<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAC</td>
<td>Accreditation Approvals Committee</td>
</tr>
<tr>
<td>AC</td>
<td>Advisory Committee</td>
</tr>
<tr>
<td>AFRAC</td>
<td>African Accreditation Cooperation</td>
</tr>
<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>BWP</td>
<td>Botswana Pula</td>
</tr>
<tr>
<td>CBAS - Pers</td>
<td>Personnel Certification Bodies Accreditation Scheme</td>
</tr>
<tr>
<td>CBAS - Prod</td>
<td>Product Certification Bodies Accreditation Scheme</td>
</tr>
<tr>
<td>CBAS - MS</td>
<td>Management Systems Certification Bodies Accreditation Scheme</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CLAS</td>
<td>Calibration Laboratories Accreditation Scheme</td>
</tr>
<tr>
<td>CPD</td>
<td>Continuous Professional Development</td>
</tr>
<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
</tr>
<tr>
<td>EDF</td>
<td>European Development Fund</td>
</tr>
<tr>
<td>EGAC</td>
<td>Egyptian Accreditation Council</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FDIS</td>
<td>Final Draft International Standard</td>
</tr>
<tr>
<td>FRAC</td>
<td>Finance, Risk and Audit Committee</td>
</tr>
<tr>
<td>FSMS</td>
<td>Food Safety Management Systems</td>
</tr>
<tr>
<td>GCP</td>
<td>Good Clinical Practice</td>
</tr>
<tr>
<td>GLP</td>
<td>Good Laboratory Practice</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HRRC</td>
<td>Human Resources and Remuneration Committee</td>
</tr>
<tr>
<td>IAF</td>
<td>International Accreditation Forum</td>
</tr>
<tr>
<td>IBAS</td>
<td>Inspection Bodies Accreditation Scheme</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communications Technology</td>
</tr>
<tr>
<td>IEC</td>
<td>International Electrotechnical Commission</td>
</tr>
<tr>
<td>IESBA Code</td>
<td>International Ethics Standards Board of Accountants Code of Ethics for Professional Accountants</td>
</tr>
<tr>
<td>IFRIC</td>
<td>International Financial Reporting Interpretations Committee</td>
</tr>
<tr>
<td>IFRS</td>
<td>International Financial Reporting Standards</td>
</tr>
<tr>
<td>IOIC</td>
<td>Independent International Organization for Certification</td>
</tr>
<tr>
<td>ILAC</td>
<td>International Laboratory Accreditation Cooperation</td>
</tr>
<tr>
<td>IQNET</td>
<td>International Certification Network</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organization for Standardization</td>
</tr>
<tr>
<td>ISO CASCO</td>
<td>ISO Committee on Conformity Assessment</td>
</tr>
<tr>
<td>JDC</td>
<td>Joint Development Support Committee</td>
</tr>
<tr>
<td>MLAS</td>
<td>Medical Laboratories Accreditation Scheme</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MRA</td>
<td>Mutual Recognition Arrangement</td>
</tr>
<tr>
<td>MV &amp; MU</td>
<td>Method Validation and Measurement Uncertainty</td>
</tr>
<tr>
<td>NAFP</td>
<td>National Accreditation Focal Point</td>
</tr>
<tr>
<td>NOK</td>
<td>Norwegian Kroner</td>
</tr>
<tr>
<td>NSC-ONSC</td>
<td>National Standardization Council-Office of the National Standardization Council (Thailand)</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>PT</td>
<td>Proficiency Testing</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management System</td>
</tr>
<tr>
<td>RES</td>
<td>Regional Economic Support</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>SADCA</td>
<td>Southern African Development Community Cooperation in Accreditation</td>
</tr>
<tr>
<td>SASCAS</td>
<td>Southern African Development Community Accreditation Service</td>
</tr>
<tr>
<td>SANAS</td>
<td>South African National Accreditation System</td>
</tr>
<tr>
<td>SQAM</td>
<td>Standardization, Quality Assurance, Accreditation and Metrology</td>
</tr>
<tr>
<td>TBT</td>
<td>Technical Barriers to Trade</td>
</tr>
<tr>
<td>TLAS</td>
<td>Testing Laboratories Accreditation Scheme</td>
</tr>
<tr>
<td>TPA</td>
<td>Twinning Partnership Agreement</td>
</tr>
<tr>
<td>TUNAC</td>
<td>Tunisian Accreditation Council</td>
</tr>
<tr>
<td>VLAS</td>
<td>Veterinary Laboratory Accreditation Scheme</td>
</tr>
<tr>
<td>WAD</td>
<td>World Accreditation Day</td>
</tr>
<tr>
<td>WG</td>
<td>Working Group</td>
</tr>
</tbody>
</table>
VISION, MISSION, MANDATE, COMPANY VALUES AND VALUE PROPOSITION

SADCAS VISION
SADCAS vision is to be a sustainable accreditation body at the cutting edge of credible accreditation service delivery.

SADCAS MISSION
SADCAS mission is to provide credible, cost effective, accreditation services for SADC Member States aimed at supporting trade, enhance the protection of consumers and the environment, and improve the competitiveness of SADC products and services in both the voluntary and regulatory areas.

SADCAS MANDATE
SADCAS draws its mandate from Article 15 B of the Technical Barriers to Trade (TBT) Annex to the SADC Protocol on Trade. SADCAS is recognized by the SADC Council of Ministers as a subsidiary institution of SADC. The relationship between SADCAS and SADC is formalized through a Memorandum of Understanding (MOU) on general cooperation. The objects, powers and rules for the operation of SADCAS are set out in the Memorandum and Articles of Association lodged with the Registrar of Companies, Botswana.

SADCAS COMPANY VALUES
SADCAS in its service provision upholds the following six core values:

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impartiality</td>
<td>We are organized and operate so as to safeguard objectivity and impartiality of our services.</td>
</tr>
<tr>
<td>Transparency</td>
<td>We are dedicated to provide complete transparency in our work by communicating effectively with our clients.</td>
</tr>
<tr>
<td>Non-discrimination</td>
<td>We treat our clients fairly and in an equitable manner.</td>
</tr>
<tr>
<td>Integrity</td>
<td>We act with honesty and integrity.</td>
</tr>
<tr>
<td>Innovation</td>
<td>We generate new ideas and utilize creative approaches to problems for continuous improvement.</td>
</tr>
<tr>
<td>Diversity</td>
<td>We respect the diversity of our clients and ensure balance of interest in representation.</td>
</tr>
</tbody>
</table>

SADCAS VALUE PROPOSITION
- Delivering confidence
- Assuring competency
The Southern African Development Community Accreditation Services (SADCAS) is a multi-economy accreditation body established in terms of Article 15 B of the Technical Barriers to Trade (TBT) Annex to the SADC Protocol on Trade with the primary purpose of ensuring that conformity assessment service providers operating in those SADC Member States which do not have national accreditation bodies are subject to an oversight by an authoritative body. Within the SADC region only South Africa and Mauritius have national accreditation bodies. The remaining 13 countries namely: Angola; Botswana; Democratic Republic of Congo (DRC); Lesotho; Madagascar; Malawi; Mozambique; Namibia; Seychelles; Eswatini; Tanzania; Zambia; and Zimbabwe do not have national accreditation bodies hence serviced by SADCAS. By assuring technical competence through accreditation, SADCAS plays a key role towards the achievement of SADC goals in trade facilitation and in the protection of health, safety and the environment.

SADCAS is registered as a not for profit company limited by guarantee under the Botswana Companies Act, 2003 (Act No. 32 of 2004). SADCAS is a subsidiary institution of SADC. The relationship between SADCAS and SADC is formalized through a Memorandum of Understanding (MOU) on General Cooperation. SADCAS headquarters are situated at Gaborone, Botswana.

GOVERNANCE
SADCAS is governed by a General Assembly which comprises of:

- Subscribers to the Memorandum and Articles of Association;
- Members of the Board of Directors;
- Appointed representatives of National Accreditation Focal Points (NAFPs) in each SADC Member State using the service of SADCAS; and
- Individuals or organizations who apply for admission as members of SADCAS.

Drawn out of the General Assembly is the Board of Directors which oversees the running of SADCAS and fulfills any function that the SADCAS General Assembly may delegate to it. The SADCAS Chief Executive Officer (CEO) who reports to the Board of Directors leads the company and is responsible for the day-to-day operation of SADCAS.

SADCAS ORGANIZATION
SADCAS is composed of three functional units. The Technical unit is responsible for the overall management of the accreditation process. The Corporate Services unit provides support services to internal and external business interests and is responsible for Information Communication Technology (ICT), marketing and public relations, business development and administration of training services. The Finance and Administration unit is responsible for financial management, human resources management and general administration of the company.

In order to achieve its mandate and in line with international best practice, accreditation assessments are undertaken, on behalf of SADCAS, by a pool of registered assessors who make recommendations for accreditation decision by the SADCAS Accreditation Approvals Committee (AAC). Advisory Committees (AC) advise SADCAS on technical matters.

National Accreditation Focal Points (NAFPs) established in SADC Member States using the services of SADCAS serve as the administrative link between SADCAS and clients/potential clients in Member States and are mainly responsible for promoting accreditation and marketing SADCAS service offering in their respective countries. SADCAS is a lean organization staffed by a small group of highly qualified and experienced people.

SADCAS SERVICES
SADCAS provides accreditation services and training in accreditation associated activities.
ACCREDITATION SERVICES
SADCAS offers accreditation schemes for:
- Calibration laboratories in accordance with ISO/IEC 17025;
- Testing laboratories in accordance with ISO/IEC 17025;
- Medical laboratories in accordance with ISO 15189;
- Management systems certification bodies in accordance with ISO/IEC 17021-1;
- Inspection bodies in accordance with ISO/IEC 17020;
- Product certification bodies in accordance with ISO/IEC 17065; and
- Personnel certification bodies in accordance with ISO/IEC 17024.

SADCAS will broaden its scope of accreditation as needs arise.

TRAINING SERVICES
SADCAS offers training on accreditation related courses. Training can be conducted in-house or as open courses.

SADCAS offers the following training courses:
- One day awareness training courses on the various key accreditation standards. The objective of the one day awareness training courses is to create awareness on the benefits and importance of accreditation and the requirements of the respective accreditation standards.
- Five day requirements, implementation and internal auditing on the key accreditation standards whose objective is to provide an insight into the respective system standards requirements, implementation as well as to guide conformity assessment bodies' personnel on how to prepare and carry out an internal audit so as to monitor compliance with the system standard.
- Three day training courses on the requirements and implementation of the key accreditation standards whose objective is to provide an insight into the respective system standards requirements and implementation thereof.
- Three day internal auditing courses whose objective is to impart internal auditing knowledge and skills so that conformity assessment bodies are able to monitor compliance with the respective key accreditation standards.
- Five day intensive course on Method Validation and Measurement Uncertainty covers statistical fundamentals and advanced concepts of statistical techniques that are used in both method validation/verification and in calculating measurement uncertainty of test results.

Besides the above courses, SADCAS can also offer other accreditation related courses depending on needs. The training courses are conducted on behalf of SADCAS by a pool of qualified and registered trainers who have hands on and up to date experience on accreditation matters. The training courses are designed to create awareness on the benefits and importance of accreditation and to promote an understanding of the requirements of the key accreditation standards. In order not to compromise its impartiality principles and status in training service delivery, SADCAS does not give specific advice for the development of an organization's operations. Furthermore the training delivered or facilitated by SADCAS are not a pre-condition of accreditation neither do they guarantee accreditation by SADCAS.

SADCAS REGIONAL AND INTERNATIONAL CONNECTIONS
SADCAS is
- A full member of the International Laboratory Accreditation Cooperation (ILAC).
- An accreditation body member of the International Accreditation Forum (IAF).
- An arrangement member of the African Accreditation Cooperation (AFRAC).
- An ordinary member of SADC Cooperation in Accreditation (SADCA).
During the 2017/18 financial year, the SADCAS Board of Directors held five meetings, one of which was a special Board meeting. The records of attendance to these meetings are shown in Table 1.

**TABLE 1 - RECORD OF ATTENDANCE TO BOARD MEETINGS HELD DURING THE 2017/18 FINANCIAL YEAR**

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
<th>Meeting Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Steven Bruce Sidney</td>
<td>Non-Executive Director</td>
<td>Apology</td>
</tr>
<tr>
<td>Chairman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms Verily Kearoma Molatedi</td>
<td>Non-Executive Director</td>
<td>✓</td>
</tr>
<tr>
<td>Vice Chairman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Emmanuel Jinda</td>
<td>Non-Executive Director</td>
<td>✓</td>
</tr>
<tr>
<td>Mr Alfredo Filipe Sitoe</td>
<td>Non-Executive Director</td>
<td>✓</td>
</tr>
<tr>
<td>Mr Davlin Moyenda Damaziel</td>
<td>Non-Executive Director</td>
<td>✓</td>
</tr>
<tr>
<td>Chokazinga</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Manuel Muale</td>
<td>Non-Executive Director</td>
<td>Apology</td>
</tr>
<tr>
<td>Mr Sadwick L. Mtonakutha</td>
<td>Non-Executive Director</td>
<td>Apology</td>
</tr>
<tr>
<td>(Retired May 2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Lomkhosi Lineo Mkhonta</td>
<td>Non-Executive Director</td>
<td>N/A</td>
</tr>
<tr>
<td>- Gama (Appointed 5 June 2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs Maureen Primrose Mutasa</td>
<td>Executive Director</td>
<td>✓</td>
</tr>
</tbody>
</table>

The overall attendance for Board meetings held during the year was 80%.
GENERAL INFORMATION

SADCAS REGISTRATION NUMBER - 2005/6912

BANKERS
First National Bank of Botswana
Ground Floor, Capitol Building
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Website: www.sadcas.org
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Email: ctadubatamvu22@gmail.com

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Email: patrick.kondowe@mbmfw.org

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Mobile: +258 82 464 9260
Fax: +258 21 304 206
Email: nhampulo_guil@yahoo.com
brghnhampulo@gmail.com

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Mobile: +264 81 433 0935
Fax: +264 61 259 676
Email: munyandi@mb.gov.na

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Mobile: +248 2 767 683
Fax: +248 4373 826
Email: kantemariam77@yahoo.com
httlways20042005@yahoo.com
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Regulatory & Quality Infrastructure Development Department
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Email: sybilsithembiso2000@gmail.com

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Fax: +255 222 450 959
Email: smrossoace@yahoo.com
stella.mrosso@tbs tz.org

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Mobile: +260 976 240 313/
954 04558/ 969 993895
Fax: +260 211 226 954
Email: hansyamba@yahoo.co.uk
hansyamba@gmail.com
Hans.Yamba@mcti.gov.zm

National Accreditation Focal Points Officers
(Missing from photo - NAFPs Tanzania & Madagascar)
MR STEVEN BRUCE SIDNEY
CHAIRMAN OF THE
BOARD OF DIRECTORS

On behalf of the SADCAS Board of Directors, management and staff, it is my pleasure and honour to present the 2017/18 annual report, the tenth published annual report for SADCAS. The report provides a summary of the activities carried out by SADCAS during the period beginning 1 April 2017 and ending 31 March 2018, the first year of the third strategic period 2017 to 2022.

SADCAS is now in its 10th year of operation as a multi economy accreditation body and further progress was realized during the 2017/18 with more conformity assessment bodies being accredited and training activities extended to cover all the countries that are serviced by SADCAS and beyond. During the year under review SADCAS accredited 19 new facilities representing a 28% growth in accredited facilities and 26% growth in accreditation certificates. By 31 March 2018, SADCAS had issued 102 certificates to 77 accredited facilities in 10 SADC Member States and one non SADC Country, Ghana. SADCAS conducted 19 training courses during the year under review and by 31 March SADCAS had cumulatively conducted 141 training courses. Training activities grew by 16% boosted mainly by the training on ISO/IEC 17025:2017 which was launched in January 2018.

SADCAS business continues to grow steadily not only in terms of numbers of accreditations but also in terms of field and scope of accreditation as well as geographical and sector coverage. The financial year 2017/18 saw a 22% increase in income from operations with accreditation income constituting 82% and training 18% of the operational income. Government dependency reduced to 19%.

During this 1st year of the 3rd strategic period, SADCAS extended its scope of signatory status in the International Laboratory Accreditation Cooperation Mutual Recognition Arrangement (ILAC MRA) and was on 28 October 2017 accepted as signatory to the medical testing (ISO 15189) and inspection bodies accreditation schemes (ISO/IEC 17020) having already been accepted into the African Accreditation Cooperation Mutual Arrangement (AFRAC MRA) on 27 September 2017. This brings to four (4) the SADCAS accreditation schemes that are now internationally recognized having achieved the international recognition of the testing and calibration laboratories accreditation schemes (ISO/IEC 17025) in 2015.

You may recall that the set up and operationalization of SADCAS was funded by the Norwegian Government to the tune of NOK 13 million in a 5 year project that ended in March 2012. In order to ensure continuity of SADCAS in the 2013/14 financial year, the Norwegian Government provided additional funds amounting to NOK 1.55 million. Thereafter and up to 31 March 2017, Governments of SADC Member States that are serviced by SADCAS funded SADCAS operational budget deficit of US$ 1.171 million of which US$ 1.013 million 86% of the contributions had been paid by 31 August 2018.

I am delighted to inform you that the SADC Committee of Ministers of Trade (CMT) at its meeting held on 14 August 2017 in Pretoria, South Africa, approved the request to fund SADCAS to the tune of US$ 2.38 million being the operational budget deficit for the period 2017 to 2022.
thus ensure SADCAS sustainability over this 3rd strategic period. Only US$ 656,468 i.e. 28% has been paid by 31 August 2018 out of a target of 33%. I believe this financial injection will go a long way to see SADCAS to self -sustenance in the future.

Turning to governance issues, during the period under review, the SADCAS Board of Directors held five (5) meetings in May, August and November 2017, February and March 2018 with the latter having been held to finalize preparations for the 13th Annual General meeting (AGM). During the meetings the Board considered and approved the 2017/18 annual implementation plan, the BP 06: SADCAS risk profile, the audited financial statements for the year ended 31 March 2017, the 2016/17 annual report and the 2018/19 budget. The Board also discussed strategic issues and in particular measures to improve inflows from Government contributions and closely monitored the cash flow, a challenge carried over from September 2015 up to the last quarter of the 2017/18 financial year. During these Board meetings, the Chief Executive Officer reported on the activities of SADCAS thus enabling the Board to monitor progress on the implementation of the 2017/18 annual implementation and activity plans.

Board members, Messrs Emmanuel Jinda and Davlin Moyenda Damaziel Chokazinga were re-elected during the 13th SADCAS Annual General Meeting and are serving their respective 2nd terms of office. Dr Lineo Lomikhosi Mkhonta-Gama was co-opted on the SADCAS Board of Directors on 22 May 2017 to represent the SADC Secretariat. In line with Article 25 of the SADCAS Articles of Association, Dr Mkhonta – Gama was elected during the 13th SADCAS AGM to serve her 1st term of office. She provides expertise on quality assurance, standards and quality inclusion, and regional integration and more important she serves as the link between SADCAS and the SADC Secretariat.

With the achievements so far and the commitment and leadership demonstrated once again by SADC Member States towards SADCAS sustenance, I am confident that SADCAS will continue to play its role in regional integration and industrialization agenda thus contributing to the SADC ultimate goal of achieving economic growth, alleviating poverty and enhancing the standard and quality of the life of the region's populace.

This report gives a transparent insight into what was achieved by SADCAS in the 2017/18 financial year and over the past years since SADCAS was established. I therefore commend this annual report to SADCAS stakeholders and the region at large.

Steven Bruce Sidney
Chairman SADCAS Board of Directors
SADCAS is now in its 10th year of operation as a multi economy accreditation body servicing the accreditation needs of 13 SADC Member States in line with its mandate. The past financial year beginning 1 April 2017 to 31 March 2018 the first financial year of the 3rd strategic period has seen further progress in SADCAS with more conformity assessment bodies being accredited and training activities extended to cover all the countries that are serviced by SADCAS and beyond. SADCAS business continued to grow not only in terms of field and scope of accreditation but also in terms of sector and geographical coverage.

During this 1st year of the 3rd strategic period, SADCAS, the first multi economy accreditation body in the world extended its scope of signatory status in the International Laboratory Accreditation Cooperation Mutual Recognition Arrangement (ILAC MRA) and was on 28 October 2017 accepted as signatory to the medical testing (ISO 15189) and inspection bodies (ISO/IEC 17020) accreditation schemes having already been accepted into the African Accreditation Cooperation Mutual Arrangement (AFRAC MRA) on 27 September 2017. Efforts towards achievement of signatory status in the International Accreditation Forum Multi-Lateral Arrangement (IAF MLA) progressed well as SADCAS experience in the management systems and product certification bodies’ accreditation schemes gathered momentum.

The following is a summary of the achievements in each of the eight (8) key result areas agreed for the 2017/18 financial year.

CONTINUE TO PROMOTE THE BENEFITS OF ACCREDITATION AND THE INTERNATIONAL ARRANGEMENTS AND MARKET SADCAS SERVICES

During the period under review SADCAS’ thrust has continued to be on promoting the benefits and importance of accreditation and marketing SADCAS’ services with 69 targeted marketing visits being undertaken in the SADC Member States serviced by SADCAS, 7 presentations being made to stakeholders at national, regional and international meetings/workshops/seminars by SADCAS and National Accreditation Focal Points (NAFPs) who undertook promotional and marketing activities in their respective countries as per their main responsibility. Three editions of the Pioneer March, July and November 2017 and the 9th SADCAS 2016/17 annual report were cost effectively published in electronic format only. The 3 editions of the Pioneer were distributed electronically and through the NAFPs network who in turn circulated them to stakeholders in their respective countries. In our quest to reach out to the highest policy makers an article entitled "Accreditation exporting your business" was published in the 37th SADC Summit brochure. Summits which are attended by leaders of SADC Member States provide a platform for review of SADC programmes. The article was also published in various countries’ local media. A total of 20 press releases on the accredited facilities and developments in SADCAS, SADCA, AFRAC, IAF and ILAC as well as 19 announcements on the respective organizations’