



2024/2025

ANNUAL REPORT

Accreditation for a Sustainable Future

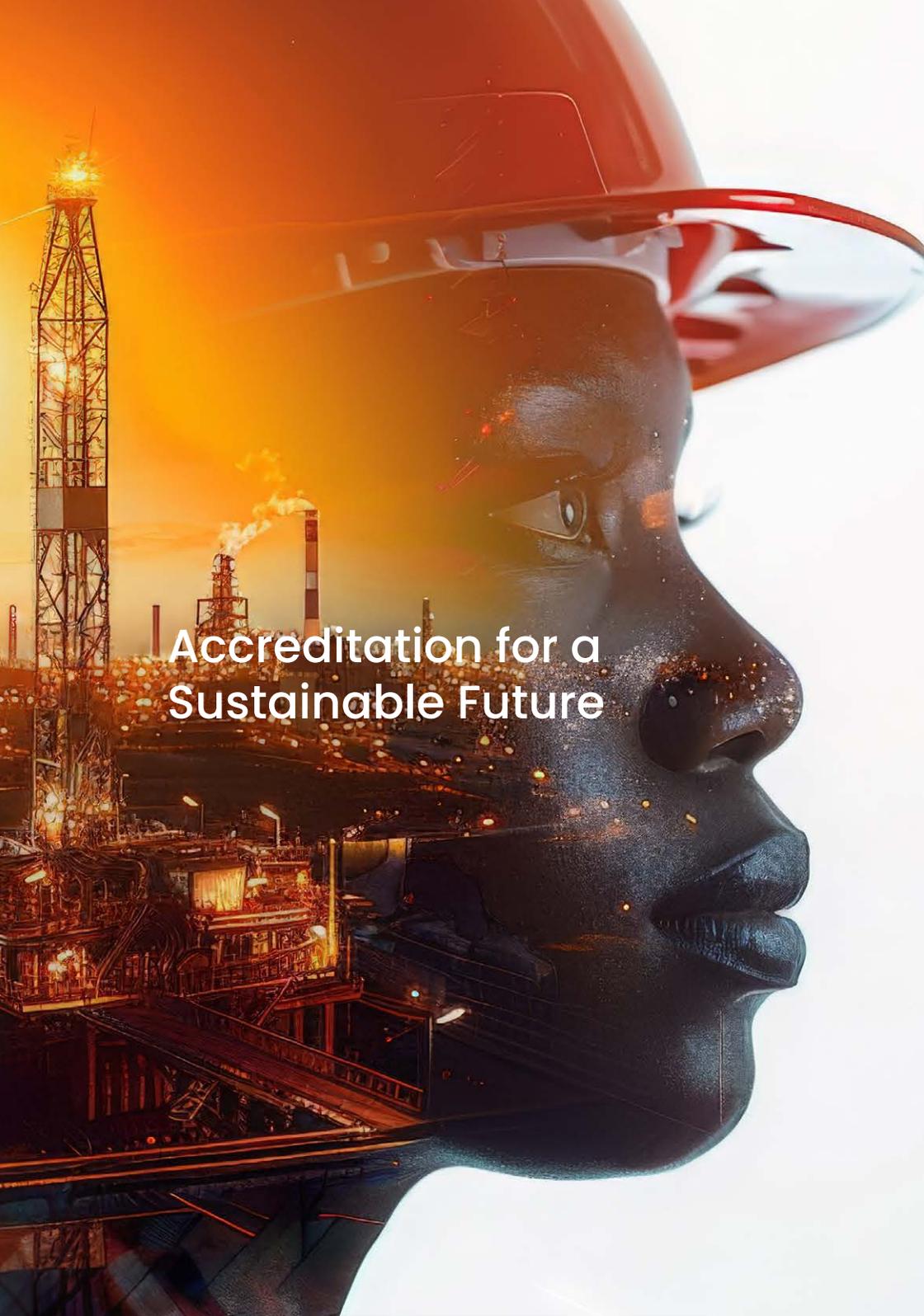


We launched a robust

Digital Transformation

Project to modernize
our operations.



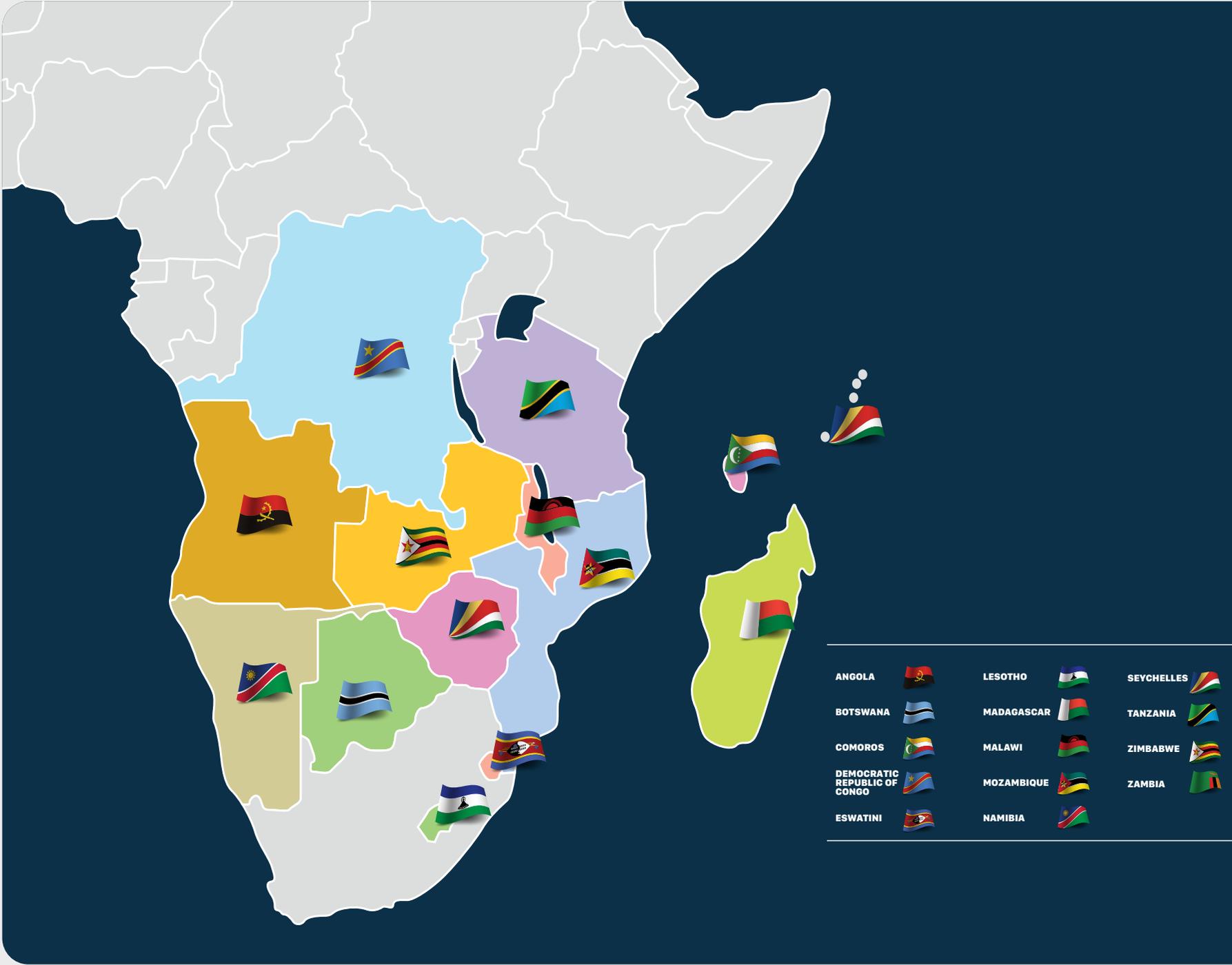


Accreditation for a Sustainable Future

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Acronymns Abbreviations

AAC	Accreditation Approvals Committee	ILAC	International Laboratory Accreditation Cooperation
AC	Advisory Committee	ISO	International Organization for Standardization
AFRAC	African Accreditation Cooperation	ISO CASCO	ISO Committee on Conformity Assessment
AGM	Annual General Meeting	LMAS	Legal Metrology Accreditation Scheme
BP	Board Procedure	MIAS	Medical Imaging Accreditation Scheme
BWP	Botswana Pula	MLA	Multi-lateral Agreement
CAB	Conformity Assessment Body	MLAS	Medical Laboratories Accreditation Scheme
CASCO	Committee on Conformity Assessment	MOU	Memorandum of Understanding
CBAS – MS	Management Systems Certification Bodies Accreditation Scheme	MRA	Mutual Recognition Arrangement
CBAS – Prod	Product Certification Bodies Accreditation Scheme	MV & MU	Method Validation and Measurement Uncertainty
CBAS – Pers	Personnel Certification Bodies Accreditation Scheme	NAFP	National Accreditation Focal Point
CEO	Chief Executive Officer	OHSMS	Occupational Health and Safety Management Systems
EU EDF II	11th European Development Fund	PT	Proficiency Testing
EMS	Environmental Management Systems	QMS	Quality Management Systems
FRAC	Finance, Risk and Audit Committee	SADC	Southern African Development Community
FSMS	Food Safety Management Systems	SADCA	Southern African Development Community Cooperation in Accreditation
GCP	Good Clinical Practice	SADCAS	Southern African Development Community Accreditation Service
HRRC	Human Resources and Remuneration Committee	SME	Small and Medium Enterprise
IAF	International Accreditation Forum	TBT	Technical Barriers to Trade
IBAS	Inspection Bodies Accreditation Scheme	TLAS	Testing Laboratories Accreditation Scheme
ICT	Information Communications Technology	TS	Technical Specification
IEC	International Electro-technical Commission	VLAS	Veterinary Laboratories Accreditation Scheme
IESBA Code	International Ethics Standards Board of Accountants Code of Ethics for Professional Accountants	WAD	World Accreditation Day

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, enhancing the protection of consumers and the environment, and improving 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 Southern African Development Community (SADC) Protocol on Trade. The SADC Accreditation Service (SADCAS) is recognized by the SADC Council of Ministers as a subsidiarity 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 Constitution of SADCAS Ltd lodged with the Registrar of Companies, Botswana.

SADCAS COMPANY VALUES



SADCAS in its service provision upholds the following seven (7) core values:



Excellence

We strive for excellence in service delivery



Impartiality

We are organized and operate so as to safeguard objectivity and impartiality of our services.



Transparency

We are dedicated to provide complete transparency in our work by communicating effectively with our clients.



Non-discrimination

We treat our clients fairly and in an equitable manner.



Integrity

We act with honesty and integrity.



Innovation

We generate new ideas and utilize creative approaches to problems for continuous improvement.



Diversity

We respect the diversity of our clients and ensure balance of interest in representation.

SADCAS VALUES PROPOSITION

- Delivering Confidence
- Assuring Competency



REPORT OF THE

Corporate Profile

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.

SADCAS services the accreditation needs of 14 countries namely: Angola; Botswana; Comoros; Democratic Republic of Congo (DRC); Eswatini; Lesotho; Madagascar; Malawi; Mozambique; Namibia; Seychelles; Tanzania; Zambia; and Zimbabwe. By assuring technical competence through accreditation, SADCAS plays a key role towards the achievement of SADC goals in industrial development, infrastructural development, 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 (CAP 42:01). The objects, powers and rules for the operation of SADCAS are set out in the Constitution lodged with the Companies and Intellectual Property Authority (CIPA). SADCAS is recognized by the SADC Council of Ministers as a subsidiarity organization of SADC hence an agency 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.

SADCAS services the accreditation needs of

14
COUNTRIES



GOVERNANCE

SADCAS is governed by a General Assembly (GA) which comprises of:

Our resolve is to;

- ✔ Subscribers to the Memorandum and Articles of Association;
- ✔ Members of the Board of Directors;
- ✔ Appointed representatives of National Accreditation Focal Points (NAFFs) 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 fulfils 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 operations of SADCAS and is an ex-officio member of the Board of Directors.

SADCAS ORGANIZATION

SADCAS is composed of three functional units.

<p>1</p>  <p>The Technical Unit</p>	<p>The Technical Unit is responsible for the overall management of the accreditation process.</p>	<p>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 decisions by the SADCAS Accreditation Approvals Committee (AAC).</p> <p>SADCAS has Advisory Committees (ACs) to support the technical credibility of accreditation activities. These ACs cover the main disciplines and sectors within which SADCAS operates.</p> <p>National Accreditation Focal Points (NAFFs) 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.</p>
<p>2</p>  <p>The Corporate Services Unit</p>	<p>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.</p>	
<p>3</p>  <p>The Finance and Administration Unit</p>	<p>The Finance and Administration Unit is responsible for financial management, human resources management and general administration of the company. SADCAS is a lean organization staffed by a team of highly qualified and experienced personnel.</p>	



Tea Research Institute Tanzania Accreditation Certificate Handover Ceremony in Dodoma, Tanzania



8th SADC Industrialisation week 2025 in Antananarivo Madagascar

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 (CLAS);
- ✔ Testing laboratories in accordance with ISO/IEC 17025 (TLAS);
- ✔ Veterinary laboratories in accordance with ISO/IEC 17025 (VLAS);
- ✔ Legal Metrology in accordance with ISO/IEC 17025 (LMAS);
- ✔ Medical laboratories in accordance with ISO 15189 (MLAS);
- ✔ Management systems certification bodies in accordance with ISO/IEC 17021-1 (CBAS-MS);
- ✔ Inspection bodies in accordance with ISO/IEC 17020 (IBAS);
- ✔ Product certification bodies in accordance with ISO/IEC 17065 (CBAS - Prod);
- ✔ Personnel certification bodies in accordance with ISO/IEC 17024 (CBAS-Pers); and
- ✔ Proficiency Testing providers in accordance with ISO/IEC 17043:2023.

SADCAS will broaden its scope of accreditation as needs arise and is currently working on establishing the Personnel Certification Scheme in accordance with ISO/IEC 17024.

SADCAS is a full member to the International Laboratory Accreditation (ILAC) and an arrangement member of the African Accreditation Cooperation (AFRAC) Mutual Recognition Arrangements (MRA) for the testing and calibration laboratories accreditation schemes in accordance with ISO/IEC 17025 achieved in November 2015, and medical testing laboratories in accordance with ISO 15189 and inspection bodies in accordance with ISO/IEC 17020 both achieved in October 2017. SADCAS is also signatory to the International Accreditation Forum's Multi-Lateral Agreement (IAF MLA) for Certification schemes; Product Certification and the Main scope Management Systems and Sub-scopes:

- ✔ Quality Management Systems ISO/IEC 17021-3 (ISO 9001) achieved on 9 November 2019.
- ✔ Environmental Management Systems ISO/IEC 17021-2 (ISO 14001) achieved on 19 June 2020.
- ✔ Occupational Health and Safety Management Systems ISO/IEC TS 17021-10 (ISO 45001) achieved on 19 June 2020.
- ✔ Food Safety Management Systems ISO/TS 22003 (ISO 22000) achieved on 14 October 2021.
- ✔ Product Certification ISO/IEC 17065 achieved on 06 December 2023.

Hence, the accreditation certificates issued by SADCAS for testing/calibration/medical laboratories, inspection bodies, management systems certification bodies and product certification accreditation schemes are internationally recognized.

Training services

SADCAS offers training on accreditation related courses. Training can be conducted in-house or as open courses and can be face to face or online.

SADCAS offers the following training courses:

- 1 DAY

Awareness 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.
- 5 DAYS

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.
- 3 DAYS

Requirements and implementation of the key accreditation standards whose objective is to provide an insight into the respective system standards requirements and implementation thereof.
- 3 DAYS

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.
- 5 DAYS

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.
- 3 DAYS

Root Cause Analysis to provide participants with the knowledge and skills to manage incidents/non-conformities, take corrective action, and apply preventative action methods to ensure that they do not recur.

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 courses delivered or facilitated by SADCAS are not a pre-condition of accreditation nor do they guarantee accreditation by SADCAS.

SADCAS Regional and International Connections

SADCAS is affiliated with internationally recognised organisations:



A signatory member of the International Accreditation Forum (IAF).



A full member of the International Laboratory Accreditation Cooperation (ILAC).



An arrangement member of the African Accreditation Cooperation (AFRAC).

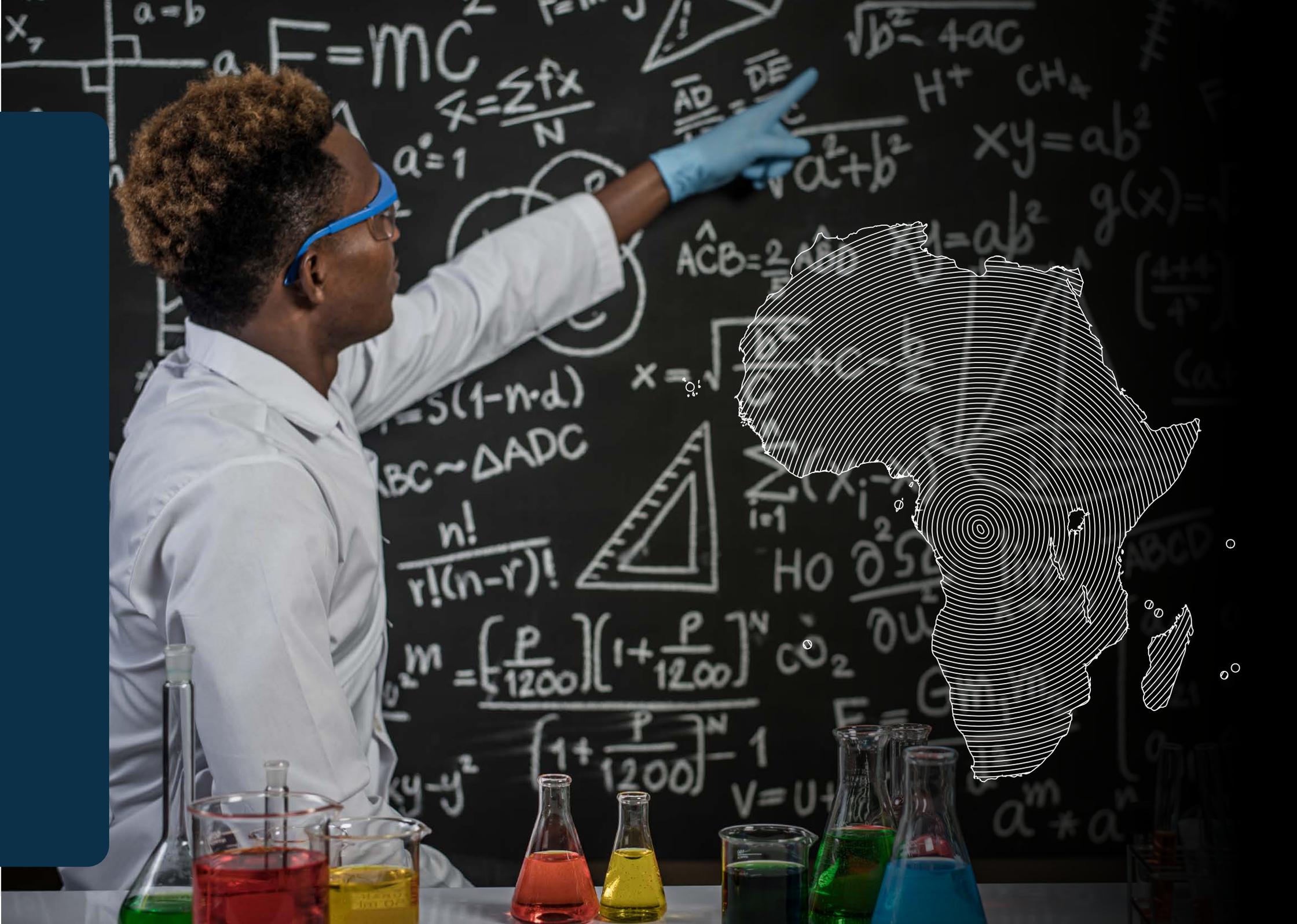


An arrangement member of SADC Cooperation in Accreditation (SADCA).

Board of Directors



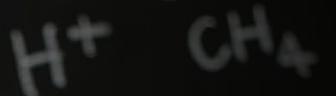
- A > **Mr Uahoroka Lovelace Watkince Kauta**
Non-Executive Director
- B > **Mr Alfredo Filipe Siteo**
Non-Executive Director
- C > **Mr Steven Bruce Sidney**
Chairman
- D > **Mrs Mmatlala Dube**
Non-Executive Director
- E > **Mr Emmanuel Jinda**
Vice Chairman
- F > **Mr Dhunraj Kasee**
Non-Executive Board Member
- G > **Mr Davlin Moyenda Damaziel Chokazinga**
Non-Executive Board Member
- H > **Ms Eve Christine Gadzikwa**
Executive Director



$$F=mc^2$$

$$\bar{x} = \frac{\sum fx}{N}$$

$$\sqrt{b^2 - 4ac}$$



$$xy = ab^2$$



$$\hat{ACB} = \frac{2}{F} AB$$

$$= S(1 - n \cdot d)$$

$$ABC \sim \Delta ADC$$

$$\frac{n!}{r!(n-r)!}$$



$$HO \quad \frac{\partial^2 S}{\partial U^2}$$

$$m = \left[\frac{P}{1200} \right] \left[1 + \frac{P}{1200} \right]^N$$

$$\left[1 + \frac{P}{1200} \right]^N - 1$$

$$V = U +$$

$$a^m + a^n$$

Board of Directors



Mr Steven Bruce Sidney

Chairman

Chairman as from May 2014
Non-executive Director from May 2010
Country: South Africa

Expertise

- Accreditation
- Conformity Assessment
- Financial



Mr Emmanuel Jinda

Vice Chairman

Chairman as from May 2014
Non-executive Director from May 2010
Country: Zimbabwe

Expertise

- Human Resources Management
- Corporate Governance



Mrs Mmatlala Dube

Non-Executive Director

Non-Executive Board Director from July 2019
Country: Botswana

Expertise

- Financial
- Governance
- Leadership



Mr Uahoroka Lovelace Watkinse

Non-Executive Director

Non-executive Director from July 2021
Country: Namibia

Expertise

- Public Accounting
- Financial Strategy
- Cost Control
- Budget
- Oversight



Mr Davlin Moyenda Damaziel Chokazinga

Non-Executive Board Member

Country: Malawi

Expertise

- Standardization
- Accreditation
- Technical Infrastructure
- General Management



Mr Alfredo Filipe Siteo

Non-Executive Director

Non-executive Director from March 2014
Member of FRAC from May 2014
Country: Mozambique

Expertise

- Public Policy
- Government Policy on SQAM
- Technical Infrastructure
- Financial



Mr Dhunraj Kassee

Non-Executive Board Member

Country: Mauritius
Non-Executive Director from February 2024
SADC Representative on the SADCAS Board

Expertise

- International Development
- Regional Integration
- Trade Facilitation
- Customs Modernization



Ms Eve Christine Gadzikwa

Executive Director

Country: Zimbabwe

Expertise

- Standardization
- Proficiency Testing
- Accreditation
- Business Management
- Marketing

Board of Directors' Meetings Attendance

During the 2024/25 financial year, the SADCAS Board of Directors held seven meetings.

The records of attendance at these meetings are shown in Table 1.

Special Meetings were held on:

25 June 2024: Apology from Dr. Dhunraj Kasee

11 March 2025: All board members in attendance

Table 1 – Record of Attendance to Board Meetings Held during the 2024/25 Financial Year

Name	Status	Meeting Dates				
		2024-05-16	2024-08-29	2024-11-28	2025-02-20	2025-03-26
Mr Steven Bruce Sidney Chairman	Non-Executive Director	✓	✓	✓	✓	✓
Mr Emmanuel Jinda Vice Chairm	Non-Executive Director	✓	✓	✓	✓	✓
Mrs Mmatlala Dube	Non-Executive Director	✓	✓	✓	✓	✓
Mr Alfredo Filipe Siteo	Non-Executive Director	✓	✓	✓	✓	✓
Mr Davlin Moyenda Damaziel Chokazinga	Non-Executive Director	✓	✓	✓	✓	✓
Mr Uahoroka Lovelace Watkince Kauta	Non-Executive Director	✓	✓	✓	✓	✓
Mr Dhunraj Kasee	Non-Executive Director	Apology	✓	✓	✓	✓
Ms Eve Christine Gadzikwa	Executive Director	✓	✓	✓	✓	✓

General Information

Bankers

First National Bank of Botswana

Ground Floor, Capitol Building
Plot 1108, Main Mall
Private Bag BO 52
Gaborone, Botswana
Tel: +267 395 9422
Fax: +267 391 2596

Access Bank

ABC House
Plot 62433
Fairgrounds Office Park
Private Bag 00303
Gaborone
Tel: +267 367 4300
Fax: +267 390 1583

Auditors

Baker Tilly

Firm of Certified Auditors
Plot 64515 Kgwebo 2
Fairgrounds
Gaborone, Botswana
Tel: +267 391 6650

Company Secretary

UPT Secretarial Services (Proprietary) Limited

Plot 465, Mathangwane Road
Extension 4
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Gaborone, Botswana
Tel: +267 390 2274
Fax: +267 395 3753
(Retired 31 March 2023)

Grant Thornton

Acumen Park, Plot 50370
P O Box 1157, Fairgrounds
Gaborone, Botswana
Tel: +267 395 2313
Fax: +267 3952357
(Appointed 01 April 2023)

SADCAS Registration Number

BW00000969150

SADCAS Registered Office

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Botswana

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KEY

- NAFP 1
- NAFP 2



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KEY

- NAFP 1
- NAFP 2




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Accreditation Focal Points



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KEY

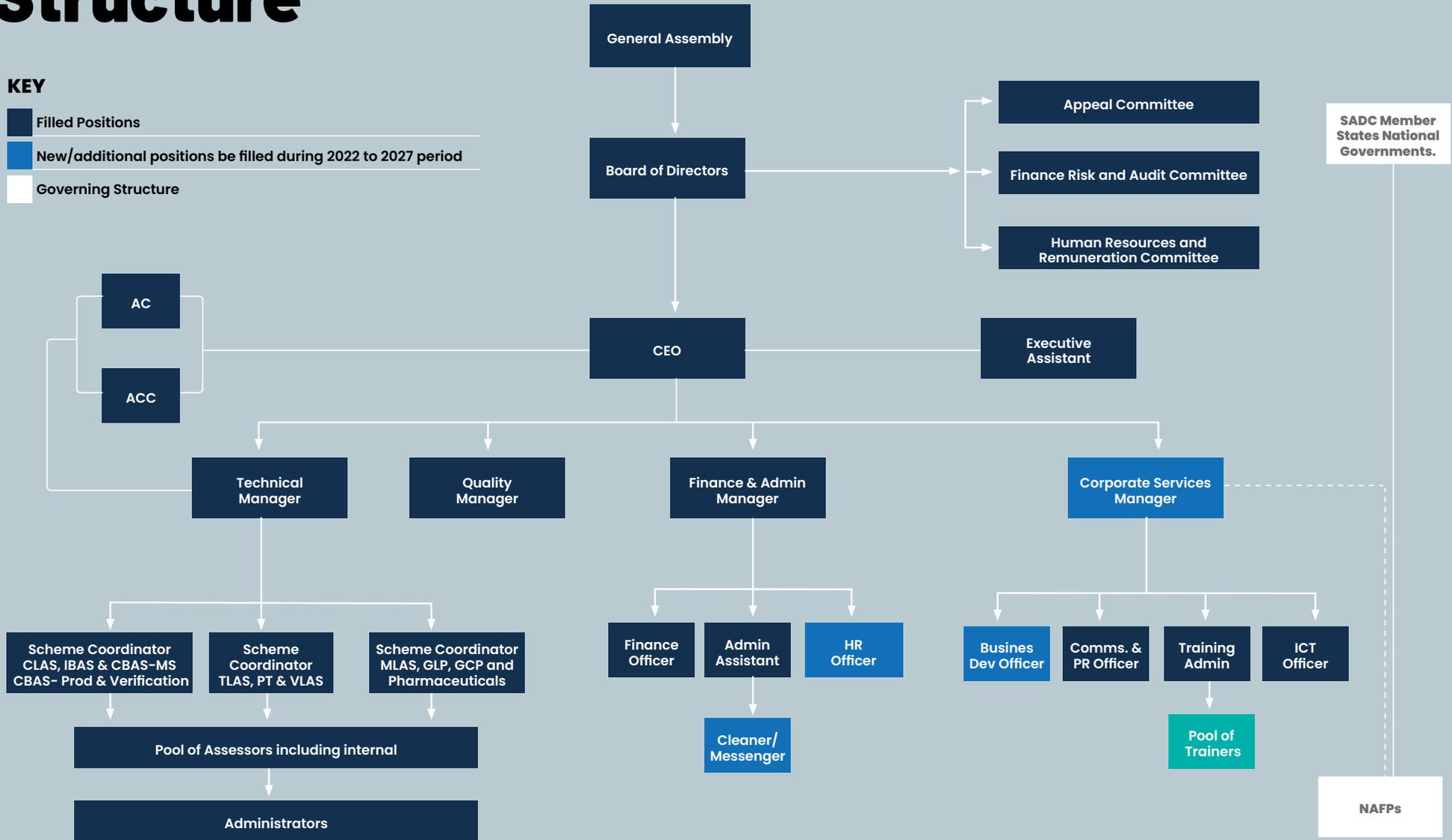
- NAFP 1
- NAFP 2



Organizational Structure

KEY

- Filled Positions
- New/additional positions be filled during 2022 to 2027 period
- Governing Structure



Management and Staff



Ms Eve Christine Gadzikwa
Chief Executive Officer



Mrs Pinkie Malebe
Technical Manager



Mrs Lauren Rutendo Gudo
Finance and Administration Manager



Mr Xavier Mugari
Quality Manager



Mrs Eva Muronda
Scheme Coordinator Medical/GLP/GCP/ Pharmaceuticals



Mr Victor Mundembe
Scheme Coordinator Inspection/Certification/ Calibration/Legal Metrology



Ms Varsha Gungoa
Scheme Coordinator TLAS, PT and VLAS



Ms Tsholofelo Segomotso Kobe
Finance Officer



Ms Pearl Tshepo Kgengwenyane
Executive Assistant



Mr Vikash Ramessur
Assessor French



Ms Neo Keorapetse
Assessor Medical



Mr Sergio Machava
Assessor Portuguese



Mr Mogae Molaoa
Training Administrator



Mr Boniface Badubi
Communications & Public Relations Officer



Mr Kitso Monnaatsie
ICT Officer



Mrs Matshidiso Ramosweu
Accreditation Administrator



Mrs Tsitsi Mazibuko
Accreditation Administrator



Ms Nicole Njemu Sekgoma
Accreditation Administrator



Ms Pearl Semetsamere
Accreditation Administrator



Mrs Kaone Phindela
Accreditation Administrator



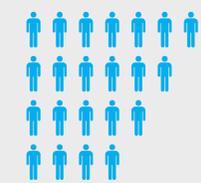
Ms Mmamotse Phalana Gaotilwe
Administrative Assistant- Finance & Administration



Otlaadisa Lechina
Accreditation Administrator (Intern)



Boikhutso Kgafela
Administrative Assistant (Intern)



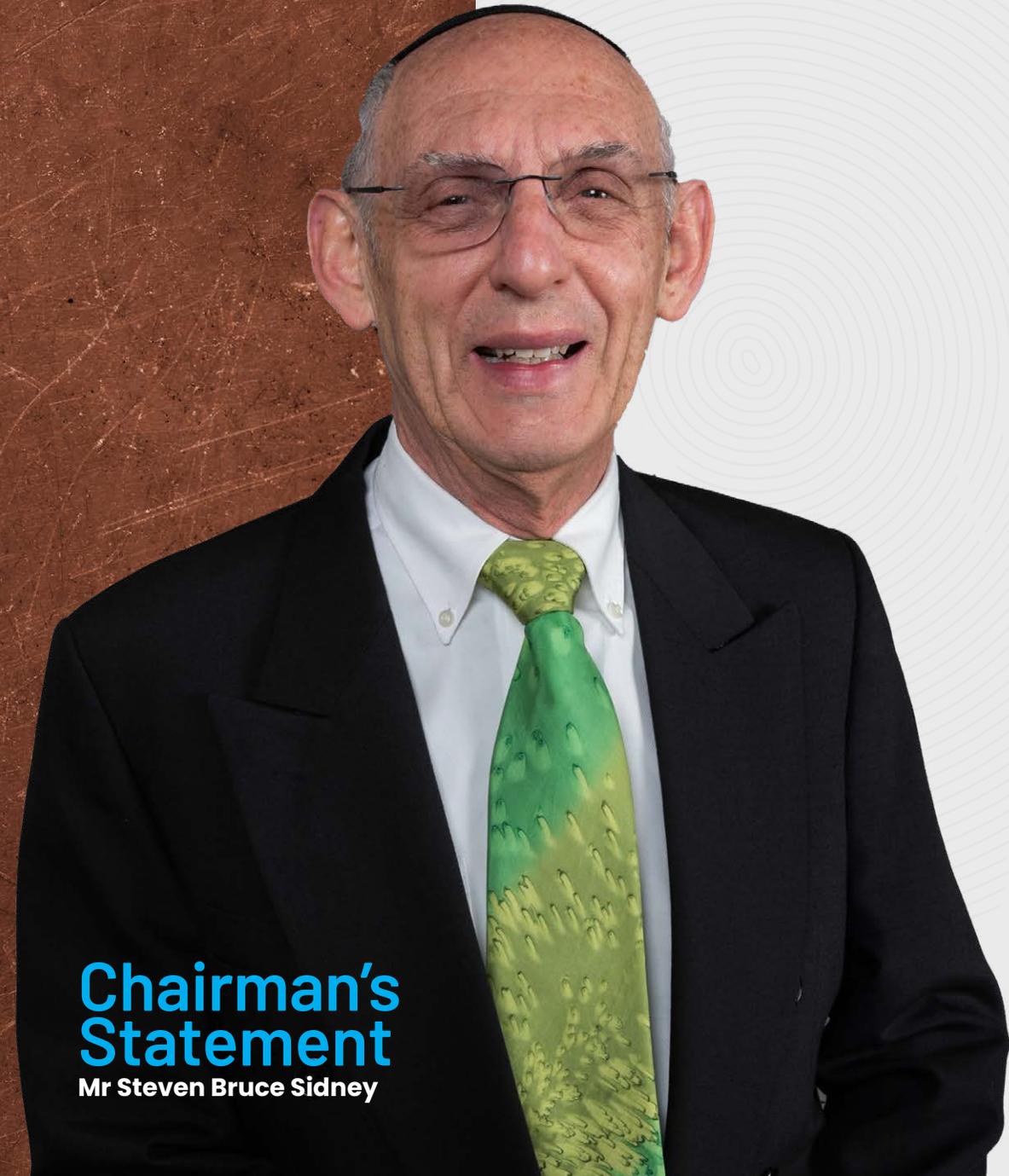
The staff complement increased to **23** during the period under review, with the addition of an ICT Officer

Chairman's Statement

OVERVIEW AND PERFORMANCE HIGHLIGHTS

It is with great honour that I present the Chairman's Statement for the financial year ended 31 March 2025. This year has been transformative for the Southern African Development Community Accreditation Service (SADCAS), marked by resilience, innovation, and strategic growth.

Despite global and regional challenges, SADCAS delivered a strong financial performance, recording a revenue increase to P42.5 million and a net surplus of P276,841, affirming our stability as a going concern.



Chairman's Statement
Mr Steven Bruce Sidney



Strategic Milestones and Innovations

Among the key achievements was the successful launch of the Proficiency Testing (PT) Scheme, a strategic initiative that enhances the credibility and robustness of our accreditation services. We also deployed several digital innovations that have significantly improved operational efficiency, stakeholder engagement, and service delivery across our 14 Member States. These advancements reflect our commitment to embracing technology and adapting to the evolving business landscape.



Regional and International Collaboration

SADCAS continues to benefit from strong international partnerships, notably with PTB Germany, and regional cooperation under SADCA and AFRAC. These collaborations have enriched our technical capacity, broadened our reach, and reinforced our role as a trusted accreditation body within the global quality infrastructure.



Outlook

Looking ahead, we remain optimistic about future growth prospects. SADCAS is well-positioned to leverage emerging opportunities, driven by digital transformation, regional integration, and stakeholder engagement. We continue to work closely with regulators, ministries, industry, and other accreditation bodies to deliver value through accreditation.



Appreciation to the Team

I wish to formally acknowledge and extend my deepest gratitude to the dedicated Board Members, Management, and Staff of SADCAS. Their unwavering commitment, professionalism, and excellence in service delivery have been pivotal in maintaining the trust and confidence of our clients and stakeholders. Their collective efforts continue to uphold the integrity and reputation of SADCAS.



Governance and Leadership

The Board of Directors has provided exemplary governance oversight, ensuring strategic alignment, risk management, and accountability. Their visionary leadership has been instrumental in guiding SADCAS through a dynamic operating environment and positioning the organization for sustainable growth.

NET SURPLUS OF
P276,841,
(2025)

Mr Steven Bruce Sidney
Chairman SADCAS Board of Directors

Performance At A Glance

Financial Highlights

Total income
P 42.5M
 (P35.5 Million in 2024)
 (29.9 Million in 2023) ↑

Government & Other Grant funding
P 6.2M
 (P4.2 Million in 2024)
 (P4.7 Million in 2023) ↑

Other Income
P 0.1M
 (P1.7 Million in 2024)
 (P3.3 Million in 2023) ↓

Normal
P 0M
 (P(0.1) Million in 2024)
 (P(0.9) Million in 2023) ↓

Operating income
P 36.4M
 (P31.3 Million in 2024)
 (25.2 Million in 2023) ↑

Cost of Sales
P(15.7)
 (P(14.2) Million in 2024)
 (P(11.3) Million in 2023) ↑

Operating expenses
P(26.9)
 (P(22.9) Million in 2024)
 (P(18.9) Million in 2023) ↑

Profit/(loss) for the year
P 0.3M
 (P(0.2) Million in 2024)
 (P(4.1) Million in 2023) ↑

Accreditation
P 32.7M
 (P28.0 Million in 2024)
 (23.2 Million in 2023) ↑

Accreditation Costs
P (14.2)M
 (P(12.8) Million in 2024)
 (P(10.6) Million in 2023) ↑

Profit/(loss) before tax
P 0M
 (P 0.1 Million in 2024)
 (P 3.0 Million in 2023) ↓

Government Dependency
15%
 (12% in 2024)
 (14% in 2023) ↑

Training
P 3.7M
 (P35.5 Million in 2024)
 (29.9 Million in 2023) ↑

Training Costs
P (1.5)M
 ((1.4) Million in 2024)
 ((0.7)Million in 2023) ↑

Tax
P 0.3M
 (P(0.4) Million in 2024)
 (1.1 Million in 2023) ↑

Business Highlights

Total income

Increased by 19.7%

P 42.5M

(P35.5 Million in 2024)



Net profit

improved slightly from (0.2) loss in 2024 to

P0.3 profit in 2025.



Accreditation

have increased by 83

(62%)

over the past three years, an average of 20 % per annum.



Social Media platforms

were launched on 26th February 2024

f 377 in 1,530

Followers to enhance user experience and information dissemination.)

SADCAS can now process applications in 3 SADC Official languages:

ENGLISH, FRENCH AND PORTUGUESE,

and internal human resource (Assessor French and Portuguese) to address with the language barrier.



Strategic Premium Highlights as at 31 March 2025



Accreditation Applications

60

new accreditation applications invoiced



Assessments Undertaken

A total of 335 assessments undertaken as follows:

45

Initial Assessments

36

Re-assessment

241

Periodic Assessments

13

Other Assessments



Accreditations

46

New Facilities Accredited

36

Renewals of Accreditation.

32

Cope Extension Within Same Scope.

13

New Scope Extensions

7

Accreditations Withdrawn

By 31 March 2025 SADCAS had issued 349 accreditation certificates to 336 accredited facilities in 13 SADC Member States serviced by SADCAS, Mauritius and 3 non-SADC countries Burundi and Uganda



Training

308

Training Courses Held

5000

Delegates Trained

SADCAS training courses registered with Botswana Qualification Authority



Assessors/Technical Experts

80

Assessors Mentored

52

Assessors Monitored

39

Assessors Registered

6

Technical Experts Registered



Accreditation Approvals Committee (AAC) Members

3

AAC members Mentored

3

AAC Members Monitored



Staff Recruited

1

Position

1

ICT Officer



Website

270000

users/visitors

46,342

sessions/visits

173,440

pages browsed



Customer Satisfaction

100%

rated SADCAS overall accreditation services from good to excellent with

87% rating from very good to excellent



CEO's Report

Ms Eve Christine Gadzikwa

REPORT OF THE Chief Executive Officer

The 2024/25 financial year was a transformative period for the Southern African Development Community Accreditation Service (SADCAS), marked by strategic progress, digital innovation, and strengthened regional impact.

Driving Growth and Impact



SADCAS achieved a 19.7% increase in revenue, reaching P42.5 million, with accreditation services contributing 87%. The number of accredited facilities surged by 15.9% to 346 and 335 assessments were conducted—33% of which were virtual, reflecting our commitment to cost-effective, risk-based service delivery.

Increase in revenue

19.7%



P42.5 million

2025

Assessor Training and Development Programme

Our Assessor development programme was a key enabler of this growth. We redoubled our efforts and significantly expanded our pool of competent assessors and trainers across member states, enhancing our capacity to meet rising demand and ensuring consistent, cost effective and high-quality assessments. We believe that this investment in strengthening our pool of competent technical assessors will in the long run help SADCAS to deliver credible services in the official SADC languages.

Accelerating Digital Transformation

We launched a robust **Digital Transformation Project** to modernize our operations. This included the development of integrated platforms for assessment planning, client onboarding, and training delivery. These upgrades are aimed at improving turnaround times, reducing costs, and enhancing the client experience when the transformation is completed.

Strengthening Regional Engagement

We are pleased that our **National Accreditation Focal Points (NAFFs)** continued to play a pivotal role in promoting SADCAS services and supporting clients at the national level. We invested in their capacity through targeted training and engagement, reinforcing their role as vital links between SADCAS and stakeholders.

During the period under review, we commemorated **World Accreditation Day (WAD) 2025**, celebrated on 9 June, "**Accreditation: Empowering Small and Medium Enterprises (SMEs).**"

World Accreditation Day events highlighted the value of accreditation in supporting public health, safety, and trade highlighting; Accessing global markets; Improving quality and sustainability; Enhancing competitiveness and innovation and Building trust with customers and regulators.



Botswana Technical Assessor Training in Gaborone Botswana



Strengthening Regional Engagement at SADC Industrilisation Week in Madagascar



SADCAS/Africa CDC Assessor Training



Botswana Vaccine Institute Accreditation Certificate Handover Ceremony



Botswana Police Service Forensic Science Laboratory Accreditation Certificate Handover Ceremony for its Traffic Management Systems

Challenges and Opportunities

While we celebrate our achievements, we acknowledge challenges. Accreditation income was 17% below target due to a 19% shortfall in invoiced applications, and some medical laboratories were not assessed due to readiness issues to transition to ISO/IEC 15189: 2022 version. We are confident that performance will rebound and that the majority of the accredited medical laboratories will meet the transition deadline in December 2025.

Looking Ahead

- Our focus remains on:**
- ✔ Expanding accreditation schemes aligned with market needs.
 - ✔ Enhancing digital capabilities for remote assessments and training.
 - ✔ Strengthening NAFPs and regional partnerships.
 - ✔ Securing international recognition for Proficiency Testing.

Appreciation

I extend my sincere appreciation to our Board, staff, assessors, and partners for their tremendous efforts which have resulted in an overall successful year. Together, we are building a resilient, innovative, and trusted accreditation body for the SADC region ready to take on new emerging challenges in an ever-changing world.

Figure 1 Cumulative Number of Accreditations and Certificates

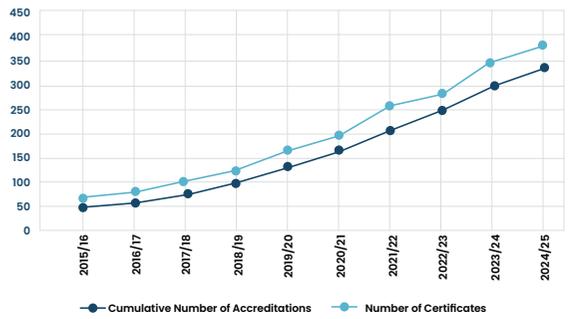


Figure 4 Government/ Donor Dependency

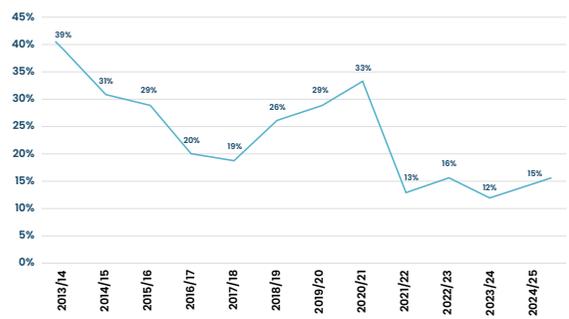


Figure 2 Trends in Operating Income over the Past 10 Years

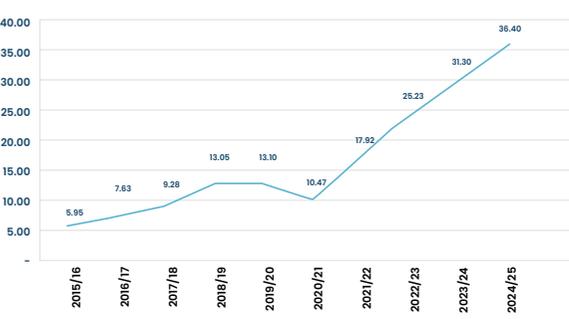
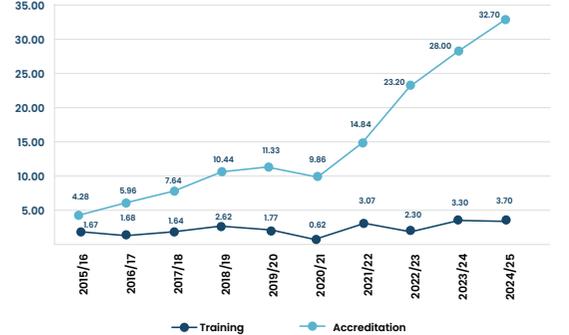


Figure 3 Trends in Operating Income over the Past 10 Years



SADCAS continued to promote the benefits and value of accreditation and to market SADCAS Services

Its thrust throughout the year was to promote accreditation by participating locally, regionally and internationally to enhance awareness and understanding by policy makers, conformity assessment bodies, regulators and international cooperating partners.

- ✔ A three (3) targeted marketing visits were undertaken in the SADC Member States serviced by SADCAS Office and NAFFPs; Eswatini, Namibia and Tanzania.
- ✔ Several presentations were made to stakeholders at national, regional and international meetings/workshops/seminars by SADCAS Office and NAFFPs.
- ✔ Three (3) editions of the Pioneer i.e. March, July and November 2024
- ✔ The 16th SADCAS 2023/24 annual report was published on the website, digital platforms (Facebook and LinkedIn) as well as and distributed to various stakeholders.

World Accreditation Day (WAD) 2025, CELEBRATED ON 9 JUNE

Accreditation: Empowering Small and Medium Enterprises (SMEs)

A total of 40 articles and announcements on the accredited facilities, published accreditation documents as well as developments in SADCAS and accreditation regionally, continentally and internationally, were uploaded on the SADCAS website. SADCAS celebrated 2024 World Accreditation Day under the theme: **Accreditation: Empowering Tomorrow and Shaping the Future**, highlights the role that accreditation plays in shaping various aspects of life, from technology to transportation, sustainability to security, and inclusivity to innovation as digitalization, new technologies and growing sustainability concerns continue to change our world.

The SADCAS website was maintained throughout the period of review with new articles being posted under latest news, announcements flashed on the home page and the directory of accredited facilities being updated to include newly accredited facilities and revised certificates and schedules of accreditation.

Ensure Continued Credibility of SADCAS Services

Having successfully maintained international recognition under the International Accreditation Forum Multilateral Lateral Agreement (IAF MLA) and the International Laboratory Accreditation Cooperation (ILAC MRA). SADCAS continues to extend on its service offering by introducing new accreditation schemes and continues to witness growth in accreditation during the period under review.

Medical Laboratories constitute 50% of SADCAS accreditations, this is attributable to the increased uptake of accreditations by Tanzania and group applications from countries such as Zimbabwe and Malawi which is mainly facilitated by the collaboration between the Ministries of Health Tanzania, the funding partners and SADCAS.

ISO 15189:2022: Medical Laboratories – Requirements for Quality and Competence was published on 6 December 2022. This new edition replaced the ISO 15189:2012 edition ushering in renewed interest in the accreditation of Medical Laboratories. In line with a resolution endorsed at the International Laboratory Accreditation Cooperation (ILAC) General Assembly to allow a 3-year transition period from the date of publication of the revised standard to 31 December 2025.

As of 31 March 2025, 159 Medical Laboratories were accredited to ISO 15189:2012 hence required to transition to the new version of the standard. SADCAS issued a communique on the transition and developed a transition policy SADCAS TR 29 – SADCAS Policy on ISO 15189:2022 Transition that defines the transition process and the timelines. The transition is ongoing, SADCAS set to achieve at least 95% transition by the end of the transition period of 31 December 2025.

Advisory Committees (ACs) are a fundamental and vital component of operating a technically relevant and credible accreditation system. By the end of the financial year, SADCAS had established nine (9) Advisory Committees (AC) including Proficiency Testing Advisory Committee (PTAS AC.09) to advise SADCAS on technical matters. During the period under review, all the 9 Advisory Committees met in September/November 2024 where the ACs advanced their work resulting in a number of Technical Requirements and guidance documents being published. All the AAC meetings were held virtually.

Figure 5 Website Statistics – Number of Users and Sessions Over the Past 6 Years

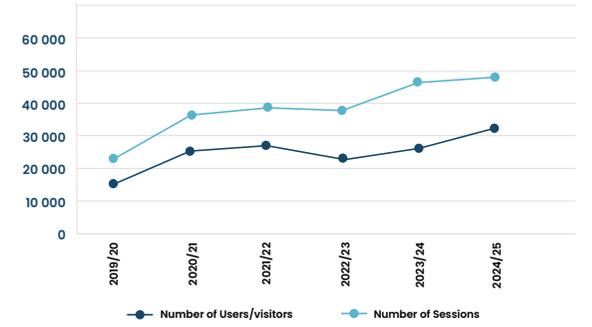


Figure 6 Website Statistics – Number of Users and Sessions Over the Past 6 Years

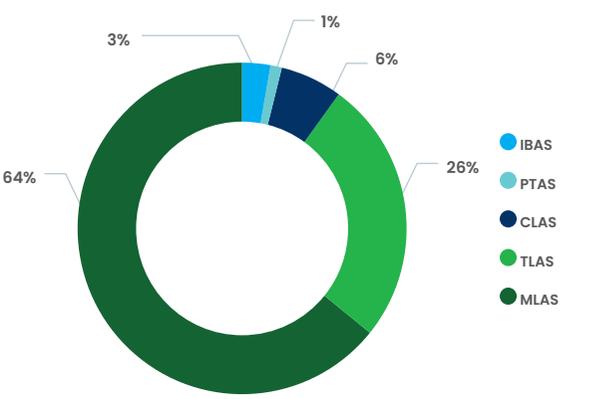
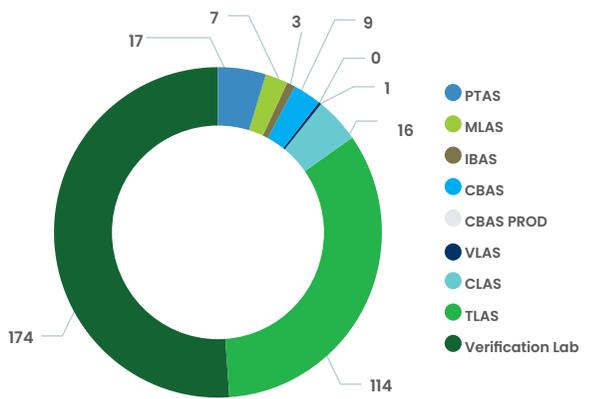


Figure 7 Accreditation applications by Scheme as at 31 March 2025



Improve effectiveness of processes and enhance service delivery

The SADCAS quality management system (QMS) documents are continuously reviewed, revised and published throughout the reporting period to improve cost effectiveness of processes and enhance delivery of service. To ensure effectiveness of its management system and maintenance of its international recognition, SADCAS undergoes AFRACre-evaluation, the last one was successfully conducted on 29 May – 03 June 2023. With the next one due in May 2027.

Through remote assessments, conformity assessment bodies (CABs) get reduced accreditation fees as travel and subsistence costs which normally constitute anything between 45% to 60% of total costs of accreditation. In order to further reduce accreditation costs, SADCAS continued to train more in-country assessors and experts so as to grow the pool of assessors in the region. Through the SADCAS Assessor Development Programme and with the assistance of the Africa Centre For Disease Control, SADCAS has trained 80 experts to become registered SADCAS assessors. Priority was given to Medical assessors in the countries with high accreditation numbers. SADCAS trained Medical testing experts in Tanzania, Zimbabwe, Zambia and Botswana.

As at 31 March 2025, 70 accreditation applications from 12 SADC Member States namely: Angola (4), Botswana (4), DRC (7), Eswatini (2), Lesotho (1), Madagascar (3), Malawi (5), Mozambique (2), Namibia (3), Seychelles (2), Tanzania (32), Zambia (2), Zimbabwe (3), Uganda (1). These applications were at various stages of processing. Seven (7) of the applications under process are being handled in Portuguese (5 Medical, 2 Testing) and 4 in French (3 Medical and 1 Testing).

Out of the 70 applications under process seven (7) were at Completeness check stage; 3 at Approval of quotation stage; 25 at Documentation review stage; 1 at Preassessment stage, 27 at Initial assessment stage; and 7 at Accreditation approvals committee stage. Refer to Figures 8, 9 and 10. At the same time, SADCAS was handling 26 expressed interests in accreditation.

Figure 8 Accreditations by Country as at 31 March 2025

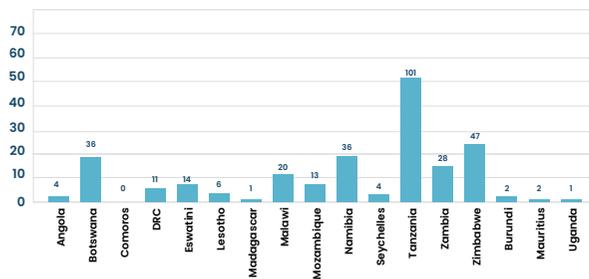
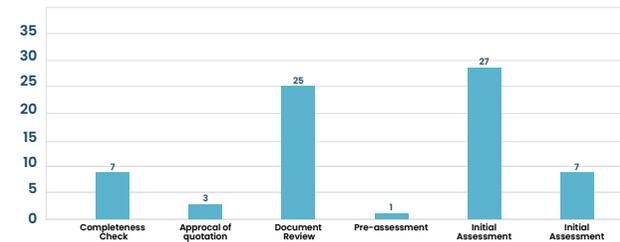


Figure 9 Stages of accreditation as at 31 March 2025

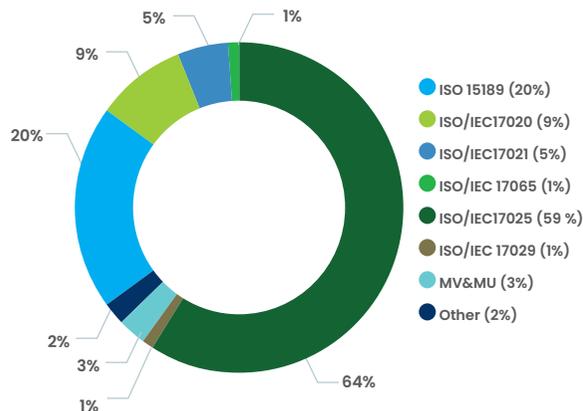


Training

A total of 308 training courses were held during the period under review and a total of 5000 delegates participated in the training courses. The 29 training courses held during the year were on ISO/IEC 17025 (7), ISO 15189 (13), ISO/IEC 17021-1 (5), ISO/IEC 17065 (2), Root Cause Analysis (1), ISO/IEC 17020 (1). Refer to Figures 14 and 15.



Figure 11 Training Courses by Field as at 31 March 2025



Customer Satisfaction Survey 2024/25

In an effort to continuously improve its accreditation services thus serve customers better, SADCAS undertook a Customer Satisfaction Survey during the 2024/25 financial year.

The Customer satisfaction survey form was circulated to clients electronically on an ongoing basis for completion as they receive accreditation services from SADCAS. The feedback is analyzed on an ongoing basis with any suggestions for improvement being considered and implemented accordingly.

Comparison of response rates for 2021/22, 2022/23 and 2023/24 are indicated on the table illustrations

Figure 12 Overall Satisfaction on Service [2023/24 vs 2024/25]

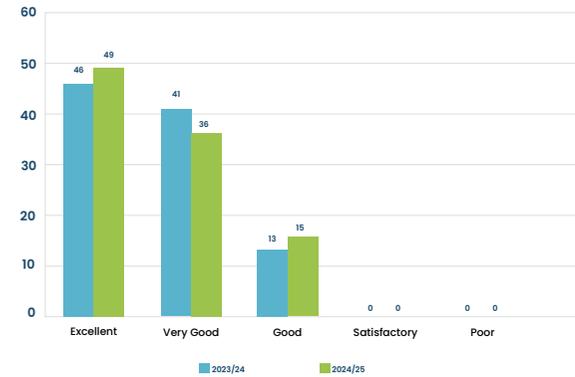
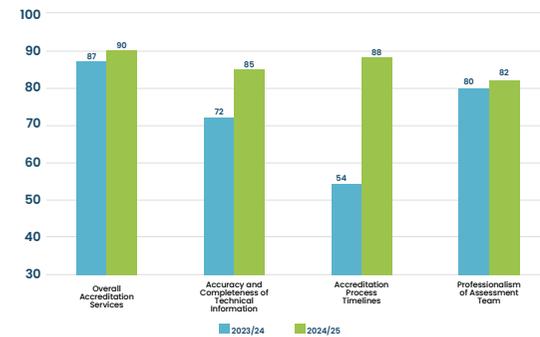


Figure 12.1 Very good to Excellent Year in Year comparison 2023/24 vs 2024/25



Prioritize and Develop New Accreditation Schemes Based on Current and Anticipated Demand

Development of the Proficiency Testing Accreditation Scheme (PTAS) to ISO/IEC 17043:2023 started with the development of criteria documents for that were subsequently published. Training of SADCAS staff on the requirements of the ISO/IEC 17043:2023 was conducted on 16 – 19 April 2024. The scheme was officially launched on 16 October 2024 during its first advisory Committee meeting. As at 31 March 2025, the PTAS had received 1 accreditation application, with 3 expressed interest in accreditation.

Maintain International Recognition for the TLAS, VLAS, CLAS, MLAS, IBAS, LMAS, CBAS-MS, Product certification and extend the Scope of International Recognition to Proficiency Testing providers at the AFRAC re-evaluation scheduled May 2027.

During the period under review SADCAS participated in the following regional and international accreditation meetings all of which were held virtually:

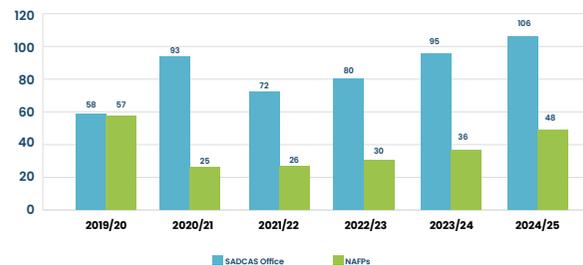
- ✔ AFRAC mid-term meetings held in May 2024;
- ✔ SADCA General Assembly meetings held in March 2025;
- ✔ The 14th AFRAC General Assembly held in September 2024; and
- ✔ The 2024 joint IAL and ILAC annual meetings held in October 2024.

SADCAS also actively participated in the revision and development of new documents by IAF, ILAC, AFRAC

and SADCA, registering above voting threshold values in all organizations. SADCAS through the ISO/CASCO National Mirror Committees, continues to be actively involved in the development/revision of key accreditation standards.

Registration of the ILAC mark was completed for Botswana, Eswatini, Madagascar, Malawi, Mozambique and Zambia with issuance of certificates/ grants of protection. Issuance of certificates/grants of protection are awaited for Angola and Namibia whilst registration of ILAC MRA in Comoros is still on hand pending receipt of accreditation applications from Comoros. Renewal of the SADCAS trademark was completed in the remaining countries Madagascar and Mozambique. Registration of SADCAS trademark in Comoros was completed. The SADCAS trademark (name and logo) forms the main part of the accreditation symbol and through registrations is therefore protected.

Figure 13 Enquiries Received by SADCAS and NAFPs Over the Past 6 Years



ISO/IEC 17025 Internal Auditor Training. Held At Hillview Guest Center, Abokobi. June 24–28.2024.



Optimum Health Laboratory Accreditation Certificate Handover Ceremony in Botswana

Develop, Recruit and Retain our Most Important Asset the Intellectual Capital, Skills, Knowledge and Expertise of Staff, Assessors and Trainers to Deliver World Class Accreditation Services

In line with best practice, accreditation assessments were undertaken on behalf of SADCAS by a pool of registered assessors. During the period under review 35 assessors, 5 Team Leaders (that include 3 upgrades) and 30 Technical Assessors were registered bringing the total number of assessors registered by 31 March 2025 to 54 Team Leaders, 181 Technical Assessors and 25 Technical Experts.

In view of the increase in the accreditation of Medical Laboratories, a total of seventy-six (76)

dical assessors were trained under the Assessor Development Programme during the period under review; 20 in Tanzania, 20 in Zimbabwe, 20 in Zambia and 16 in 10 Southern African countries serviced by SADCAS. Mentoring has been completed for all trainees who were recommended for mentoring from Tanzania, Zimbabwe and the 16 from the 20 trained through Africa CDC. The registration process is on-going and the new assessors are used to conduct assessments.

The pool of assessors is not yet enough to cover the scopes of anticipated demand and, geographical and language diversity amongst the 14 SADC Member States serviced by SADCAS.

Therefore, mentoring of assessors is ongoing using the 2024/25 SADCAS budget for the mentoring of assessors. A total of 208 Technical Assessors from 14 SADC Member States of whom 7 are conversant in Portuguese, 13 in French and the rest in English have been registered to undertake assessments in the 14 Member States. In addition, 48 experts from 14 SADC Member States were trained in February and March 2022 as ISO/IEC 17025 (26 experts) and ISO/IEC 17065 (22 experts) to become SADCAS assessors. From 26 were trained in ISO/IEC 17025; 17 are English, 5 French and 4 Portuguese some of which are bilingual. From the 22 trained in ISO/IEC 17065; 15 English, 5 French and 2 Portuguese. The trainee assessors are undergoing mentorship.

The pool of Trainers who conduct training on accreditation matters on behalf of SADCAS remained at 25. The Trainers are from ten (10) SADC Member States and cover all the three (3) official languages used in the region.

Figure 14 Breakdown of Technical Assessors by Field of Accreditation

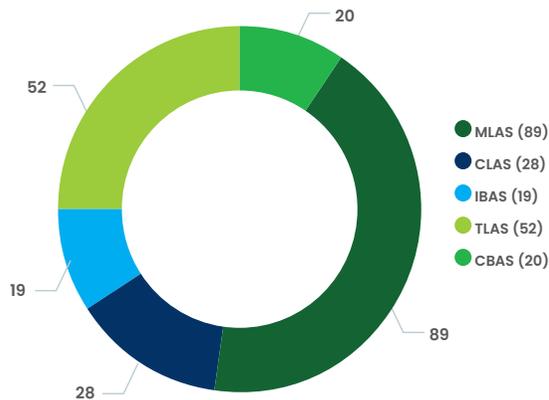
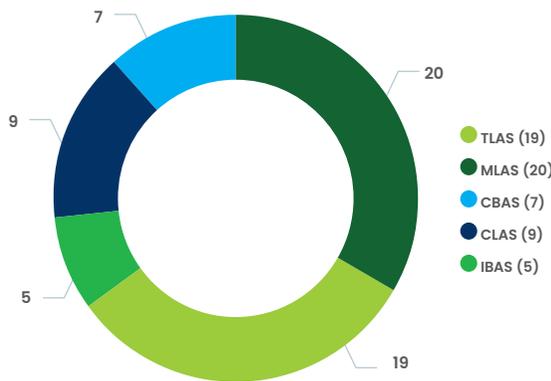


Figure 15 Breakdown of Team Leader by Field of Accreditation



Leverage on Technical Capabilities Through Remote Assessments and Online Training Whilst Ensuring Safety and Well-being of Our Staff, Assessors and Trainers.

Between 1 April 2024 and 31 March 2025, SADCAS had undertaken 335 assessments of which 292 (87%) were undertaken onsite and 43 (13%) were conducted remotely. Of the 30 training courses held during the year 24 i.e. 80% were conducted online.

In order to improve the way Board meetings are handled SADCAS invested in a Board Management platform that brings members together wherever they are so they can prepare, engage, and take action on what matters most. All Board members were provided with tablets for easy access to meeting documents.

Looking Ahead

Looking ahead, Governments of SADC Member States serviced by SADCAS are expected to continue to play their part in ensuring SADCAS growth towards self-sustenance through their continued support until the multi-economy accreditation body breaks even.



Ms Eve Christine Gadzikwa
Chief Executive Officer

Continue to Strengthen the Effectiveness of National Accreditation Focal Points

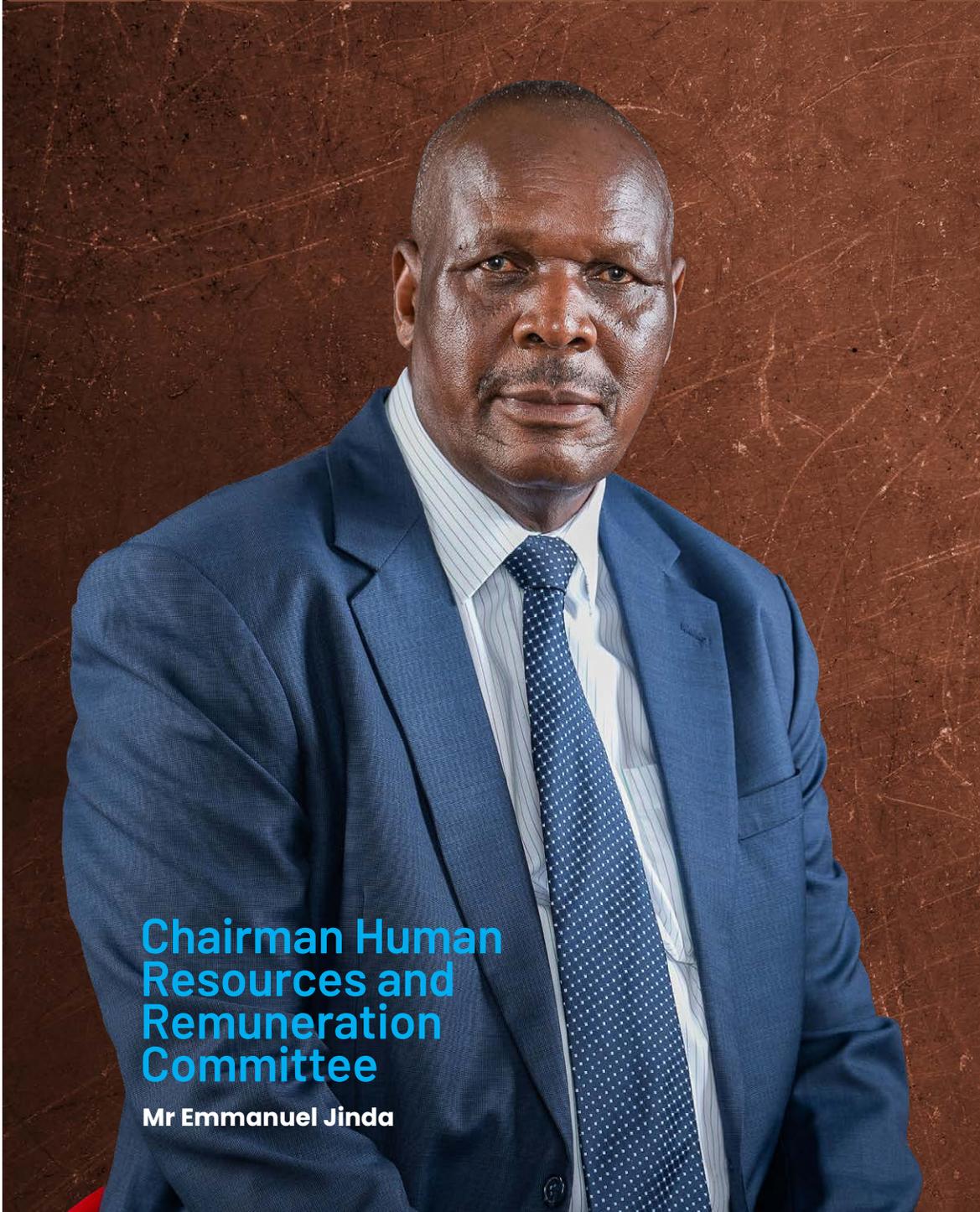
The NAFP's Seychelles and Namibia scooped the 2025 NAFP Awards with NAFP- Seychelles receiving the Most Effective NAFP Award whilst NAFP- Namibia received the Most Improved NAFP Award. The 18th NAFP Annual meeting was held at Premier Hotel OR Tambo, Johannesburg, South Africa on 21 November 2022 and was attended by 10 NAFP's and three (3) SADCAS staff: Chief Executive Officer, Training Administrator and Communications & Public Relations Officer. The main output of the meeting was the framework for the 2024/25 marketing plan which formed the basis upon which the 2023/24 Marketing Plan was developed and reviewed government contributions for the period 2022-2027.



Namibia Agronomic Board Accreditation Certificate Handover Ceremony



8th SADC Industrilisation Week 2025 in Antananarivo, Madagascar



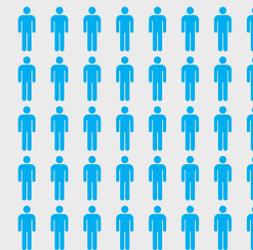
Chairman Human Resources and Remuneration Committee

Mr Emmanuel Jinda

REPORT OF THE Human Resources and Remuneration Committee

In line with its Terms of Reference, the Human Resources and Remuneration Committee (HRRC) is mandated to meet at least twice annually.

In the 2024/25 financial year, the Committee convened four times, exceeding this requirement. The Committee provided strategic oversight in terms of human resources, remuneration, and organizational development, reporting to the Board after each meeting.



Assessor Development Programme:

80
assessors were trained

- 20** Zimbabwe
- 20** Tanzania
- 20** Zambia
- 20** other Member States

HRRC Meeting Attendance

From left to right,

Mr Alfredo Filipe Siteo,
Mr Emmanuel Jinda and
Mr Davlin Moyenda Damaziel Chokazinga



Meetings of the Human Resources and Remuneration Committee

The Terms of Reference of the HRRC require the Committee to meet at least twice a year. During the year, the HRRC met four times and reported to the Board accordingly. The records of attendance to these meetings are shown in Table 2.

Table 2 – Record of Attendance to HRRC Meetings

Name	Status	Meeting Dates				
		2024-05-15	2024-08-28	2024-11-27	2025-02-18	2025-03-26
Mr Emmanuel Jinda (Chairman)	Non-Executive Director	✓	✓	✓	✓	✓
Mr Alfredo Filipe Siteo	Non-Executive Director	✓	✓	✓	✓	✓
Mr Davlin M. D. Chokazinga	Non-Executive Director	✓	✓	✓	✓	✓
Mr Dhunraj Kasse	Non-Executive Director	Not yet Appointed	Not yet Appointed	✓	✓	✓
Ms Eve Christine Gadzikwa	SADCAS CEO (By Invitation)	✓	✓	✓	✓	✓

3. Key Focus Areas and Activities in 2025

3.1 Human Resources Planning and Strategic Recruitment

The HRRC endorsed Management's prudent approach to recruitment, ensuring that new recruits aligned with operational priorities and budgetary constraints. The staff complement increased to 20 during the period under review, with the addition of an Administrative Assistant, a Communications and Public Relations Officer, and two Accreditation Administrators.

3.2 Staff Skills Development and Capacity Building

Recognizing that a skilled and motivated workforce is central to SADCAS's mission and performance, the HRRC prioritized staff development through ensuring that the

- ✔ **Annual Training and Development Planning:** Staff development needs were systematically identified and incorporated into the annual Staff Training and Development Plan.
- ✔ **Employee Engagement and Performance Management:** The HRRC recommended structured employee performance reviews to foster a culture of continuous improvement.
- ✔ **Wellness and Motivation:** A once-off employee wellness bonus equivalent to a 13th cheque was recommended, in addition to a 6% cost-of-living salary adjustment.

3.3 Technical Assessor Training and Mentoring Programme

SADCAS's ability to deliver credible accreditation services hinges on the competence and availability of its assessors. The HRRC oversaw significant progress in expanding and strengthening the assessor pool

- ✔ **Assessor Development Programme:** 80 assessors were trained—20 in Zimbabwe, 20 in Zimbabwe and 20 across 20 other Member States.
- ✔ **Structured Mentoring Process:** A formal mentoring framework was implemented including pre-assessment briefings, shadowing opportunities, post-assessment debriefs, and competency evaluations.
- ✔ 15 Zimbabwe-based trainees completed mentoring and await registration.
- ✔ 19 Trainees from the Africa CDC-supported cohort are undergoing mentoring (10 Member States)

3.4 Succession Planning and Skills Audit

The HRRC reaffirmed its commitment to proactive succession planning to ensure business continuity and organizational resilience. Key actions implemented during the period under review included:

- ✔ Formal succession planning reviews and updates of the Succession Planning Policy and Plan.
- ✔ Staff Skills Audit to map competencies and identify gaps.

3.5 Remuneration and Job Evaluation

The HRRC conducted a Job Evaluation and Remuneration Benchmarking exercise to ensure internal equity and external competitiveness. Appeals from staff were reviewed and addressed internally. Recommendations were submitted to the Board for approval.

3.6 Governance and Board Development

The HRRC facilitated training for the Board on Corporate Governance and Board Effectiveness. The Board Charter was finalized and adopted by the Board. The Committee oversaw the annual performance evaluation of the Board and its Committees.

3.7 Recognition and Motivation of NAFPs

The HRRC reviewed and recommended recipients for the 2025 NAFP Certificate of Recognition:

- ✔ Most Effective NAFP: Seychelles
- ✔ Most Improved NAFP: Namibia

The Committee encourages all NAFPs to continue promoting accreditation and SADCAS services.

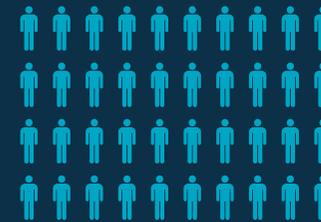
3.8 Board Changes

Mr Dhuranj Kasee was appointed as the SADC Secretariat representative to the SADCAS Board. He brings valuable expertise from his role as Director in the Industrial Development and Trade Unit.

4. Conclusion

The HRRC remains steadfast in its commitment to building a high-performing, competent, and motivated workforce. Through strategic recruitment, robust training and mentoring, and forward-looking succession planning, the Committee continues to support SADCAS's mission of delivering credible and accessible accreditation services

Technical Assessor Training and Mentoring Programme



80
assessors were trained

- 20 in Zimbabwe
- 20 in Tanzania
- 20 in Zambia
- 20 other Member States.

40
assessors were registered



15
based trainees completed mentoring and await registration.



19
Trainees from the Africa CDC-supported cohort are undergoing mentoring (10 Member States)

Mr Emmanuel Jinda
Chairman Human Resources and Remuneration Committee



**Chairman
Finance, Risk
and Audit
Committee**

Mrs Mmatlala Dube

REPORT OF THE **Finance, Risk and Audit Committee**

Roles and Responsibilities of the Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee (FRAC) is pleased to present its report for the financial year ended 31 March 2025.

The Committee operates within defined terms of reference as set out in SADCAS BP 01: Terms of Reference of the Finance, Risk and Audit Committee (FRAC) of the SADCAS Board of Directors and the Botswana Companies Act.

The Committee's objective is to assist the Directors to discharge their duties relating to the safeguarding of assets, the operation of adequate systems and controls, and the assessment of going concern status, ensuring the relevant compliance and risk management processes are in place, to review the work performed by the external auditors and assess the need for an Internal Audit function, and to review financial information.

Membership of the Finance, Risk and Audit Committee

The FRAC comprises three Independent, Non-Executive Directors with appropriate qualifications and experience, nominated by the Board.

Name of Committee Member

Mrs Mmatlala Dube

Qualifications FCCA; FCA; MBA; Advanced Diploma in Tax (Botswana)

Mr Alfredo Filipe Siteo

Qualifications BSc Econ; PGD Financial Economics

Mr Uahoroka Lovelace Watkinse Kauta

Qualifications CTA; BCom (Hons); BCTA; BCom Accounting & Finance

The Chief Executive Officer, Technical Manager and the Finance and Administration Manager attended all the FRAC meetings by invitation

Meetings of the Finance, Risk and Audit Committee

The terms of reference of the FRAC require the Committee to meet at least four times a year. During the year under review, the FRAC met six times and reported to the Board accordingly. The records of attendance to these meetings are shown in Table 3 below.



From Left , Mr Uahoroka Lovelace Watkinse Kauta, Mrs Mmatlala Dube, Mr Alfredo Filipe Siteo

Table 3 – Record of Attendance at FRAC Meetings

Name	Status	Meeting Dates					
		2024-05-15	2024-08-24	2024-11-27	2025-02-15	2023-11-29	2024-02-16
Mrs Mmatlala Dube (Chairman)	Non-Executive Director	✓	✓	✓	✓	✓	✓
Mr Alfredo Filipe Siteo	Non-Executive Director	✓	✓	✓	✓	✓	✓
Mr Uahoroka Lovelace Watkinse Kauta By Invitation	Non-Executive Director	✓	✓	✓	✓	✓	✓
Ms Eve Christine Gadzikwa	SADCAS CEO (By Invitation)	✓	✓	✓	✓	✓	✓
Mrs Pinkie Jaqueline Malebe	SADCAS Technical Manager	✓	✓	✓	✓	✓	✓
Mrs Lauren Rutendo Gudo	SADCAS Finance & Administration Manager	✓	✓	✓	✓	✓	✓

Summary of Key Activities Undertaken During the Year

- Reviewed monthly financial reports and monitored cash resources.
- Assessed progress on government and other funding.
- Reviewed and recommended approval of the draft audited financial statements.
- Evaluated internal financial controls and confirmed their adequacy.
- Recommended continued exclusion of an internal audit function.
- Reviewed the company's risk register and insurance portfolio.
- Recommended re-appointment of the external auditor and reviewed their terms.
- Monitored performance against the 2024/25 budget and approved fees for 2025/26.
- Reviewed and recommended the 2025/26 budget proposals.

Review of Financial Performance

REVENUE	COST OF SALES	OPERATING EXPENSES
42.5 +20%	-15.7 +11%	-26.9 +17%
2024/25 (BWP Million) ▲	2024/25 (BWP Million) ▲	2024/25 (BWP Million) ▲
PROFIT BEFORE TAX	NET PROFIT / (LOSS)	GOVERNMENT DEPENDENCY
0 -100%	0.3 +250%	15% +0%
2024/25 (BWP Million) ▼	2024/25 (BWP Million) ▲	2024/25 (BWP Million) ▲



Key Risks Identified

- ✔ **Receivables Risk:** Significant increase in trade receivables and impairment provision of BWP 1.2 million.
- ✔ **Grant Dependency Risk:** Deferred income decreased by 41%, highlighting reliance on timely grant disbursement.
- ✔ **Cash Flow Risk:** Net cash used in operations was BWP 1.3 million, indicating pressure on liquidity.



Recommendations for Improving Financial Controls

- As part of its financial oversight role, the following measures were implemented
- ✔ Strengthening Credit Control
 - ✔ Enhance Cash Flow Monitoring
 - ✔ Cost Management Initiatives



Going Concern

The FRAC assessed and agreed that the use of the going concern assumption is appropriate for these financial statements. Member States reaffirmed their commitment to supporting SADCAS, and projected cash flow indicated sufficient funds for the next 12 months.

A Resource Mobilisation and Sustainability Plan was developed and shared with concerned stakeholders to demonstrate how SADCAS will remain sustainable beyond 2027.



Discharge of Responsibilities

The FRAC is satisfied that during the year under review, it fulfilled its responsibilities as set in the terms of reference and the Companies Act of Botswana.



Annual Report

The FRAC has reviewed the annual report for the year ended 31 March 2025 and has recommended its approval by the Board of Directors. The annual report contains the financial statements approved by the Board on 10 October 2025 and will be presented to the General Assembly at the next AGM.

Mmatlala Dube
Chairman Finance, Risk and Audit Committee





Financial Statements

For The Year Ended 31 March 2024/25

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Accreditation for a Sustainable Future

Directors' Responsibilities and Approval

The directors are required by the Company's Act of Botswana to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report.

These annual financial statements have been prepared in accordance with the IFRS for SMEs[®] Accounting Standard as issued by the International Accounting Standards Board (IASB[®]) and it is their responsibility to ensure that the annual financial statements satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the company, and explain the transactions and financial position of the business of the company at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the company and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of

duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements.

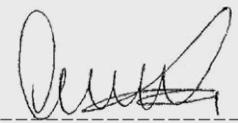
Based on forecasts and available cash resources the directors have no reason to believe that the company will not be a going concern in the foreseeable future. The annual financial statements support the viability of the company.

The financial statements have been audited by the independent auditing firm, Baker Tilly Certified Auditors, who has been given unrestricted access to all financial records and related data, including minutes of all meetings of the shareholder, the directors and committees of the directors. The directors believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 49 to 50.

The financial statements set out on pages 51 to 71, and the supplementary information set out on pages 72 to 74 which have been prepared on the going concern basis, were approved by the directors and were signed on 24/10/2025 on their behalf by:



Steven Bruce Sidney



Mmatlala Dube

Independent Auditor's Report

To the Shareholder of Southern African Development Community Accreditation Service Limited



Certified Auditors

Plot 64515 Kgwebo 2
Fairgrounds
Gaborone, Botswana
Tel: +267 391 6650

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Southern African Development Community Accreditation Service Limited set out on pages 51 to 71, which comprise the statement of financial position as at 31 March 2025, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of material accounting policy information.

In our opinion the accompanying financial statements give a true and fair view of the financial position of the Southern African Development Community Accreditation Service Limited as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Company's Act of Botswana.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing.

Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of

our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (Parts 1, 3 and 4A) (IESBA Code) and other independence requirements applicable to performing audits of financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Botswana. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that in our professional judgment were of most significance in our audit of the financial statements of the current period. There were no key audit matters for the audit of the financial statements for the year ending 31 March 2025.

Other Information

The directors are responsible for the other information. The other information comprises the supplementary page and does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Company Act and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

ADVISORY • AUDIT • TAX • ACCOUNTING

Partners: Samuel N. Njanji CA (Z), FCPA, MBL Jean Jones CA(2), FCPA Phibion P. Gwatidzo FCPA, FZICA, CA(Z)

Baker Tilly Botswana trading as Baker Tilly is a member of the global network of Baker Tilly International Ltd, the members of which are separate and independent legal entities.

Independent Auditor's Report

To the Shareholder of Southern African Development Community Accreditation Service Limited

Report on the Audit of the Financial Statements cont..

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

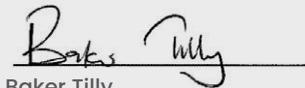
As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that

a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Baker Tilly
Firm of Certified Auditors
Practicing Member:
Jean Jones (CAP 0053 2025)

29/10/2025

Gaborone

ADVISORY • AUDIT • TAX • ACCOUNTING

Partners: Samuel N. Njanji CA (Z), FCPA, MBL Jean Jones CA(2), FCPA Phibion P. Gwatidzo FCPA, FZICA, CA(Z)

Baker Tilly Botswana trading as Baker Tilly is a member of the global network of Baker Tilly International Ltd, the members of which are separate and independent legal entities.

Statement of Financial Position

Financial Statements for the year ended 31 March 2025

Figures in P	Notes	2025	2024
Assets			
Non-current assets			
Property, plant and equipment	4	841,588	969,779
Deferred tax assets	5	1,967,591	1,690,749
Total non-current assets		2,809,179	2,660,528
Current assets			
Trade and other receivables	6	9,506,727	5,083,325
Current tax assets	7	109,260	-
Cash and cash equivalents	8	13,734,526	15,260,526
Total current assets		23,350,513	20,343,851
Total assets		26,159,692	23,004,379
Equity and liabilities			
Equity			
Retained income		1,967,589	1,690,748
Liabilities			
Non-current liabilities			
Deferred income	9 & 10	849,665	969,779
Current liabilities			
Trade and other payables	12	19,374,749	13,102,381
Current tax liabilities	7	-	117,508
Deferred income	9 & 11	3,912,470	7,062,142
Bank overdraft	8	55,219	61,821
Total current liabilities		23,342,438	20,343,852
Total liabilities		24,192,103	21,313,631
Total equity and liabilities		26,159,692	23,004,379

Statement of Comprehensive Income

Financial Statements for the year ended 31 March 2025

Figures in P	Notes	2025	2024
Revenue	13	42,543,686	35,478,310
Cost of sales		(15,743,722)	(14,192,640)
Gross profit		26,799,964	21,285,670
Operating expenses		(26,896,016)	(22,925,965)
Other gains and (losses)		136,601	1,511,490
Profit / (loss) from operating activities	14	40,549	(128,805)
Finance income	15	9,619	246,923
Finance costs	16	(50,168)	(610)
Profit before tax		-	117,508
Income tax credit /(expense)	18	276,841	(361,068)
Profit / (loss) for the year		276,841	(243,560)

Statement of Changes in Equity

Financial Statements for the year ended 31 March 2025

Figures in P	Retained income
Balance at 1 April 2023	1,934,308
Changes in equity	
Loss for the year	(243,560)
Total comprehensive income for the year	(243,560)
Balance at 31 March 2024	1,690,748
Balance at 1 April 2024	1,690,748
Changes in equity	
Profit for the year	276,841
Total comprehensive income for the year	276,841
Balance at 31 March 2025	1,967,589

Statement of Cash Flows

Financial Statements for the year ended 31 March 2025

Figures in P	Notes	2025	2024
Net cash flows (used in) / from operations	21	(1,078,072)	3,800,961
Interest paid		(1,750)	(610)
Interest received		9,619	246,923
Income taxes paid	22	(257,904)	(880,793)
Net cash flows (used in) / from operating activities		(1,328,108)	3,166,480
Cash flows used in investing activities			
Proceeds from sales of property, plant and equipment		-	1,250
Purchase of property, plant and equipment		(109,601)	(343,681)
Cash flows used in investing activities		(109,601)	(342,431)
Cash flows used in financing activities			
Interest paid		(17,282)	-
Cash flows used in financing activities		(17,282)	-
Net (decrease) / increase in cash and cash equivalents before effect of exchange rate changes		(1,454,991)	2,824,049
Effect of exchange rate changes on cash and cash equivalents		(64,407)	-
Net (decrease) / increase in cash and cash equivalents		(1,519,398)	2,824,049
Cash and cash equivalents at beginning of the year		15,198,705	12,374,656
Cash and cash equivalents at end of the year	8	13,679,307	15,198,705

Accounting Policies

To the Shareholder of Southern African Development Community Accreditation Service Limited

1. General information

Southern African Development Community Accreditation Service Limited (the company) offers Accreditation and Training on Accreditation.

The company is incorporated as a company limited by guarantee and domiciled in Botswana. The address of its registered office is Plot 50369 Unit 3A, Second Floor, Tholo Office Park, Fairgrounds Office Park, Gaborone, Botswana.

2. Basis of preparation and summary of significant accounting policies

The financial statements of Southern African Development Community Accreditation Service Limited have been prepared in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the Company's Act of Botswana. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment property, certain property, plant and equipment, biological assets and derivative financial instruments at fair value. They are presented in Botswana Pula.

The preparation of financial statements in conformity with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The principal accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Foreign currency translation

Functional and presentation currencies

The financial statements have been presented in Botswana Pula. The functional currency of the company is Botswana Pula.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

2.2 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the directors.

Asset class	Useful life
Fixtures and fittings	10 years
Office equipment	6.67 years
Computer equipment	4 years

The company adds to the carrying amount of an item of property, plant and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the company.

Accounting Policies

To the Shareholder of Southern African Development Community Accreditation Service Limited

2.2 Property, plant and equipment cont..

The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the period in which they are incurred.

2.3 Financial instruments

Trade and other receivables

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

Trade and other receivables are classified as debt instruments and loan commitments at mortised cost.

Other financial assets

These financial assets are initially measured at fair value plus direct transaction costs.

At subsequent reporting dates these are measured at amortised cost using the effective interest rate method, less any impairment loss recognised to reflect irrecoverable amounts. An impairment loss is recognised in profit or loss when there is objective evidence that the asset is impaired, and is measured as the difference between the investment's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition. Impairment losses are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the

investment at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

Financial assets that the company has the positive intention and ability to hold to maturity are classified as held to maturity.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

Trade and other payables

Trade payables are obligations on the basis of normal credit terms and do not bear interest.

Trade payables denominated in a foreign currency are translated into Botswana Pula using the exchange rate at the reporting date. Foreign exchange gains or losses are included in other income or other expenses.

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Stated capital

Ordinary shares are classified as equity.

Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

Accounting Policies

To the Shareholder of Southern African Development Community Accreditation Service Limited

2.3 Financial instruments cont..

Other financial asset

These financial assets are initially measured at fair value plus direct transaction costs.

At subsequent reporting dates these are measured at amortised cost using the effective interest rate method, less any impairment loss recognised to reflect irrecoverable amounts. An impairment loss is recognised in profit or loss when there is objective evidence that the asset is impaired, and is measured as the difference between the investment's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition. Impairment losses are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the investment at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

Financial assets that the company has the positive intention and ability to hold to maturity are classified as held to maturity.

2.4 Prepayments

Prepayments consist of various payments that have been made in advance for goods and services to be received in future.

Prepayments are measured at amortised cost, and are derecognised when the goods and services to which the prepayment relate have been received.

2.5 Tax

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the entity operates and generates taxable income.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements and on unused tax losses or tax credits in the entity. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets are reviewed at each reporting date and a valuation allowance is set up against deferred tax assets so that the net carrying amount equals the highest amount that is more likely than not to be recovered based on current or future taxable profit.

2.6 Leases

Definition

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment or series of payments the right to use an asset for an agreed period of time. A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. Title may or may not eventually be transferred. An operating lease is a lease other than a finance lease.

Operating leases as lessee

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern of the benefit obtained.

Accounting Policies

To the Shareholder of Southern African Development Community Accreditation Service Limited

2.7 Provisions

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.8 Revenue

Revenue is measured at the fair value of the consideration received or receivable. Revenue is shown net of value-added tax, returns, rebates and discounts.

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period.

The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of transactions involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest income is recognised using the effective interest method.

2.9 Government grants

Grants from the government are recognised at their fair value in profit or loss where there is a reasonable assurance that the grant will be received and the company has complied with all attached conditions. Grants received where the company has yet to comply with all attached conditions are recognised as a liability (and included in deferred income within trade and other payables) and released to income when all attached conditions have been complied with. Government grants received are included in 'other income' in profit or loss.

2.10 Impairment of non-financial assets other than inventories

Other non-financial assets consist of various payments that have been made in advance for goods and services to be received in future. Other non-financial assets are measured at amortised cost, and are derecognised when the goods and services to which the prepayment relate have been received.

3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P			2025	2024
4. Property, plant and equipment				
Balances at year end and movements for the year				
	Fixtures and fittings	Office equipment	Computer equipment	Total
Reconciliation for the year ended 31 March 2025				
Balance at 1 April 2024				
At cost	1,078,762	201,782	911,193	2,191,737
Accumulated depreciation	(545,938)	(95,614)	(580,406)	(1,221,958)
Carrying amount	532,824	106,168	330,787	969,779
Movements for the year ended 31 March 2025				
Additions	-	-	109,601	109,601
Depreciation	(66,814)	(34,402)	(128,500)	(229,716)
Disposals	-	-	(8,076)	(8,076)
Property, plant and equipment at the end of the year	466,010	71,766	303,812	841,588
Closing balance at 31 March 2025				
At cost	1,078,762	201,782	1,004,230	2,284,774
Accumulated depreciation	(612,752)	(130,016)	(700,418)	(1,443,186)
Carrying amount	466,010	71,766	303,812	841,588

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P			2025	2024
4. Property, plant and equipment Continue..				
	Fixtures and fittings	Office equipment	Computer equipment	Total
Reconciliation for the year ended 31 March 2024				
Balance at 1 April 2023				
At cost	948,002	116,501	783,554	1,848,057
Accumulated depreciation	(472,954)	(94,057)	(465,616)	(1,032,627)
Carrying amount	475,048	22,444	317,938	815,430
Movements for the year ended 31 March 2024				
Additions from acquisitions	130,760	85,282	127,639	343,681
Depreciation	(72,984)	(1,558)	(114,790)	(189,332)
Property, plant and equipment at the end of the year	532,824	106,168	330,787	969,779
Closing balance at 31 March 2024				
At cost	1,078,762	201,782	911,193	2,191,737
Accumulated depreciation	(545,938)	(95,614)	(580,406)	(1,221,958)
Carrying amount	532,824	106,168	330,787	969,779

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

5. Deferred tax

Reconciliation of deferred tax movements

	Property, plant and equipment	Deferred income	Prepaid expenses	Provision for impaired receivables	Assessed loss	Unrealized foreign exchange gain/loss	Expenses not deductable in current tax year	Total
Opening balance at 1 April 2024	(72,933)	1,767,023	(3,341)	-	-	-	-	1,690,749
(Charged) / credited to profit or loss	2,579	(719,353)	3,341	263,410	581,825	(34,318)	(108,136)	(10,652)
Under provision prior year	-	-	-	-	-	-	287,494	287,494
Closing balance at 31 March 2025	(70,354)	1,047,670	-	263,410	581,825	(34,318)	179,358	1,967,591
Opening balance at 1 April 2023	(47,232)	1,874,758	(28,380)	135,163	-	-	-	1,934,309
Charged) credited to profit or loss	(25,701)	(107,735)	25,039	(135,163)	-	-	-	(243,560)
Closing balance at 31 March 2024	(72,933)	1,767,023	(3,341)	-	-	-	-	1,690,749

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
6. Trade and other receivables		
6.1 Trade and other receivables comprise:		
Trade receivables	10,185,311	3,832,232
Trade receivables impairment	(1,197,316)	-
Trade receivables - net	8,987,995	3,832,232
Sundry debtors	56,363	-
Prepaid expenses	-	15,186
Deposits	83,181	83,181
Employee costs in advance	58,264	-
Withholding tax	172,082	240,515
Uninvoiced contract income	69,451	912,211
Value added tax	79,391	-
	9,506,727	5,083,325
6.2 Items included in Trade and other receivables not classified as financial instruments		
Prepaid expenses	-	15,186
Value added tax	79,391	-
Total non-financial instruments included in trade and other receivables	79,391	15,186
Total trade and other receivables excluding non-financial assets included in trade and other receivables	9,427,336	5,068,139
Total trade and other receivables	9,506,727	5,083,325

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
7. Current tax assets and liabilities		
Current tax assets and liabilities comprise the following balances		
Net current tax asset from all items being set off	109,260	-
Total current tax asset per the statement of financial position	109,260	-
Net current tax liability from all items being set off	-	(117,508)
Total current tax liability per the statement of financial position	-	(117,508)

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
8. Cash and cash equivalents		
8.1 Cash and cash equivalents included in current assets:		
Cash		
Cash on hand	5,803	2,865
Balances with banks	13,728,723	15,257,661
	13,734,526	15,260,526
8.2 Net cash and cash equivalents		
Current assets	13,734,526	15,260,526
Current liabilities	(55,219)	(61,821)
	13,679,307	15,198,705
8.3 Detail of cash and cash equivalent balances		
Bank balances		
First National Bank Botswana - BWP	1,045,805	2,936,074
Access Bank Botswana Limited	-	33,795
First National Bank Botswana - USD	12,682,918	12,287,792
Total	13,728,723	15,257,661
Overdrawn bank balances		
First National Bank Botswana - Credit Card	(55,219)	(61,821)
Cash on hand		
Cash on hand	5,803	2,865

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
9. Deferred income		
Deferred income comprise:		
Deferred income	3,912,470	7,062,142
Capital grant	849,665	969,779
	4,762,135	8,031,921
Non-current liabilities	849,665	969,779
Current liabilities	3,912,470	7,062,142
	4,762,135	8,031,921
10. Capital Grant		
At 1 April	969,779	815,430
Capital grants transferred from deferred income	109,601	343,681
Capital grants amortised during the year	(229,715)	(189,332)
	849,665	969,779
11. Deferred Income		
At 1 April	7,062,142	7,706,190
Government and other grants received	2,992,591	3,713,432
Transferred to income statement	(6,032,662)	(4,013,799)
Transferred to capital grant	(109,601)	(343,681)
	3,912,470	7,062,142

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
12. Trade and other payables		
12.1 Trade and other payables comprise:		
Trade creditors	1,266,454	1,039,290
Income received in advance	7,036,250	4,176,804
Accrued liabilities	234,771	-
Withholding tax	135,562	135,299
Other payables	-	337,993
Sundry suppliers	-	79,678
Leave and gratuity accruals	10,326,854	6,955,932
Payroll liabilities	374,858	349,344
Value added tax	-	28,041
Total trade and other payables	19,374,749	13,102,381
12.2 Items included in trade and other payables not classified as financial liabilities		
Income received in advance	7,036,250	4,176,804
Value added tax	-	28,041
Withholding tax	135,562	135,299
Total non-financial liabilities included in trade and other payables	7,171,812	4,340,144
Total trade and other payables excluding non-financial liabilities included in trade and other payables	12,202,937	8,762,237
Total trade and other payables	19,374,749	13,102,381
13. Revenue		
Revenue comprises:		
Rendering of services	36,281,309	31,275,179
Capital grant transfer	229,715	189,332
Government grants amortised	6,032,662	4,013,799
Total revenue	42,543,686	35,478,310

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
14. Profit / (loss) from operating activities		
Profit / (loss) from operating activities includes the following separately disclosable items		
Other operating expenses		
Property plant and equipment		
- depreciation	229,715	189,332
Leases		
- operating lease minimum lease rentals	489,671	857,589
Share-based payments		
- Cash-settled share-based payments	560,401	499,162
Gratuity provision	3,807,553	3,365,088
Other employee benefits	560,401	499,162
15. Finance income		
Finance income comprises:		
Interest received	9,619	246,923

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
16. Finance costs		
Finance costs included in profit or loss:		
Other payroll taxes	15,045	-
Value added tax	2,237	-
Interest - business credit card	1,750	610
Taxation payables	31,136	-
Total finance costs	50,168	610
17. Employee costs		
Employee costs comprise:		
Employee expense - Salaries	13,735,815	13,122,241
Employee expense - Leave accrual expense	600,300	230,592
Employee expense - Terminal benefits provision	3,807,553	3,365,088
Total salaries	18,143,668	16,717,921
Employee expense - Directors fees	560,401	499,162
Employee expense - Director salary	1,621,072	1,621,072
Total compensation paid to directors	2,181,473	2,120,234
Total salaries	20,325,141	18,838,155

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
18. Income tax (credit) / expense		
18.1 Income tax recognised in profit or loss:		
Current tax		
Current year	-	117,508
Deferred tax		
Assessed Loss	(581,825)	-
Prior period adjustments	(287,493)	-
Unrealized foreign exchange gains/losses	34,318	-
Property, plant and equipment	(2,579)	25,701
Deferred income	719,353	107,735
Prepaid expenses	(3,341)	(25,039)
Impaired receivables	(263,410)	135,163
Income received in advance	-	-
Expenses not allowed in current tax year	108,136	-
Total deferred tax	(276,841)	243,560
Total income tax (credit) / expense	(276,841)	361,068
18.2 The income tax for the year can be reconciled to the accounting (loss) / profit as follows:		
Profit before tax from operations	-	117,508
Income tax calculated at 22.0%	-	25,852
Tax effect of		
Permanent differences	10,652	335,216
Prior year adjustment	(287,493)	-
Tax charge	(276,841)	361,068

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
19. Related parties		
Compensation paid to key management personnel		
Short-term employee benefits	1,621,072	1,621,072
Directors sitting fees	560,401	499,162
Total compensation paid to key management personnel	2,181,473	2,120,234
20. Going concern		

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

21. Cash flows from operating activities		
Profit / (loss) for the year	276,841	(243,560)
Adjustments for:		
Income tax expense	(276,841)	361,068
Finance income	(9,619)	(246,923)
Finance costs	50,168	610
Depreciation and amortisation expense	229,716	189,332
Impairment losses and reversal of impairment losses recognised in profit or loss	1,197,316	(614,377)
Gains and losses on foreign exchange realised in profit or loss	(144,676)	(1,510,240)
Gains and losses on disposal of non-current assets	8,075	(1,250)

Notes to the Financial Statements

Financial Statements for the year ended 31 March 2025

Figures in P	2025	2024
21. Cash flows from operating activities Continue..		
Change in operating assets and liabilities:		
Adjustments for (increase) / decrease in trade accounts receivable	(6,353,079)	2,020,027
Adjustments for decrease / (increase) in other operating receivables	732,361	(674,370)
Adjustments for increase in trade accounts payable	227,165	475,892
Adjustments for increase in other operating payables	6,045,204	3,024,211
Adjustments for decrease in deferred income	(3,269,786)	(489,699)
Foreign exchange movement	209,083	1,510,240
Net cash flows from operations	(1,078,072)	3,800,961
22. Income tax paid		
Amounts receivable / (payable) at the beginning of the year	(117,508)	(880,793)
Amounts (receivable) / payable at the end of the year	(109,260)	117,508
Taxation expense (credit)	276,841	(361,068)
Interest expense	(31,136)	-
Less deferred tax included in taxation expense	(276,841)	243,560
	(257,904)	(880,793)

Detailed Income Statement

Figures in Pula

Figures in P	Notes	2025	2024
Revenue	13		
Capital grant transferred		229,715	189,332
Government grant		6,032,662	4,013,799
Service revenue		36,281,309	31,275,179
		42,543,686	35,478,310
Cost of sales			
Rendering of services		(15,743,722)	(14,192,640)
Gross profit		29,799,964	21,285,670
Operating expenses			
Accounting fees		(121,163)	(29,398)
Auditors remuneration - Fees		(107,435)	(76,510)
Bad debts		(1,197,316)	614,377
Bank charges		(116,564)	(65,488)
Cleaning		(56,745)	(47,187)
Computer expenses		(645,526)	(317,111)
Consulting fees		(149,672)	(133,551)
Depreciation - property, plant and equipment		(229,715)	(189,332)
Electricity and water		(116,011)	(133,490)
Employee costs - directors	17	(2,181,473)	(2,120,234)
Employee costs - salaries	17	(18,143,668)	(16,717,921)
Entertainment		-	(722)
General expenses		(46,120)	(46,103)
Governance expenses		(571,533)	(546,415)
Insurance		(219,380)	(204,164)

The supplementary information on this page does not form part of the annual financial statements and is unaudited.

Detailed Income Statement

Figures in Pula

Figures in P	Notes	2025	2024
Operating expenses Continue..			
Internal audit		(45,832)	-
International participation		(581,439)	(702,166)
Levies		-	(53,740)
Marketing		(245,448)	(224,781)
Medical expense		(386,317)	(196,700)
National Accreditation Focal Points costs		(144,123)	(47,057)
Operating lease expenses		(489,671)	(857,589)
Peer evaluation		-	(270,123)
Printing and stationery		(144,750)	(115,949)
Recruitment costs		(39,544)	(9,188)
Repairs and maintenance		(1,674)	(17,613)
Secretarial fees		(9,205)	(31,317)
Security		(9,225)	(7,574)
Staff welfare		(119,839)	(39,057)
Telecommunication		(254,276)	(270,381)
Training		(317,831)	(42,761)
Training levies		(104,874)	-
Travel		(99,647)	(26,720)
		(26,896,016)	(22,925,965)

The supplementary information on this page does not form part of the annual financial statements and is unaudited.

Detailed Income Statement

Figures in Pula

Figures in P	Note	2025	2024
Other gains and losses			
Forex gain or (loss)		209,083	1,510,240
Forex gain or loss - cash and cash equivalents		(64,407)	-
Gain or loss on sale - property, plant and equip.		(8,075)	1,250
		136,601	1,511,490
Profit / (loss) from operating activities	14	40,549	(128,805)
Finance income	15		
Interest received		9619	246,923
Finance costs	16		
Interest - business credit card		(1,750)	(610)
Other payroll taxes		(15,045)	-
Taxation payables		(31,136)	-
Value added tax		(2,237)	-
Total deferred tax		(50,168)	(610)
Profit before tax		-	117,508
Income tax	18		
Current tax		-	(117,508)
Deferred tax		276,841	(243,560)
		276,841	(361,068)
Profit / (loss) for the year		276,841	(243,560)

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