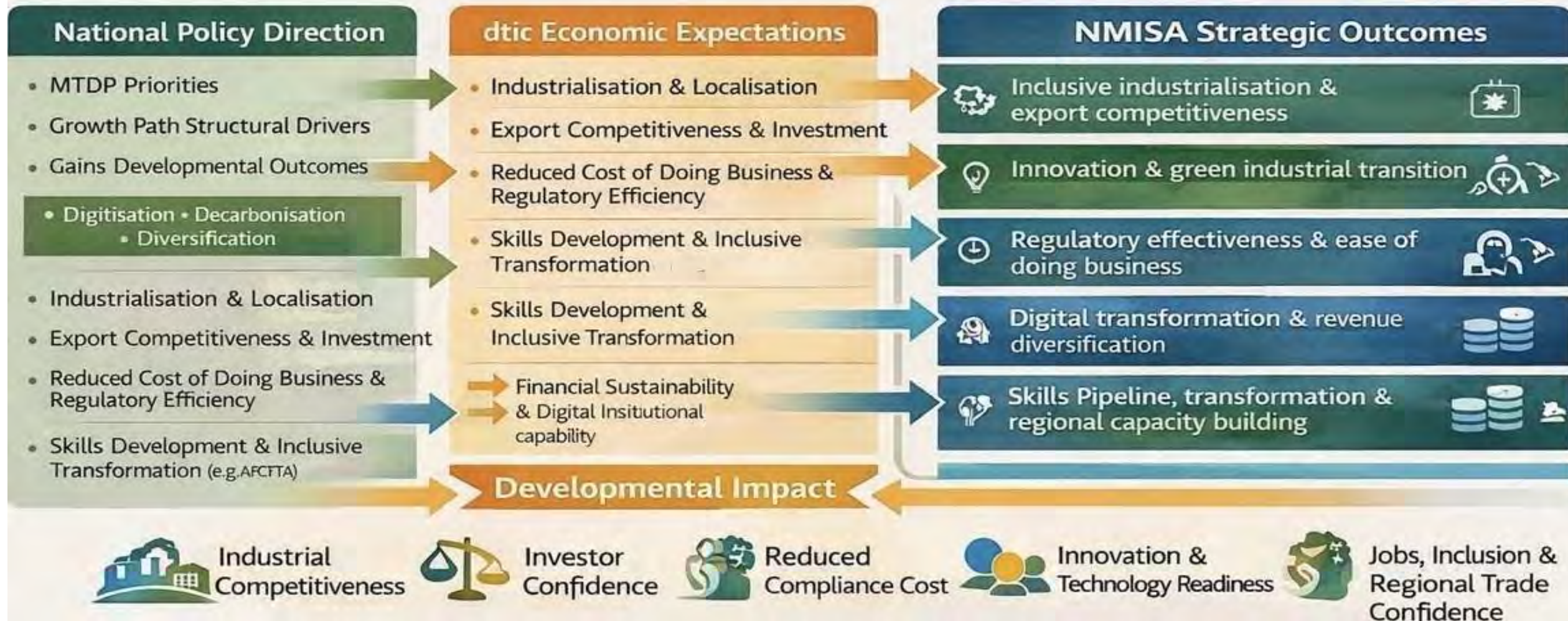
4. The real risk is not decline, but exhaustion



NMISA OUTCOMES STATEMENTS

MTDP outcome	NMISA SOs	Outcomes/Impact Statements	MTDP Pillar Linkage	The 3 D's Linkage
Build Inclusive economic growth and job creation	Ensure regional, continental, and international comparability of the South African measurement infrastructure to support economic growth and to enhance the quality of life for all.	Enable inclusive economic growth through industrialisation, localisation and export competitiveness through trusted measurement infrastructure.	P2: Catalytic Projects • Agriculture and agro-processing – develop reference materials for essential oils (eg. Cannabis) • Develop CRMs for specified critical minerals • Develop NMS for green hydrogen P3: Induced Demand • Stronger import Control P5: Transformation • Provide technical services to enterprises owned by Black Industrialists • Provide technical support to SEZ and Industrial Park manufacturing industrialists to ensure products market- readiness	• Diversification
Build a Capable, Ethical and Developmental State	Improve financial stability for sustainability.	Build a financially sustainable, digitally enabled and future ready national measurement institute.	P1: Structural Reforms • Delivery oriented government • Red-tape reduction – improved turnaround times	• Digitalization • Decarbonization
	Maintain fast and efficient service delivery to clients.	Strengthen regulatory effectiveness, reduce cost of doing business drivers and improve ease of doing business through responsive metrology services.		
	Develop and retain a capable workforce that is able to utilise world-class infrastructure to deliver specialised and innovative measurement solutions.	Develop human capital skills development pipeline through partnerships to enable transformation and economic development	P5: Transformation • Ensure access of youth, women, PLWD -women MSMEs to services provided by NMISA • Participate in skills revolution by placing and training qualified unemployed graduated so that they are workplace ready	• Diversification
Reduce Poverty and tackle high cost of living	Effectively engage and collaborate with stakeholders to develop and strengthen mutually beneficial relationships in fulfilment of the NMISA mandate.	Build strong stakeholder network to drive innovation, diversification, and strategic sectoral growth through advanced measurement science.	P4: Induced Demand • Build strong collaborations to support science and technology innovation	• Diversification

Alignment of NMISA KPIs to dtic Expectations



Key Performance Indicators and Targets

Outcome: Enable inclusive economic growth through industrialisation, localisation and export competitiveness through trusted measurement infrastructure

Outputs	KPI #	Output Indicators	Annual Targets					5-Year Target
			MTEF Period					
			2025/26 (Baseline, audited)	2026/27	2027/28	2028/29	2029/30	
Sustain and modernise nationally relevant measurement capabilities aligned to priority industrial sectors to ensure international recognition, support localisation, enable export competitiveness and strengthen regulatory confidence.	1	Number of foundational (base) National Measurement Standards (NMS) maintained at international equivalence annually.	5 SI base units realised, 1 maintained (Revised KPI)	5	5	5	5	5
Demonstrate and expand internationally equivalent national measurement capabilities that provide investor assurance, enable compliant local manufacturing, and strengthen export readiness across priority value chains.	2	Percentage of nationally relevant measurement services covered by internationally recognised Calibration and Measurement Capabilities.	81 %	91 %	95 %	95 %	95 %	95 %
Develop and enhance nationally relevant measurement standards, reference materials and reference methods that strengthen priority industrial value chains and reduce technical barriers to trade.	3	Number of new or enhanced NMS, reference materials and reference methods developed in support of priority industrial sectors.	4	2	3	5	7	19
Sustain internationally benchmarked NMS that demonstrate technical equivalence with leading National Metrology Institutes (NMIs) and strengthen confidence in South Africa’s measurement system.	4	Number of scheduled international measurement comparisons completed with satisfactory performance, confirming equivalence of South Africa’s NMS.	28 (Revised KPI)	5	7	11	15	38
Strengthen the competitiveness and regulatory compliance of enterprises located within SEZs, industrial parks and priority districts through targeted NMISA measurement and training services	5	Number of companies within SEZs, industrial parks and priority districts, given access to NMISA technical measurement services.	14	9	11	15	20	60

Outcome: Enhance stakeholder engagement to drive innovation, diversification, and sector growth through metrology.

Outputs	KPI #	Output Indicators	Annual Targets					5-Year Target
			MTEF Period					
			2025/26 (Baseline, audited)	2026/27	2027/28	2028/29	2029/30	
Develop and deploy advanced internationally benchmarked measurement capabilities that enable green industrialisation, climate compliance, energy efficiency and strategic sector innovation, including support to the Just Energy Transition.	6	Number of enhanced measurement capabilities developed to support green industrial sector	2	1	1	3	3	9
Strengthen regional trade integration and industrial cooperation under AfCFTA through provision of NMISA metrology services, products and technical collaboration that support harmonisation of measurement systems across Africa.	7	Number of African countries contracting NMISA’s metrology offerings annually.	14	15	17	17	20	20
	8	Number of regional measurement comparisons coordinated with African metrology institutes.	15	5	5	7	10	31
Establish and sustain strategic collaboration agreements in priority sectors that generate recurring value and contribute to long-term institutional and economic sustainability	9	Percentage of collaboration agreements in priority sectors demonstrating measurable recurring financial, technical or knowledge-transfer results annually	79 %	≥ 70 %	≥ 75 %	≥ 80 %	≥ 80 %	≥ 80 %

Outcome: Strengthen regulatory effectiveness, reduce cost of doing business drivers and improve ease of doing business through responsive metrology services.

Outputs	KPI #	Output Indicators	Annual Targets					5-Year Target
			MTEF Period					
			2025/26 (Baseline, audited)	2026/27	2027/28	2028/29	2029/30	
Deliver responsive, reliable and industry aligned metrology services that strengthen regulatory compliance, reduce administrative burden and improve business operating efficiency.	10	Percentage of clients reporting satisfaction with the responsiveness and reliability of NMISA metrology services.	82 %	≥ 80 %	≥ 80 %	≥ 80 %	≥ 80 %	≥ 80 %
Provide targeted metrology and technical support services to MSMEs to strengthen regulatory compliance, improve product quality and accelerate market access.	11	Number of MSMEs receiving NMISA measurement support services to enhance market readiness.	57	50	55	60	65	274
Strengthen African regional metrology capacity to improve regulatory effectiveness, trade facilitation and ease of doing business across the continent.	12	Number of African institutions that implemented improved metrology procedures within 24 months following NMISA training.	New KPI	3	4	5	5	17
Process optimised and industry responsive metrology services that reduce red tape and improve regulatory responsiveness.	13	Percentage reduction in turnaround times in the selected public-facing services	New KPI	30 %	30 %	30 %	30 %	30 % per annum

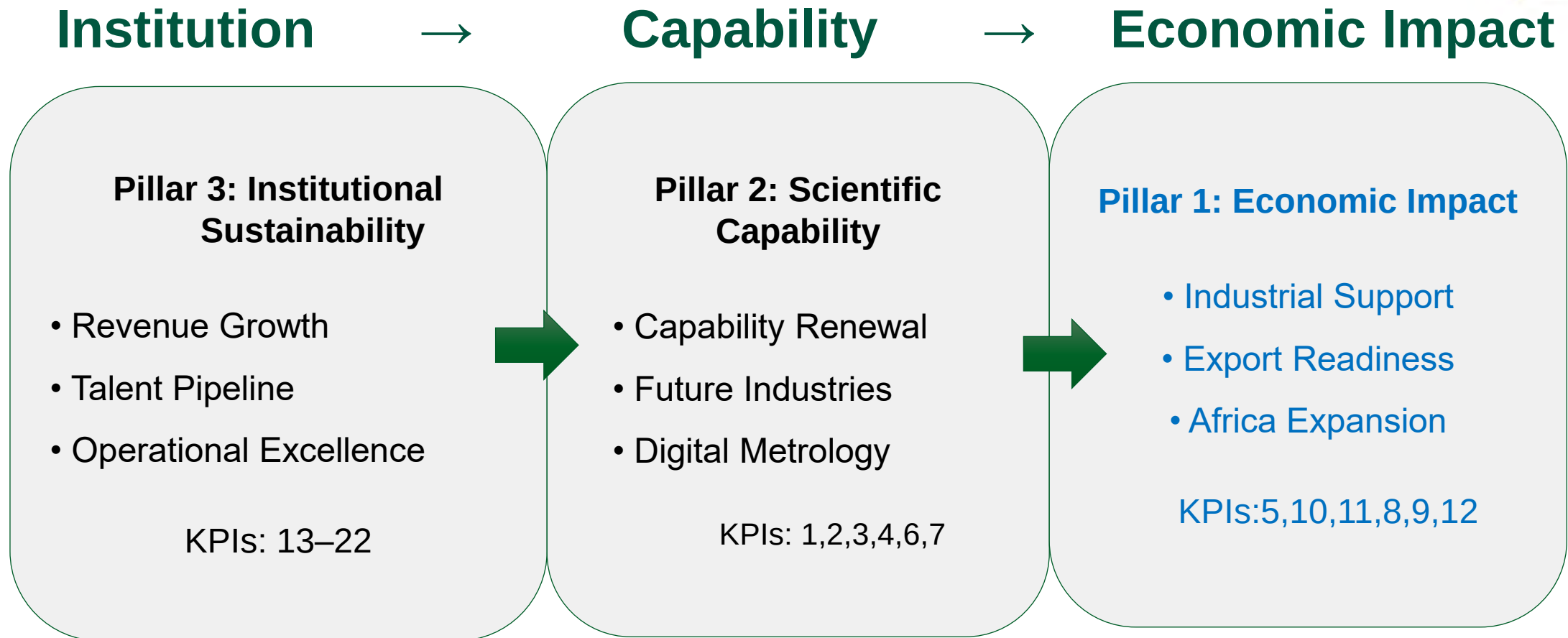
Outcomes: Build a financially sustainable, digitally enabled and future ready national measurement institute



Outputs	KPI #	Output Indicators	Annual Targets					5-Year Target
			MTEF Period					
			2025/26 (Baseline, audited)	2026/27	2027/28	2028/29	2029/30	
Implement digitally enabled, efficient and customer-centred business processes that improve operational efficiency and reduce administrative burden.	14	Number of operational business processes digitalised	1	1	1	2	2	7
Strengthen revenue diversification, financial resilience and digital service delivery to ensure long-term institutional sustainability and reduced reliance on baseline funding.	15	Percentage of approved annual sales revenue budget achieved	104,6 %	90 %	90 %	95 %	95 %	95 %

Outcome: Develop human capital skills development pipeline through partnerships to enable transformation and economic development

Outputs	KPI #	Output Indicators	Annual Targets					5-Year Target
			MTEF Period					
			2025/26 (Baseline, audited)	2026/27	2027/28	2028/29	2029/30	
Placement of qualified but unemployed graduates in the NMISA Human Capital Development (HCD) programme in collaboration with sector partners such as SETAs, universities, and industry.	16	Number of new qualified unemployed graduates placed in the NMISA Human Capital Development programme annually.	8	13	15	18	20	73
Deliver structured HCD programmes that produce job-ready graduates equipped with industry-relevant scientific and technical competencies.	17	Number of job-ready graduates who were funded through the NMISA HCD programme who successfully secure work placement.	New KPI	4	5	5	6	20
Strengthen the retention and development of critical scientific and technical skills to sustain institutional capability and support a transformed measurement workforce.	18	Annual voluntary staff turnover rate maintained at 6 % or lower.	2 %	≤ 6 %	≤ 6 %	≤ 6 %	≤ 6 %	≤ 6 %
Strengthen disability inclusion within NMISA's workforce.	19	Percentage of workforce represented by persons with disabilities.	2 % (New KPI)	5 %	5%	5 %	5 %	5 %
Strengthen the postgraduate research and innovation pipeline through strategic partnerships that advance technical capability, transformation and economic development.	20	Number of innovative postgraduate research initiatives supported through NMISA-led collaborative partnerships annually	New KPI	1	2	2	3	8
	21	Number of fellowships in metrology contracted.	New KPI	1	0	1	0	2
Contribution to national transformation and inclusive industrial development objectives through measurable improvement in B-BBEE performance	22	Achieve the target B-BBEE Status Level	New KPI	New KPI	3	2	1	Level 1



OUTCOMES: Industrial Growth | Export Competitiveness | Innovation | Financial Sustainability

EXPENDITURE ESTIMATES

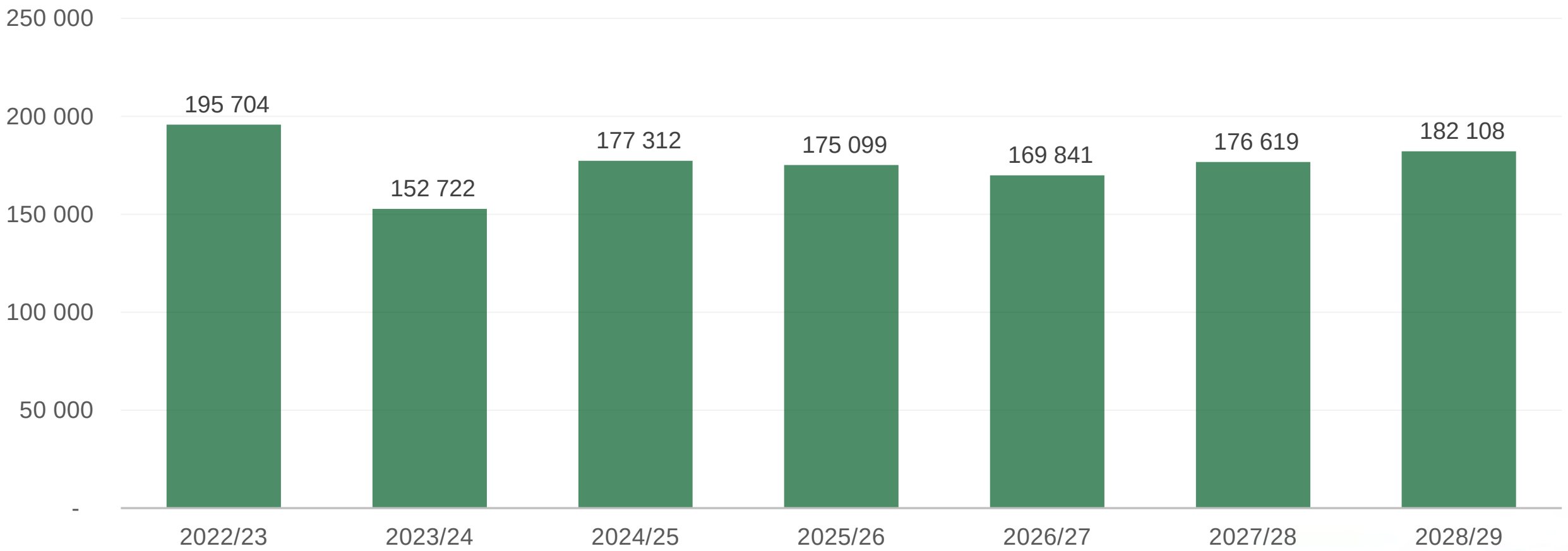
EXPENDITURE ESTIMATES

Statement of Financial Performance

	Audited outcome	Audited outcome	Audited outcome	Revised budget	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R thousand	2022/23	2023/24	2024/25	2025/26	2022/23–2025/26		2026/27	2027/28	2028/29	2025/26–2028/29	
Revenue											
External revenue	31 659	40 383	36 257	35 148	3,5 %	16,6 %	37 862	41 008	44 456	8,1 %	17,9 %
Sales of goods and services produced by entity	24 653	28 444	26 985	27 148	3,3 %	12,4 %	29 862	32 848	36 133	10,0 %	14,2 %
Investment and other income	7 006	11 939	9 272	8 000	4,5 %	4,2 %	8 000	8 160	8 323	1,3 %	3,7 %
Retention of surplus	–	–	–	28 605	–	3,0 %	–	–	–	-100,0 %	2,9 %
Transfers received	195 704	152 722	177 312	175 099	-3,6 %	80,4 %	169 841	176 619	182 108	1,3 %	79,2 %
Total revenue	227 363	193 105	213 569	238 852	-4,1 %	100,0 %	207 703	217 627	226 564	4,7 %	100,0 %
Expenses											
Current expenses	256 748	251 820	254 325	194 654	-8,8 %	100,0 %	207 153	217 627	226 564	-1,7 %	95,3 %
Compensation of employees	127 404	116 136	105 555	105 477	-6,1 %	45,4 %	121 171	126 780	132 486	7,9 %	54,8 %
Goods and services	79 086	78 791	84 523	89 177	4,1 %	33,2 %	85 982	90 847	94 078	1,8 %	40,5 %
Depreciation	50 258	56 893	64 247	–	-100,0 %	16,9 %	–	–	–	–	–
Capital expenditure	–	–	–	44 198	–	4,6 %	550	–	–	-100,0 %	4,7 %
Total expenses	256 748	251 820	254 325	238 852	-2,4 %	100,0 %	207 703	217 627	226 564	-1,7 %	100,0 %
Surplus/(Deficit)	(29 385)	(58 715)	(40 756)	–	-100 %		–	–	–	–	

EXPENDITURE ESTIMATES

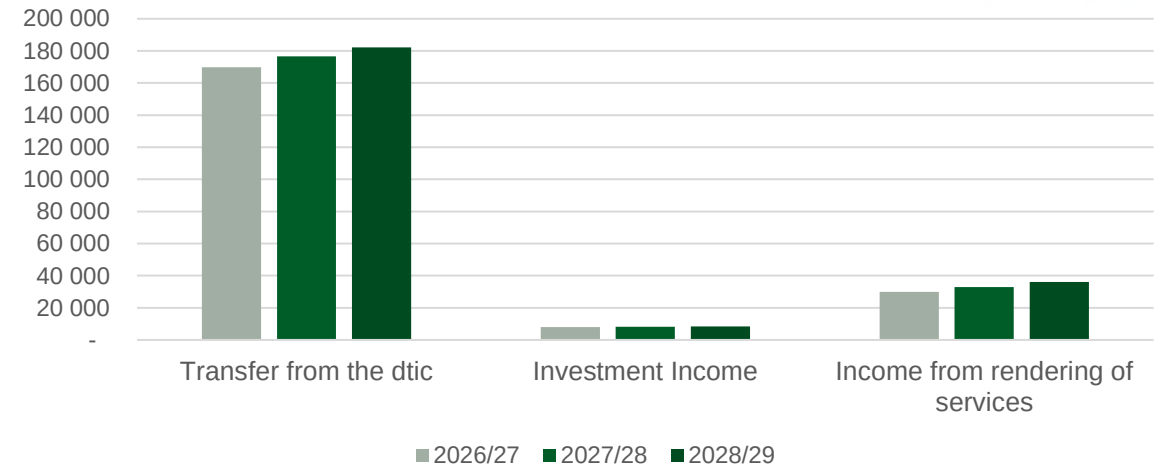
TRANSFER FROM THE DTIC



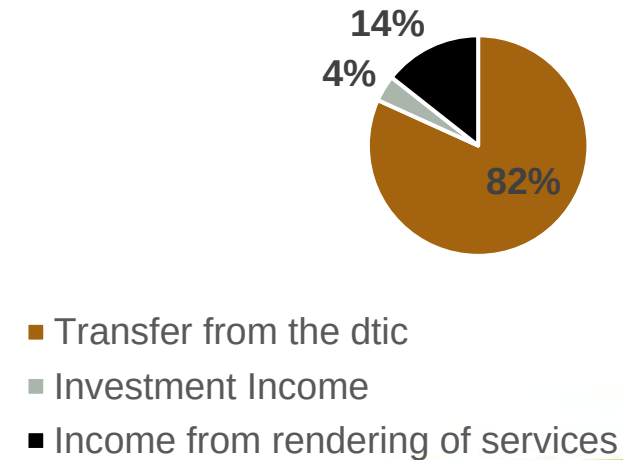
EXPENDITURE ESTIMATES

	2026/27	2027/28	2028/29
	R'000	R'000	R'000
REVENUE			
Transfer from the dtic	169 841	176 619	182 108
Investment Income	8 000	8 240	8 487
Income from rendering of services	29 862	32 848	36 133
TOTAL REVENUE	207 703	217 707	226 728

REVENUE



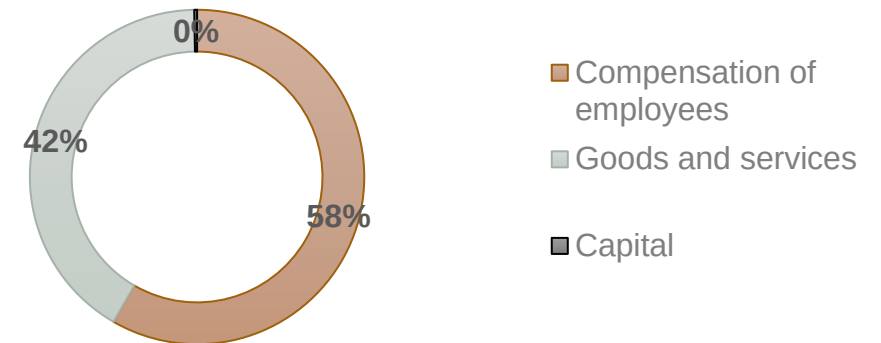
REVENUE



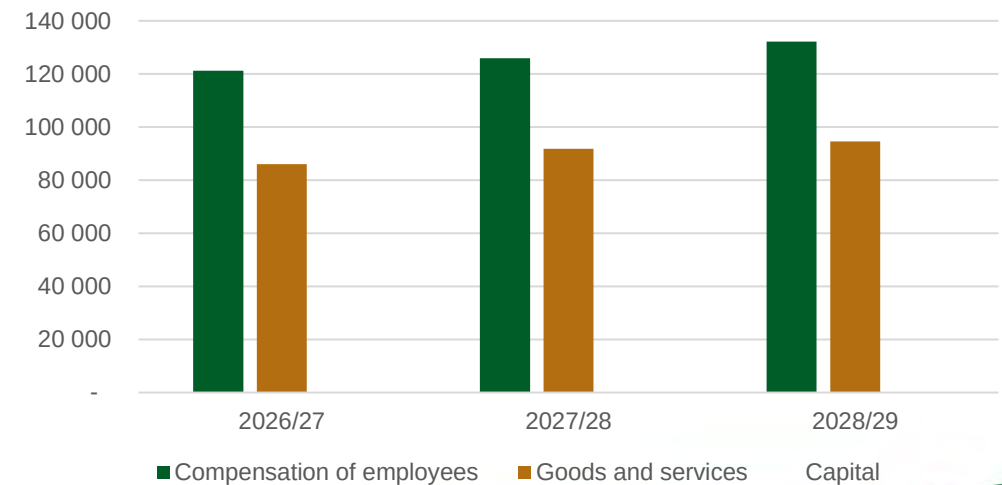
EXPENDITURE ESTIMATES

EXPENSES	2026/27	2027/28	2028/29
	R'000	R'000	R'000
Compensation of employees	121 171	125 865	132 158
Goods and services	85 982	91 842	94 570
Capital	550		
TOTAL EXPENSES	207 703	217 707	226 728

EXPENDITURE



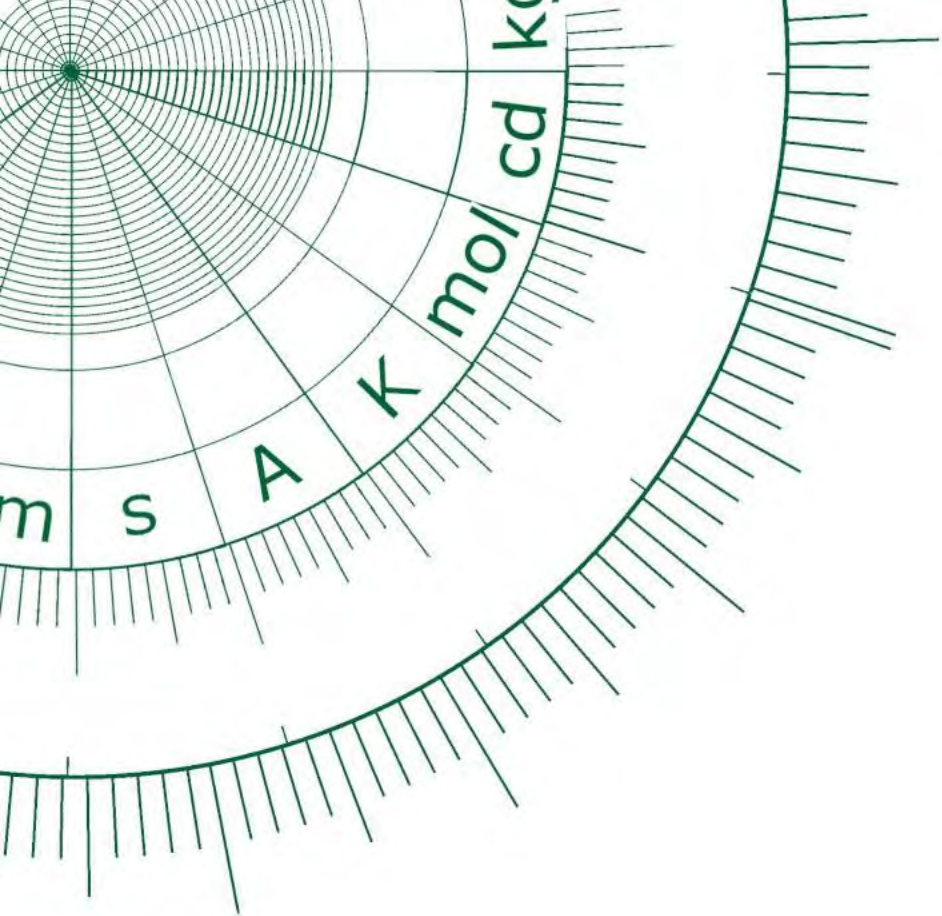
EXPENDITURE



CONCLUSION

Expanding
Metrology
services and
reinvestment in
Quality
Infrastructure to
support the
Multiplier Effect





Thank You

We measure what matters