

SADCAS

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY



15TH ANNUAL REPORT

2023

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Acronymns and 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
CIPA	Companies and Intellectual Property Authority	PT	Proficiency Testing
CLAS	Calibration Laboratories Accreditation Scheme	QMS	Quality Management Systems
CPD	Continuous Professional Development	SADC	Southern African Development Community
DRC	Democratic Republic of Congo	SADCA	Southern African Development Community Cooperation in Accreditation
EU EDF 11	11 th European Development Fund	SADCAS	Southern African Development Community Accreditation Service
EMS	Environmental Management Systems	SME	Small and Medium Enterprise
FRAC	Finance, Risk and Audit Committee	TBT	Technical Barriers to Trade
FSMS	Food Safety Management Systems	TLAS	Testing Laboratories Accreditation Scheme
GCP	Good Clinical Practice	TS	Technical Specification
GLP	Good Laboratory Practice	VLAS	Veterinary Laboratories Accreditation Scheme
HRRC	Human Resources and Remuneration Committee	WAD	World Accreditation Day
IAF	International Accreditation Forum		
IBAS	Inspection Bodies Accreditation Scheme		
ICT	Information Communications Technology		
IEC	International Electro-technical Commission		
IESBA Code	International Ethics Standards Board of Accountants Code of Ethics for Professional Accountants		

Vision, Mission, Mandate, Company Values and Value Proposition



SADCAS Vision

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



SADCAS Mission

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



SADCAS Mandate

SADCAS draws its mandate from Article 15 B of the Technical Barriers to Trade (TBT) Annex to the 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 Value Proposition

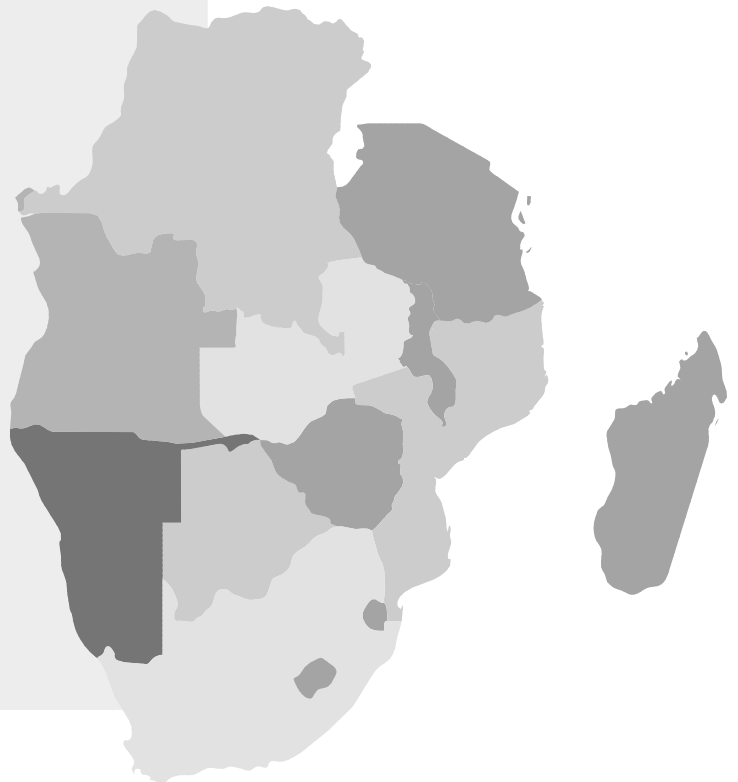
- Delivering confidence
- Assuring competency

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 subsidiary 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.



Governance

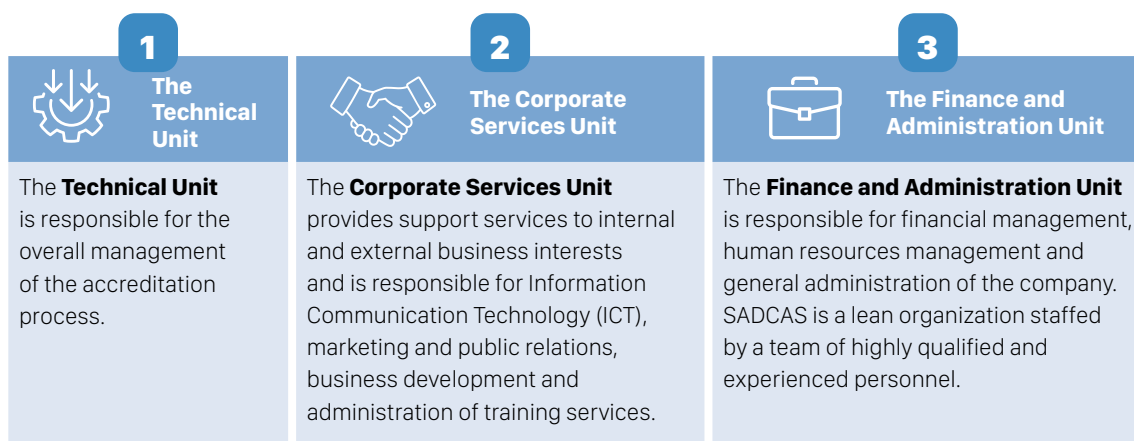
SADCAS is governed by a General Assembly (GA) which comprises of:

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

Drawn out of the General Assembly is the Board of Directors which oversees the running of SADCAS and 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.



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).

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.

National Accreditation Focal Points (NAFPs) established in SADC Member States using the services of SADCAS serve as the administrative link between SADCAS and clients/potential clients in Member States and are mainly responsible for promoting accreditation and marketing SADCAS service offering in their respective countries.

Corporate Profile

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); and
- ▶ Personnel certification bodies in accordance with ISO/IEC 17024 (CBAS-Pers).

SADCAS will broaden its scope of accreditation as needs arise.

SADCAS is signatory to the African Accreditation Cooperation (AFRAC) and the International Laboratory Accreditation (ILAC) 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 in accordance with ISO 15189 and inspection in accordance with ISO/IEC 17020 achieved in October 2017. SADCAS is also signatory to the AFRAC MRA and the International Accreditation Forum's Multi-Lateral Arrangement (IAF MLA) under the Main scope Management Systems 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.

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

Corporate Profile



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:

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

Besides the above courses, SADCAS can also offer other accreditation related courses depending on the 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

- A full member of the International Laboratory Accreditation Cooperation (ILAC).
- A signatory member of the International Accreditation Forum (IAF).
- An arrangement member of the African Accreditation Cooperation (AFRAC).
- An arrangement member of SADC Cooperation in Accreditation (SADCA).

Board of Directors

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1	Ms Eve Christine Gadzikwa Chief Executive Officer
2	Mr Steve Bruce Sidney Chairman
3	Mrs Mmatlala Dube Non-Executive Director
4	Mr Emmanuel Jinda Vice Chairman
5	Mr Uahoroka Lovelace Watkince Kauta Non-Executive Director
6	Mr Davlin Moyenda Damaziel Chokazinga Non-Executive Director
7	Mr Alfredo Filipe Siteo Non-Executive Director



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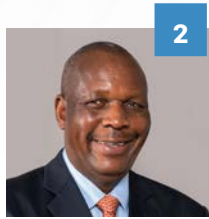
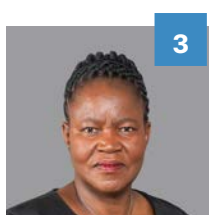
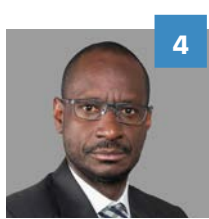

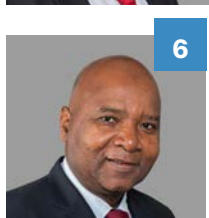

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Board of Directors Profiles

	<p>1 Mr Steve Bruce Sidney Chairman</p> <p>Chairman as from May 2021 Country: South Africa Non - Executive Director from May 2010</p> <p>Expertise Domain Accreditation Conformity Assessment Financial</p>
	<p>2 Mr Emmanuel Jinda Vice Chairman</p> <p>HRRC Chairman Vice Chairman as from May 2021 HRRC Chairman as from May 2021 Country: Zimbabwe Non - Executive Director from May 2014</p> <p>Expertise Domain Human Resources Management Corporate Governance</p>
	<p>3 Mrs Mmatlala Dube Non-Executive Director</p> <p>Chairman of FRAC from May 2021 Non - Executive Board Director from July 2019 Country: Botswana</p> <p>Expertise Domain Financial Governance Leadership</p>
	<p>4 Mr Uahoroka Lovelace Watkince Kauta Non-Executive Director</p> <p>Member of FRAC Non - Executive Director from July 2021 Country: Namibia</p> <p>Expertise Domain Public Accounting Financial Strategy Cost Control Budget Oversight</p>
	<p>5 Mr Davlin Moyenda Damaziel Chokazinga Non-Executive Board Member</p> <p>Member of HRRC Non-Executive Director from March 2015 Country: Malawi</p> <p>Expertise Domain Standardization Accreditation Technical Infrastructure General Management</p>
	<p>6 Mr Alfredo Filipe Siteo Non-Executive Director</p> <p>Member of FRAC & HRRC Country: Mozambique Non - Executive Director from March 2014 Member of FRAC from May 2014</p> <p>Expertise Domain Public Policy Government Policy on SQAM</p>
	<p>7 Ms Eve Christine Gadzikwa Executive Director</p> <p>Chief Executive Officer since 1 August 2022 Country: Zimbabwe</p> <p>Expertise Domain Standardization Accreditation Business Management Marketing</p>

Board of Directors' Meetings Attendance

Attendance at Meetings

During the 2022/23 financial year, the SADCAS Board of Directors held five meetings. The records of attendance at these meetings are shown in Table 1.



Table 1 – Record of Attendance to Board Meetings Held during the 2022/23 Financial Year

Name	Status	Meeting Dates				
		2022-05-19	2022-09-01	2022-11-10	2023-02-16	2023-03-15
Mr Steven Bruce Sidney Chairman	Non-Executive Director	✓	✓	✓	✓	✓
Mr Emmanuel Jinda Vice Chairman	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	–	✓	✓	APOLOGY	✓
Dr Lomkhosi Lineo Mkhonta – Gama (Resigned 2022-06-30)	Non-Executive Director	APOLOGY	–	–	–	–
Mrs Maureen Primrose Mutasa (Retired 2022-06-30)	Executive Director	✓	–	–	–	–
Ms Eve Christine Gadzikwa (Appointed 2022-08-01)	Executive Director	–	✓	✓	✓	✓

National Accreditation Focal Points Offices

	<p>ANGOLA </p> <p>Mr Joaquim Jose Pequeno Ministerio de Industria Angolan Institute of Accreditation Rua Cerqueira Lukoki No 25, 7° Andar P.O Box 3709 / 594 Luanda Angola</p>	<p>+ 244 222 711 414 +244 936 756 374 + 244 222 396 745 kimpeq2000@gmail.com</p>
	<p>BOTSWANA </p> <p>Mr Edward Mmatli Ministry of Investment, Trade and Industry Department of Industrial Affairs Plot 54380 Central Business District P/Bag 0014 Gaborone Botswana</p>	<p>+267 395 7406 +267 397 2910 eemmatli@gov.bw</p>
	<p>BOTSWANA</p> <p>Ms Boikhutso Pheto Ministry of Investment, Trade and Industry Department of Industrial Affairs Plot 54380 Central Business District P/Bag 0014 Gaborone Botswana</p>	<p>+267 395 7406 +267 397 2910 bkhpheto@gov.bw</p>
	<p>COMOROS </p> <p>Mr Boinali Mohamed Ministère de l'Economie, des Investissements, de l'Energie, chargé de l'Intégration Economique, du Tourisme et de l'Artisanat Direction Générale de l'Industrie Moroni Grand Comores</p>	<p>+ 269 7738705 + 269 3350974 boinamed@hotmail.com</p>
	<p>DEMOCRATIC REPUBLIC OF CONGO </p> <p>Mrs Apauline Matata Feza Office Congolais de Contrôle 70, Avenue Moero Lubumbashi, Haut Katanga Democratic Republic of Congo</p>	<p>+ 243 82 202 8345 matatafezap@yahoo.fr</p>

Key

 NAFP 1  NAFP 2

National Accreditation Focal Points Offices

	<p>ESWATINI </p> <p>Mrs Sybil Sthembiso Dlamini Ministry of Commerce, Industry and Trade Regulatory & Quality Infrastructure Development Department Gwamile Street, Deputy Prime Ministers Mbabane Eswatini</p>	<p>+268 2404 7509 +268 7611 7929 +268 2404 4711/+268 2404 3055 sybilsthembis0200@gmail.com</p>
	<p>ESWATINI</p> <p>Ms Phindile Priscilla Dlamini Ministry of Commerce, Industry and Trade Gwamile Street, Deputy Prime Ministers P O Box 4782 Mbabane Eswatini</p>	<p>+268 2404 7509 +268 7606 1978 +268 2404 4711/+268 2404 3055 phindilepriscilla48@gmail.com</p>
	<p>LESOTHO </p> <p>Mr Motjoka Azael Makara Ministry of Trade and Industry, Cooperatives and Marketing 3rd Floor, Ministry of Trade House, Phase II LNDC Block, Kingsway Road P O Box 747 Maseru 100 Lesotho</p>	<p>+266 223 22113 +266 590 93332 +266 223 10326 azaelmakaram@yahoo.co.uk</p>
	<p>LESOTHO</p> <p>Mr Mosito Kanono Ministry of Trade and Industry P O Box 747 Maseru 100 Lesotho</p>	<p>+266 223 22113 +266 58051691 +266 223 10326 mositokanono@gmail.com</p>
	<p>MADAGASCAR </p> <p>Mr Séraphin Andrianantarivo Razafimahafaly Bureau de Normes de Madagascar 6, bis Rue Rainandriamampandry Antananarivo 101, Madagascar BP 1316 Antananarivo 101 Madagascar</p>	<p>+261 22 279 70 +261 32 02 205 00/34 02 205 00 seraphin@bnm.mg seraphin.razafimahafaly@gmail.com nafp.madagascar@gmail.com</p>
	<p>MADAGASCAR</p> <p>Mrs Henintsoa Harizafy Ministry of Trade & Consumption Lot C 31 Cité Akany Sambatra Itaosy Antananarivo, 102 Madagascar</p>	<p>+261 34 17 40030 nafp.madagascar2@gmail.com</p>

Key

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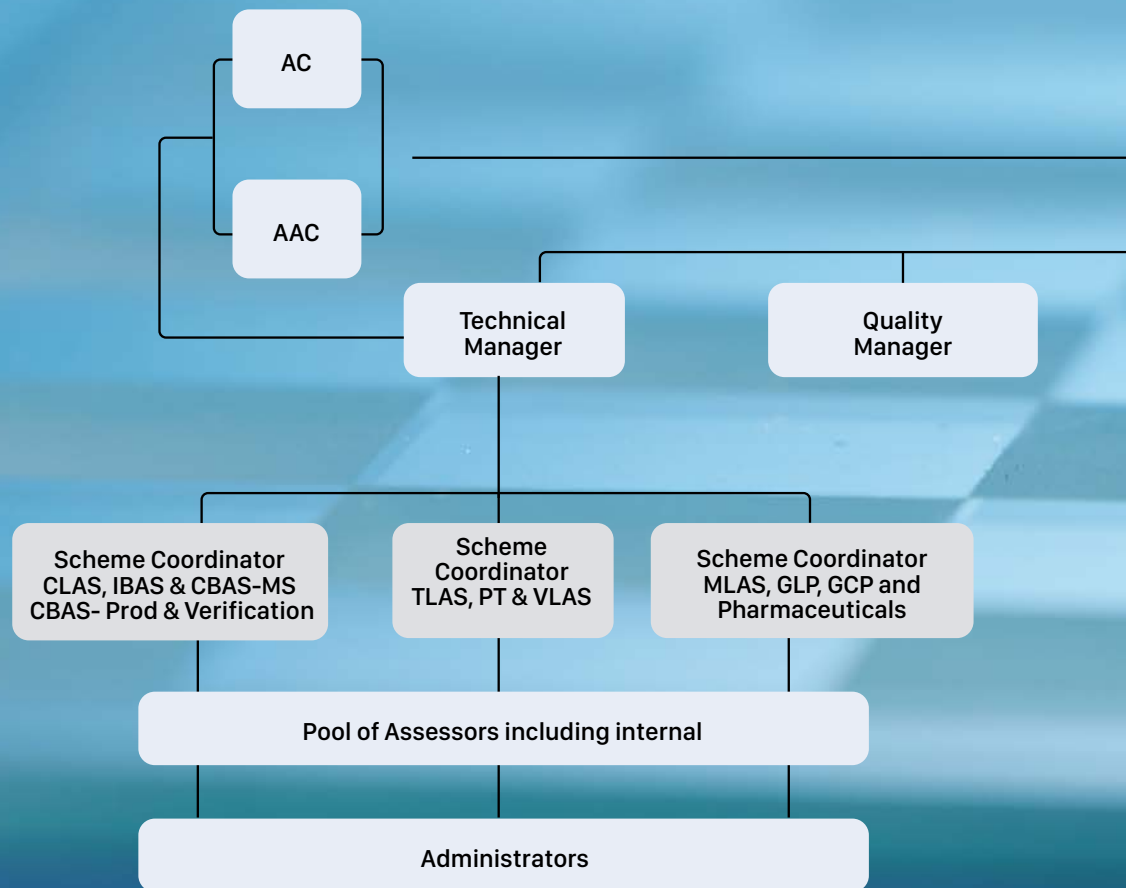
National Accreditation Focal Points Offices

	<p>MALAWI </p> <p>Mr Masautso Ngamwane Malawi Bureau of Standards Moirs Road, Kristwick P O Box 946 Blantyre Malawi</p>	<p>+265 1 870 488 Fax: +265 1 870 756 +265 888 523 987 / 993 194 257 masangamwane@mbsmw.org</p>
	<p>MALAWI</p> <p>Mrs Gladys Chimpokosera Ministry of Trade and Industry P O Box 30366 Capital City Lilongwe 3 Malawi</p>	<p>+265 770 244 +265 8800 60 629 +265 1 70 680 gchimpokosera@gmail.com</p>
	<p>MOZAMBIQUE </p> <p>Mrs Guihermina Nhampulo National Institute of Standardization and Quality Av. Moçambique, Parcela 7168/D1/7 Bairro do Zimpeto P O Box 2983 Maputo Mozambique</p>	<p>+258 21 344600 +258 82 4649260 +258 21 304206 gnhampulo@gmail.com</p>
	<p>NAMIBIA </p> <p>Mr Josef M. Shikongo Ministry of Industrialization and `Trade Corner Dr Kenneth Kaunda and Goether Street Private Bag 13340 Windhoek Namibia</p>	<p>+264 61 283 7402 +264 61 283 7277 +264 61 259 676 Josef.Shikongo@mti.gov.na</p>
	<p>NAMIBIA</p> <p>Ms Maama Uahupirapi Ministry of Industrialization and `Trade Corner Dr Kenneth Kaunda and Goether Street Private Bag 13340 Windhoek Namibia</p>	<p>+264 61 283 7402 +264 81 408 9488 +264 61 220 227 Maama.Uahuirapi@mti.gov.na</p>
	<p>TANZANIA </p> <p>Ms Stella Emmanuel Mrosso Tanzania Bureau of Standards Corner Sam Nujoma Road/Morogoro Road Ubungo P O Box 9524 Dar es Salaam Tanzania</p>	<p>+255 222 450 206/ +255 756 590 360 +255 222 450 959 smrossocoll@yahoo.com Stella.mrosso@tbstz.org</p>

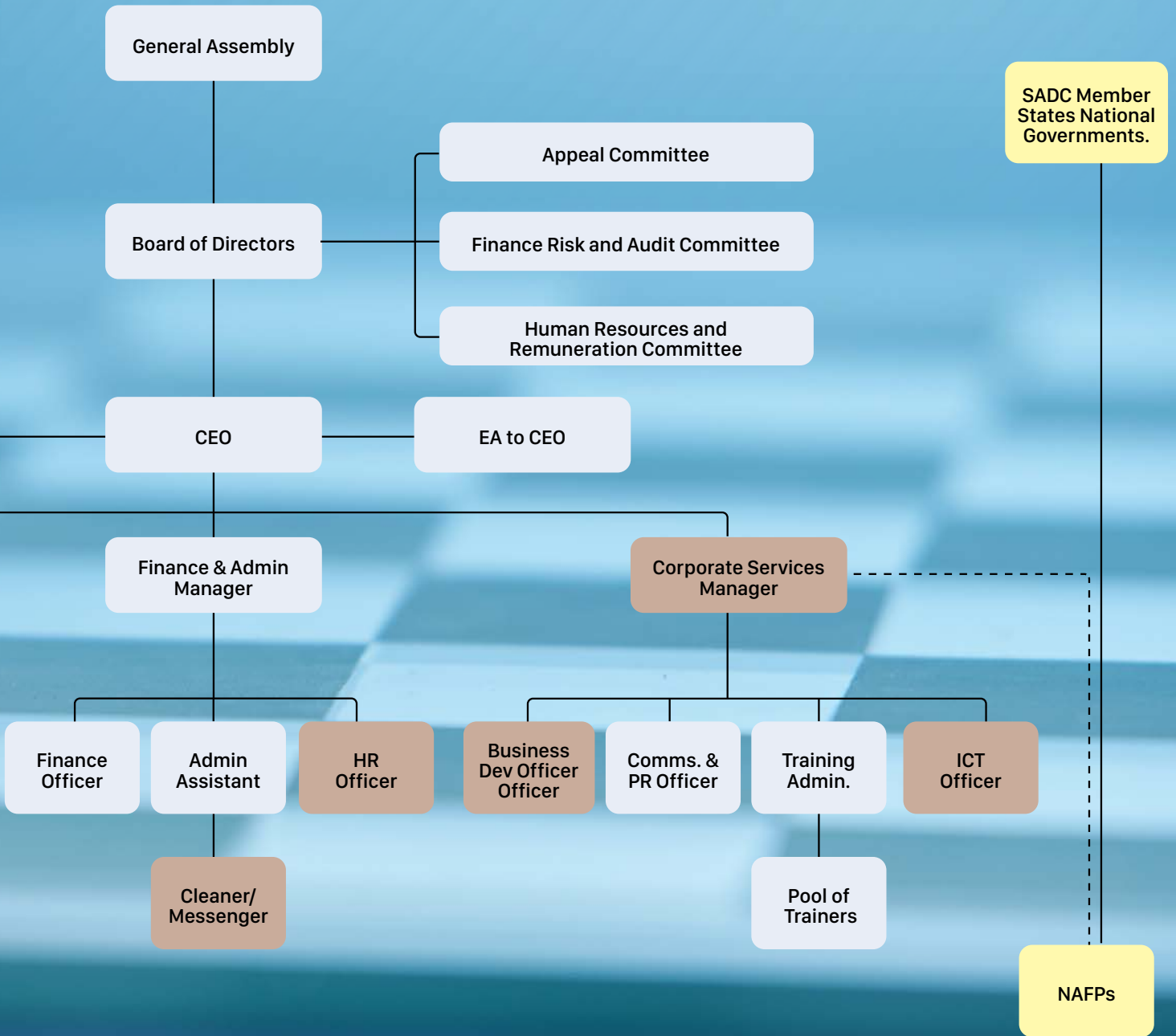
National Accreditation Focal Points Offices

	<p>SEYCHELLES </p> <p>Dr Sreekala Nair Seychelles Bureau of Standards Providence Industrial Estate P O Box 953 Victoria, Mahe Seychelles</p>	<p>+248 4380400/ +248 4380407 +248 2527153 +248 4373 826 mltc-sbs@email.sc</p>
	<p>SEYCHELLES</p> <p>Ms Corina Chang Ty-Sing Seychelles Bureau of Standards Providence Industrial Estate P O Box 953 Victoria, Mahe Seychelles</p>	<p>+248 4 380 400 +248 2744285 +248 4373 826 corina.c@sbs.sc</p>
	<p>ZAMBIA </p> <p>Ms Charity Kasoma-Banda Ministry of Commerce, Trade and Industry 10th Floor, New Government Complex Nasser Road, Kamwala P O Box 31968 Lusaka Zambia</p>	<p>+260 211 226 954 +260 977 784 834 +260 211 226 954 charity.banda@mcti.gov.zm phindilepriscilla48@gmail.com</p>
	<p>ZAMBIA</p> <p>Mr Hans Yamba Ministry of Commerce, Trade and Industry 10th Floor, New Government Complex Nasser Road, Kamwala P O Box 31968 Lusaka Zambia</p>	<p>+260 211 226 954 +260 976 240 313/ +260 954 042558/ +260 969 993895 +260 211 226 954 hansyamba@yahoo.co.uk hansyamba@gmail.com Hans.Yamba@mcti.gov.zm</p>
	<p>ZIMBABWE </p> <p>Mrs Mildred Machiri Ministry of Industry and Commerce No. 1 Adylinn prive, Agriculture House, Malbough P/Bag 7708 Causeway Harare Harare Zimbabwe</p>	<p>+263 4 309801 +263 777288875 +263 4 707540 machirimildred@yahoo.com</p>
	<p>ZIMBABWE</p> <p>Ms Riyana Chibanda Ministry of Industry and Commerce Mukwati Building Corner Livingstone Ave/Fourth Street P Bag 7708, Causeway Harare Zimbabwe</p>	<p>+263 4 702 733 +263 774 648 850 +263 4 793 461 rchibanda2011@gmail.com</p>

Organizational Structure



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



SADC Member States National Governments.

NAFPs

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



Ms Varsha Gungoa
Scheme Coordinator TLAS, PT and VLAS



Mr Victor Mundembe
Scheme Coordinator Inspection/Certifi-
cation/ Calibration/Legal Metrology



Ms Pearl Tshepo Kgengwenyane
Executive Assistant to the CEO



Ms Tsholofelo Segomotso Kobe
Finance Officer



Ms Neo Keorapetse
Assessor Medical



Mr Vikash Ramessur
Assessor French



Mr Sergio Machava
Assessor Portuguese



Mr Mogae Molaoa
Training Administrator



Mrs Tsitsi Mazibuko
Accreditation Administrator



Mrs Matshidiso Ramosweu
Accreditation Administrator



Ms Nicole Njemu Segkoma
Accreditation Administrator



Ms Mmamotse Phalana Gaotilwe
Intern Administrative Assistant



Ms Pearl Semetsamere
Intern Accreditation Administrator



Mrs Kaone Phindela
Intern Accreditation Administrator

Chairman's Statement



On behalf of the SADCAS Board of Directors, management and staff, it is my pleasure and honour to present the 15th published annual report for SADCAS. The report provides a summary of the activities carried out by SADCAS during the period beginning 1 April 2022 and ending 31 March 2023. This being the first year of the fourth strategic period, the report also reviews how SADCAS has performed in terms of the program set out in the 2022-2027 Strategic Plan.

Total income grew by
44.4%
during the period
under review compared
to 2021/22



government grant
and other income
increased by
67.8%
during the period
under review.



Performance Update

Following the introduction of the use of remote assessment technique and online training in 2020 financial year, SADCAS' business continued to grow in terms of field and scope of accreditation and sectorial coverage. The organization registered overall positive growth in its activities and financial performance.

Cumulative number of accreditations and number of certificates increased by 22.8% and 9.7% respectively compared to 2021/22. Operating income grew by 40.8% mainly from accreditation services which constituted 88% of the operating income with the rest being income from training services. Accreditation income grew by 56.7% whilst training experienced a slight dip of 9.7% due to postponement of some training courses to the next financial year. Total income grew by 44.4% during the period under review compared to 2021/22 whilst government grant and other income increased by 67.8% during the period under review.

International Recognition

SADCAS enjoys regional and international recognition and as such; the organization is a full member of the International Laboratory Accreditation Cooperation (ILAC), a signatory member of the International Accreditation Forum (IAF), an arrangement member of the African Accreditation Cooperation (AFRAC), an arrangement member of SADC Cooperation in Accreditation (SADCA). To maintain signatory status to AFRAC, the organization put in place solid plans in preparations for the 4-year cycle AFRAC Peer Evaluation 8 scopes plus application for scope extension for Product Certification was scheduled to take place from 29 May – 03 June 2023. With funding from Afreximbank was not for all scopes. SADCAS continued to work hard towards maintaining international recognition of all its accreditation scopes including product certification scheme. The efforts in developing new accreditation scopes such as medical imaging and legal metrology continued.

Governance

Turning to governance issues, during the period under review, the SADCAS Board of Directors held five (5) meetings in May, September, November 2022, February and March 2023 with the latter having been held to finalize preparations for the 18th Annual General meeting (AGM) on 15th March 2023. During the meetings the Board considered and approved the 2022/23 annual implementation plan, the SADCAS risk profile, the audited financial statements for the year ended 31 March 2022, the 2021/22 annual report and the 2023/24 budget. The Board also discussed strategic issues and in particular measures to improve inflows from Government contributions. During these Board meetings, the Chief Executive Officer reported on the activities of SADCAS thus enabling the Board to monitor progress on the implementation of the 2022/23 annual implementation and activity plans.

The Board Committees namely the FRAC and the HRRC each met four times to discuss matters relating to their scopes. As no appeals were received on accreditation decisions, the Board did not have the need to constitute an Appeal Committee.

Gratitude

I extend my sincere gratitude to our clients, Board, Chief Executive, Management, and staff for all their support during 2022/23 financial year which enabled the organization to face challenges head on and an overall successful year. They accepted the challenge and continued to work diligently to ensure business continuity and improve service delivery throughout the year. SADCAS managed to deliver encouraging results despite the difficult times.



Mr Steven Bruce Sidney
Chairman SADCAS Board of Directors

Performance at a Glance

Financial Highlights Business Highlights


100%
change overs from
CABs that were initially
accredited by SANAS to
ISO/IEC 17025 and ISO 15189

Achieved
82%
of the operating
income target

**Product
Certification Body
DNA Testing
Laboratory**

23% 
growth in
accreditations

Achieved
20%
growth in
certificate issues

Government
Dependency
reduced to
14% 

Operational Income
increased by
41%
over 2021/22
figures

**Extended signatory
status in IAF MLA to
sub-scopes
FSMS**

Figures in P	2022/23 (BWP Million)	2022/23 (BWP Million)	2020/21 (BWP Million)
Total income	29.9	20.7	15.5
• Operating income	25.2	17.9	10.5
- Accreditation	23.2	14.8	9.9
- Training	2.0	3.1	0.6
• Government & Other Grant funding	4.7	2.8	5.0
• Cost of Sales	(11.3)	(4.9)	(2.3)
- Accreditation	(10.6)	(3.5)	(2.1)
- Training	(0.7)	(1.4)	(0.2)
• Other Income	3.3	0.03	0.1
• Operating expenses	(18.9)	(16.0)	(13.5)
• Profit /(loss) before tax	3.0	(0.2)	(0.2)
• Tax	1.1	(0.8)	-
- Normal	(0.9)	(0.8)	-
- Deferred	2.0	(0.01)	-
• Profit /(loss) for the year	4.1	(-1)	
Government Dependency	14%	13%	33%

Strategic Premium Highlights

Accreditation Applications	Assessments Undertaken	Accreditations
<ul style="list-style-type: none"> 55 new accreditation applications invoiced 14 re-assessment applications received and handled 	<ul style="list-style-type: none"> A total of 229 assessments undertaken as follows: <ul style="list-style-type: none"> 69 Initial assessments 9 Re-assessment 136 Periodic assessments 15 other assessments 	<ul style="list-style-type: none"> 48 new facilities accredited 14 scope extensions outside those already accredited 15 renewals of accreditation. 9 scope extension within same scope 14 new scope extensions 2 accreditations withdrawn By 31 March 2022 SADCAS had issued 256 accreditation certificates to 206 accredited facilities in 13 SADC Member States and 2 non-SADC countries Ghana and Cote d'Ivoire
Training	Assessors/Technical Experts	Accreditation Approvals Committee (AAC) members
<ul style="list-style-type: none"> 249 training courses held Over 4000 delegates trained SADCAS training courses registered with Botswana Qualification Authority 	<ul style="list-style-type: none"> 41 assessors mentored 30 assessors monitored 31 Assessors registered 7 Technical Experts registered 	<ul style="list-style-type: none"> 2 AAC members mentored 4 AAC members monitored
Staff Recruited	Website	Customer Satisfaction
<ul style="list-style-type: none"> 5 positions Accreditation Administrator Assessor Medical Assessor French Assessor Portuguese Finance Officer 	<ul style="list-style-type: none"> 27,736 users/visitors 39,103 sessions/visits 259,096 pages browsed 	<ul style="list-style-type: none"> 99% rated SADCAS overall accreditation services from good to excellent with 84% rating from very good to excellent

Chief Executive Officer's Report



Ms Eve Christine Gadzikwa
Chief Executive Officer

Summary

SADCAS recorded very good performance during the 2022/23 financial year despite the transitional period in leadership of the organisation. Both management and staff worked diligently and consistently to deliver credible and cost-effective accreditation services for the SADC Member States. I am proud of my team which demonstrated commitment and rose to the challenge to ensure a service delivery at the cutting edge despite the challenging operating environment. This report covers the period 1 April 2022 up to 31 March 2023 and summarizes the achievements in each of the 10 key result areas agreed for the 2022/23 financial year namely:

- ▶ Continue to promote the benefits and value of accreditation, the international arrangements, to market SADCAS services and at the same time promoting an understanding of the SADCAS fee structure.
- ▶ Ensure continued credibility of SADCAS services.
- ▶ Improve cost effectiveness of processes and enhance delivery of service.
- ▶ Prioritize and develop new accreditation schemes based on current demand and anticipated demand.
- ▶ Maintain international recognition for the TLAS, VLAS, CLAS, MLAS, IBAS, LMAS and CBAS-MS.
- ▶ To work towards international recognition and scope extension for CBAS-Prod
- ▶ Develop, recruit and retain our most important asset intellectual capital, enhancing skills, knowledge and expertise of staff, continue to train and register competent assessors and trainers to enhance service delivery and knowledge in accreditation.
- ▶ Closely follow and participate in developments at AFRAC, IAF and ILAC in order to take further action when needed.
- ▶ Leverage on technical capabilities to undertake risk based remote assessments and online training whilst ensuring safety and well-being of our staff, assessors and trainers.
- ▶ Continue to strengthen the effectiveness of National Accreditation Focal Points (NAFPs).
- ▶ Ensure sustainability of SADCAS beyond 2023.

Ensure sustainability of SADCAS beyond 2023



Total income for the year ended 31 March 2023 was BWP 29.9 million comprising of operating income of BWP 25.2 million, government contributions amounting to BWP 4.7 million including funds received in previous periods transferred from capital grant and other income amounting to BWP 3.3 million including foreign exchange gains. Income from accreditation services of BWP 23.2 million constituted 92% of operating income whilst training income of BWP 2.0 million constituted 8%.

Total operating expenses for the financial year under review were BWP 30.2 million with cost of sales being BWP 11.3 million i.e. (63%) and the operating costs at BWP 8.9 million. Operating income increased by 41% over the 2021/22 financial year due to the continued implementation of the SADC EU EDF 11 project on "Building capacity of testing laboratories in SADC from the key developmental sectors." During the period under review, SADCAS witnessed marked growth in accreditation applications mainly spurred by interest from medical laboratories from Tanzania, Zimbabwe, Zambia and Botswana. Accreditations from Testing laboratories also showed tremendous growth mainly from Tanzania, Botswana and Zimbabwe. The outlook for IBAS, CBAS and VLAS looks promising in the next financial year with more countries seeking accreditation of their conformity assessment bodies to meet regulatory and market requirements. SADCAS business continues to grow steadily in numbers and also in terms of field and scope of accreditation, and geographical and sector coverage. Government dependency increased slightly to 14% due to increased business activities undertaken and onsite assessments due to the travel restrictions that were lifted and opening up of all land borders towards the end of the end of 2021. Refer to Figures 1,2 and 3

Total income

for the year ended 31
March 2023 was

**BWP
29.9
million**
comprising of
operating income of
BWP 25.2 million

Total operating expenses

for the financial
year under review were

**BWP
30.2
million**
with cost of
sales being
BWP 11.3 million

Figure 1 - Trends in Operating Income over the Past 8 Years

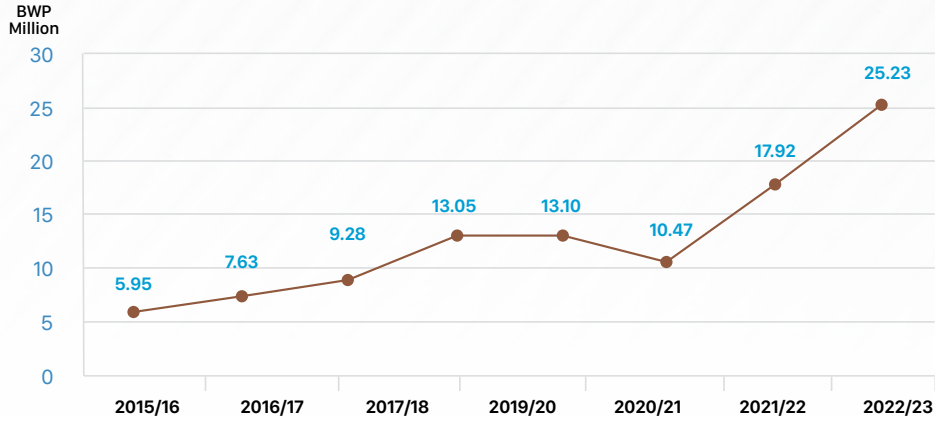


Figure 2- Trends in Operating Income over the Past 8 Years

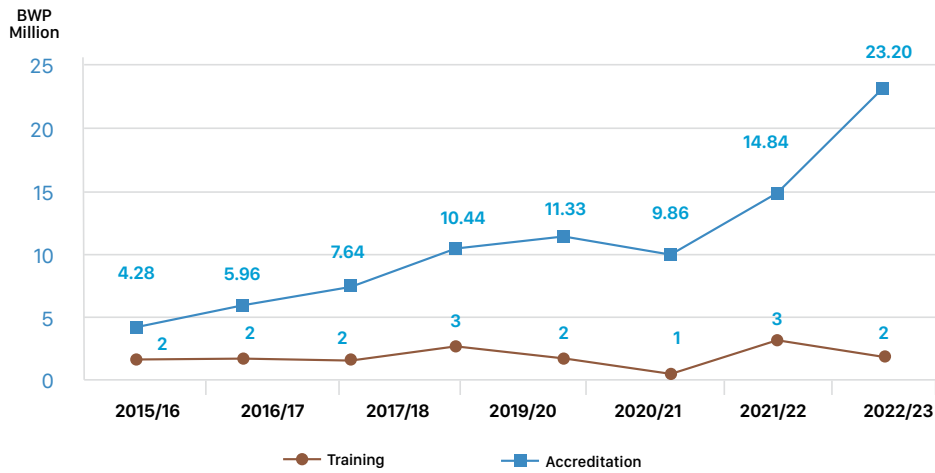
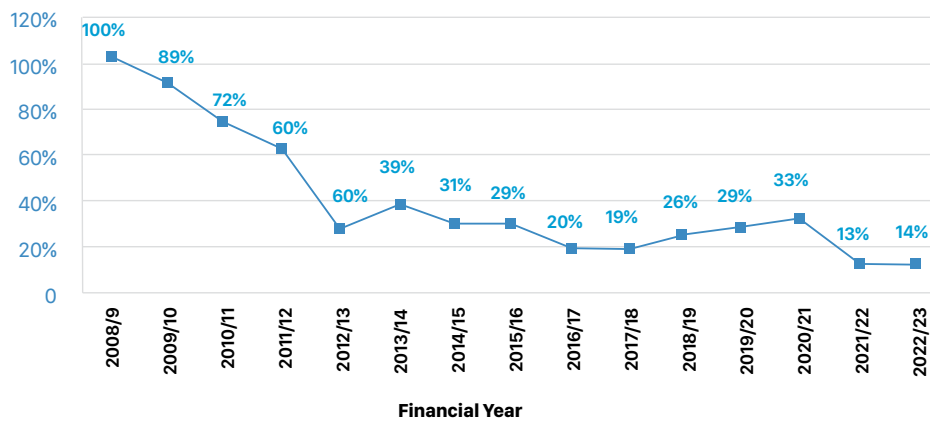


Figure 3 - Government/ Donor Dependency



Continue to Promote the Benefits of Accreditation and the International Arrangements and Market SADCAS Services



SADCAS' thrust continued to be on promoting the benefits and importance of accreditation and marketing SADCAS' services. Activities were however rather limited due to the persistent COVID-19 pandemic with some of activities deferred to 2022/23 financial.

- ▶ 89 targeted marketing visits were undertaken in the SADC Member States serviced by SADCAS Office and NAFPs;
- ▶ 49 presentations were made to stakeholders at national, regional and international meetings/workshops/seminars by SADCAS Office and NAFPs.
- ▶ Three (3) editions of the Pioneer i.e., March, July and November 2022 and the 14th SADCAS 2021/22 annual report were published and distributed through the NAFPs network.
- ▶ By 31 March 2023 eleven (11) promotional flags had been issued to accredited facilities.
- ▶ A total of 17 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.
- ▶ 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. Website visitation statistics continue to increase with total number of users/visitors being 27,736, sessions/visits being 39,103 and pages browsed being 259,096 i.e., 8%, 7% and 17% over the previous financial year statistics. Refer to Figure 4.
- ▶ The theme for 2022 World Accreditation Day (WAD) was "Sustainability in Economic Growth and the Environment" and celebrations in the region. Activities ranged from circulation workshops, and publication of press releases in the various national media, circulation and posting of WAD video on social media, television interviews to virtual and physical workshops or seminars.

SADCAS efforts in promoting accreditation continue to bear fruit as the numbers of enquiries handled, applications under process and accreditations continued to grow despite the pandemic. A total of 98 enquiries were handled during the period under review of which NAFPs handled 26 [DRC (2); Eswatini (10); Malawi (7); Seychelles (5) and Zimbabwe (2)] whilst SADCAS Office handled 72 the latter being 71% of the enquiries handled in the previous financial year. Refer to Figure 5.

Figure 4 - Website Statistics - Number of Users and Sessions

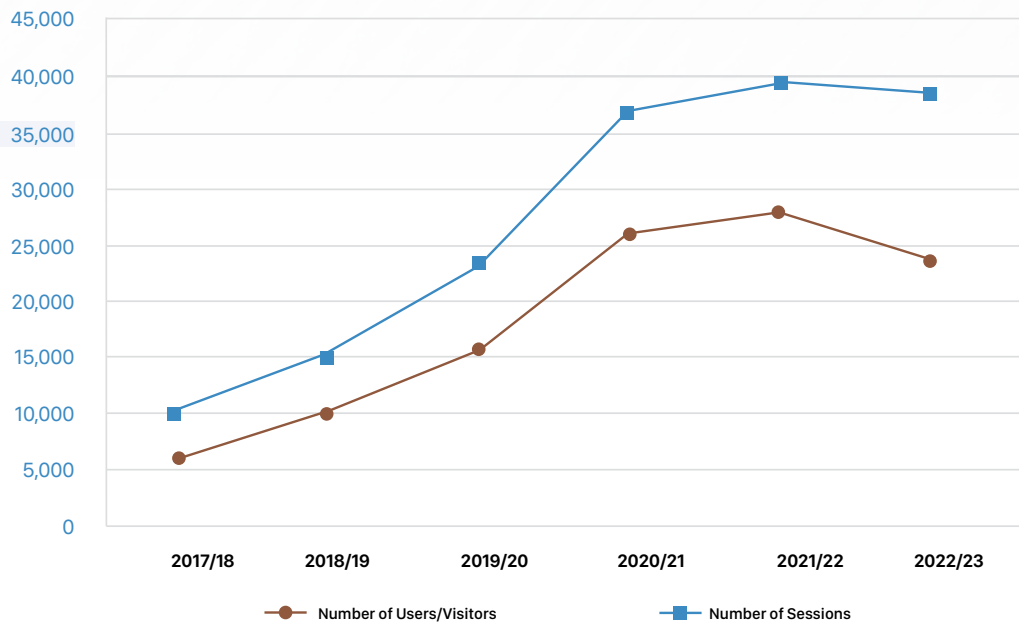
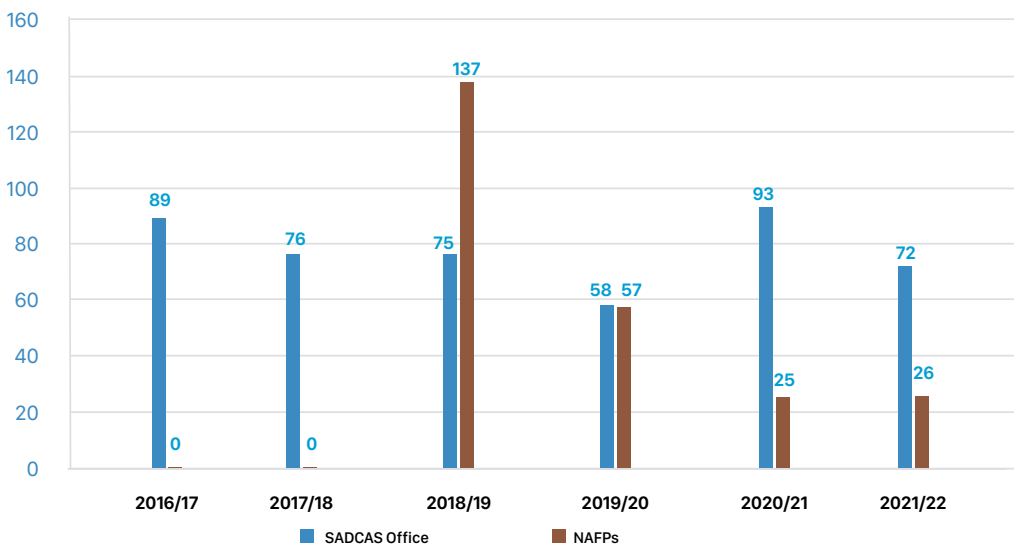


Figure 5 - Enquiries Received by SADCAS and NAFPs Over the Past 6 Years



Ensure Continued Credibility of SADCAS Services.



Having successfully extending the scope of international recognition under the International Accreditation Forum Multilateral Recognition Arrangement (IAF MLA) to the following sub-scope under the Main Scope Management Systems Certification (ISO/IEC 17021-1) Food Safety Management Systems (FSMS) – [Level 4: ISO/TS 22003; Level 5:ISO 22000] in 2019, SADCAS continued to witness growth in accreditation under these scopes during the period under review.

As at 31 March 2023, SADCAS had assessed and cumulatively accredited 253 facilities and issued 281 accreditation certificates. 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 implementation period from the date of publication of the revised Standard, SADCAS released a communique on its Transition Policy to be followed by Medical Laboratories to ensure successful transition to ISO 15189:2022. It is anticipated that; all accredited Medical Laboratories will successfully transition and effectively implement all the changes needed to comply with ISO 15189:2022 before 5 December 2025.

Advisory Committees 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 eight (8) Advisory Committees (AC) to advise SADCAS on technical matters. During the period under review all the eight (8) Advisory Committees (ACs) met in September/November 2022 where the ACs advanced their work resulting in a number of Technical Requirements being published. All the AAC meetings were held virtually.

Improve effectiveness of processes and enhance service delivery

The SADCAS quality management system (QMS) documents were continuously reviewed, revised and published throughout the period under review to improve cost effectiveness of processes and enhance delivery of service. During the period under review, Management put in place a robust plan to effectively manage the scheduled Peer Evaluation which was scheduled to take place in 2023.

Through remote assessments, conformity assessment bodies (CABs) continued to enjoy 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 assessors and experts so as to grow the pool of assessors in the region. The experts and assessors that were trained on the ISO/IEC 17025 and ISO/IEC 17065 standard in 2021 with funding from PTB Germany, were prioritised for mentoring in the 2022/23 financial year using the SADCAS budget. It is expected that this effort will continue to be implemented into the future with the aim for SADCAS to maintain a sustainable pool of registered competent assessors in all the areas that it offers services.

Figure 6 - Cumulative Number of Accreditations up to 31 March 2023

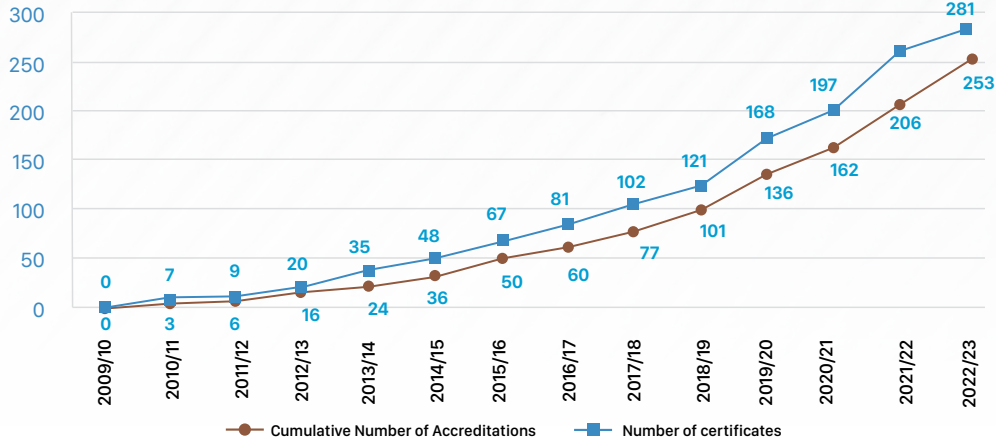


Figure 7 - Accreditations by Country Over the Past 3 Years

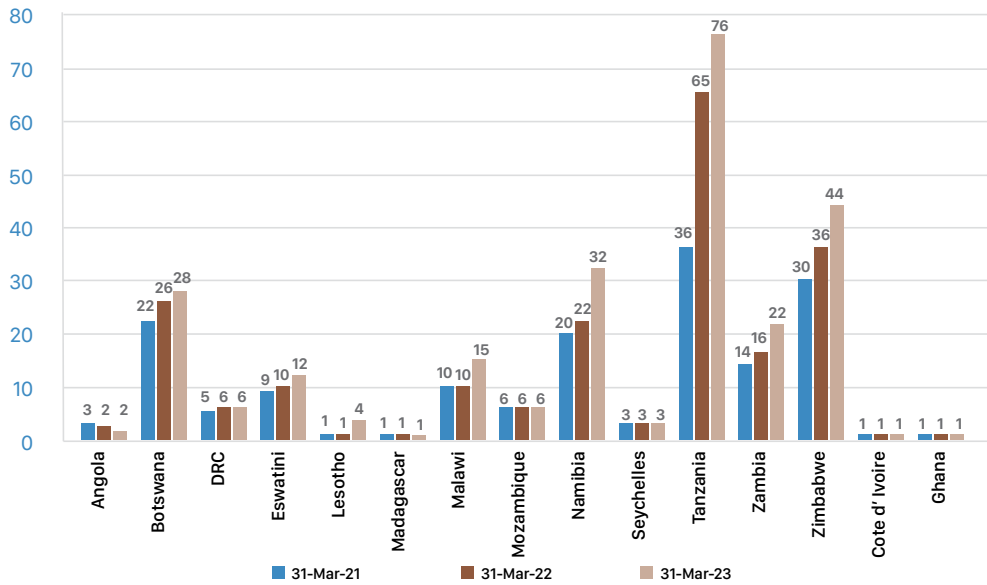
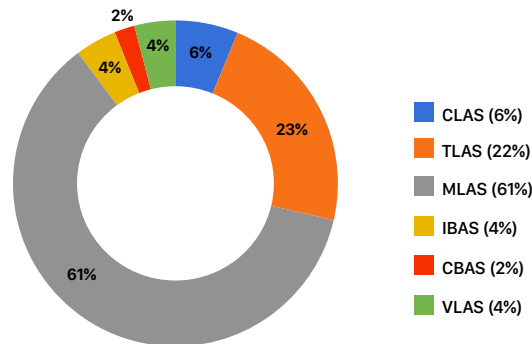


Figure 8 - Accreditation Applications by Field as at 31 March 2023



The highest growth in accreditations in terms of numbers was witnessed under the medical sector (+34), environment/water (+5) and agriculture (+5), mining (+4), QMS (+4), food and food products (+3), petroleum products (+2), pharmaceuticals, construction, electrical and occupational health and safety all grew by one (1) each. Refer to Figure 9.

Figure 9 - Accredited Facilities by Sector Over the Past 3 Years

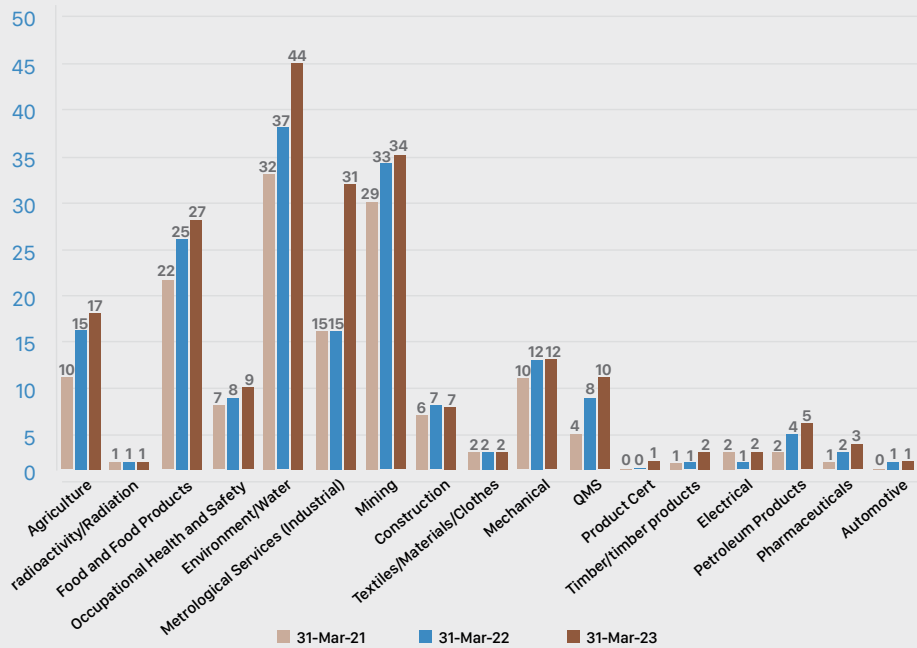
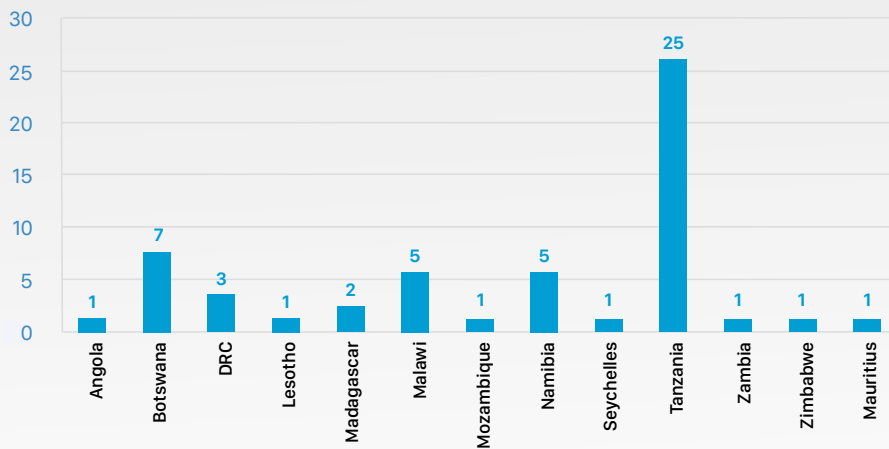


Figure 10 - Accreditation Applications by Country as at 31 March 2023



As at 31 March 2023, 49 accreditation applications from 12 SADC Member States namely: Angola (1), Botswana (7), DRC (3), Lesotho (1), Madagascar (2), Malawi (5), Mozambique (1), Namibia (5), Seychelles (1), Tanzania (21), Zambia (1), Zimbabwe (1) and Mauritius (1) for Inspection services that MAURITAS is not signatory to the ILAC MRA for. These applications were at various stages of processing. Three (3) of the applications under process are being handled in French and all of which fall under TLAS. Out of the 49 applications under process seven (7) were at Completeness check stage; 3 at Approval of quotation stage; 21 at Documentation review stage; 17 at Initial assessment stage; and 2 at Accreditation approvals committee stage. Refer to Figures 10 and 11. At the same time, SADCAS was handling 26 expressed interests in accreditation.

Figure 11 - Applications by Stage of Processing as at 31 March 2023

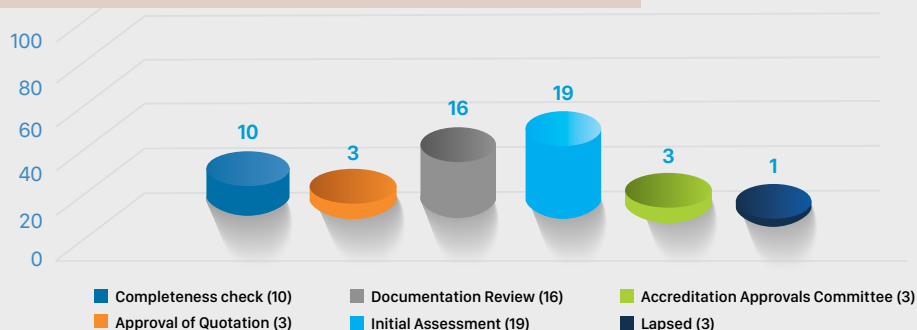


Figure 12- Cumulative Number of Training Courses Over the Past 5 Years

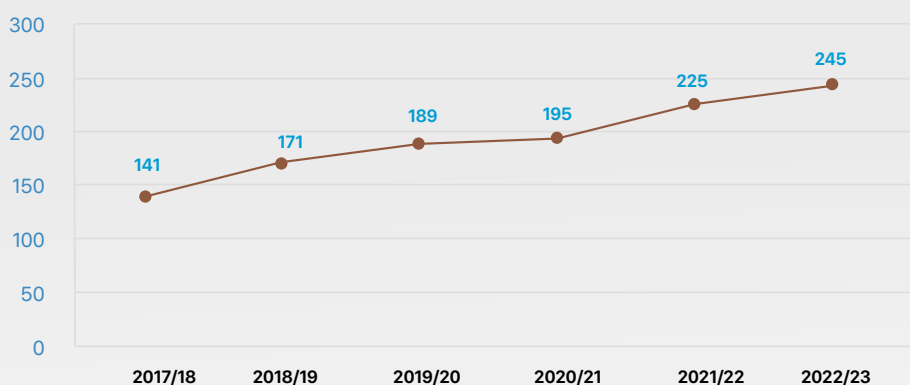
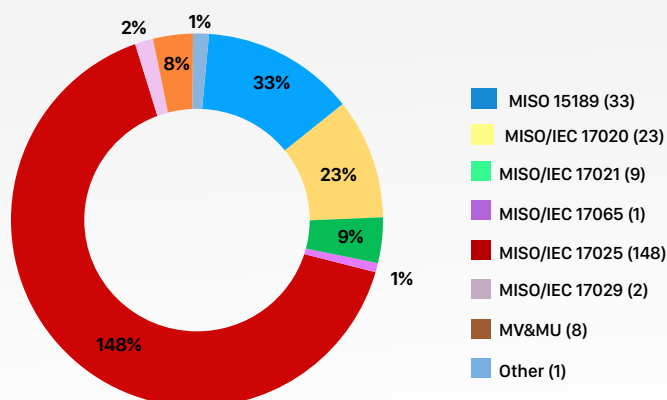
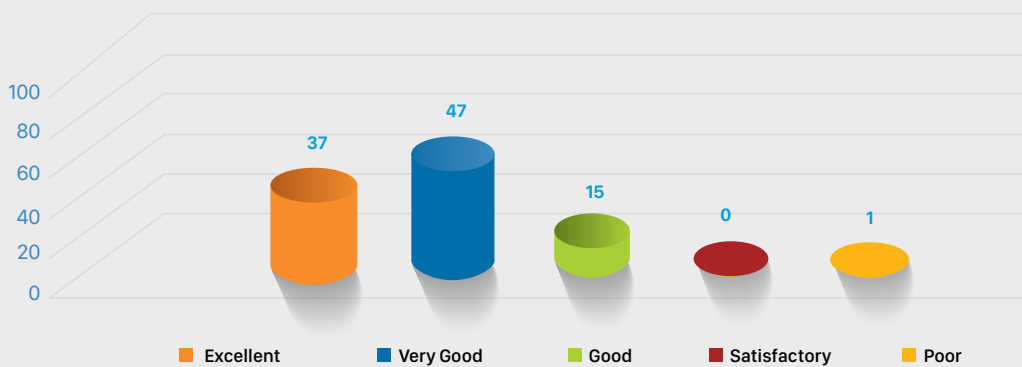


Figure 13 - Training Courses by Field



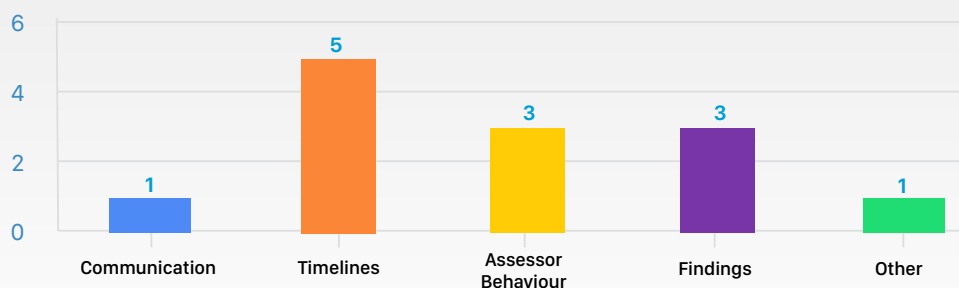
A total of 245 training courses were held during the period under review and a total of 4416 delegates participated in the training courses. During the year under review, SADCAS training courses were registered with the Human Resource Development Council (HRD). The 20 training courses held during the year were on ISO/IEC 17025 (7), ISO 15189 (10), Method Validation & Measurement Uncertainty (MV & MU) (1), Root Cause Analysis (2) bringing the cumulative training courses held by standard, to 245 broken down as follows: ISO/IEC 17025 (155); ISO 15189 (42); Method Validation & Measurement Uncertainty (MV & MU) (9); Root Cause Analysis (2); and other (1). Refer to Figures 12 and 13.

Figure 14 - Overall Satisfaction on Service Received 2022/23 Year



The customer satisfaction survey undertaken during the 2022/23 financial year showed that generally, customers were satisfied with all aspects of the accreditation process. Refer to Figure 16. SADCAS takes seriously the feedback received from clients and has put in place a system that investigates all concerns expressed, identifies corrective action and implements the corrective action for continuous improvement. No complaints were received during the year thus the cumulative number of complaints handled remained at 13 with most of the complaints being on accreditation timelines (5), followed by assessor behaviour (3), disputes on findings raised (3), communication (1) and other (1). Refer to Figure 16.

Figure 15 - Nature of Complaints



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

Development of the Medical Imaging Accreditation Scheme (MIAS) continued with drafting of criteria documents for ultra sound and general radiology were subsequently published. Training to the requirements of the new ISO 15189 was conducted for MIAS advisory committee members on 21 – 23 August 2023.

Maintain International Recognition for the TLAS, VLAS, CLAS, MLAS, IBAS, LMAS and CBAS-MS. Extend Scope of International Recognition Under CBAS-MS and Work Towards International Recognition CBAS -Prod.

With funding from Afreximbank international recognition under the main scope Management Systems Certification (ISO/IEC 17021-1) was extended to sub-scope ISO/TS 22003 Food Safety Management Systems (FSMS) in accordance with ISO 22001 in June 2021. Efforts focused on processing 2 applications under the Main Scope Product Certification ISO/IEC 17065, funded by Afreximbank resulted in the first product certification body accredited in December 2022. SADCAS submitted application for extension of scope to ISO/IEC 17065 for a peer re-evaluation scheduled for 29 May – 03 June 2023.

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 June 2022;
- ▶ SADCA General Assembly meetings held in April and May 2022
- ▶ The 13th AFRAC General Assembly held in September 2022; and
- ▶ The 2022 joint annual meetings of the ILAC IAF held in October to November 2022.

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.



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

As SADCAS continues on its journey to be an employer of choice that attracts and retains talent the Staff Conditions of Service which were overhauled in the previous financial year became effective from 1 April 2021. A two-day workshop was held in July 2021 to familiarize staff on the new conditions of service. Armed with experiences from the previous financial year Team SADCAS embraced the hybrid way of working to ensure continuity in service provision thus we achieved a 93% realization on implementation of the 2021/22 annual activity plan. Staff Continuous Professional Development (CPD) activities undertaken during the year were undertaken virtually due to the persistent COVID -19 pandemic and associated restrictions in place, with some planned activities carried forward to the 2022/23 financial year as there were no opportunities for these trainings during the year.



Building capacity of testing laboratories in SADC from the key developmental sectors.



The pool of assessors who undertake assessments on behalf of SADCAS grew with six (7) Team Leaders, twenty-five (25) Technical Assessors and one (1) Technical Experts registered during the period under review. By 31 March 2023, SADCAS had registered a total of 49 Team Leaders, 129 Technical Assessors, and 22 Technical Experts. Mentoring of trainee assessors was hampered due to the COVID-19 pandemic. The pool of assessors continues to be rather limited to address the geographical and language diversity of the region. Therefore, in line with our strategy to maintain the competitiveness of fees, efforts to train, mentor and qualify more assessors are ongoing. Refer to Figures 16, 17 and 18.

Figure 16 - Registered Active Technical Assessors by Field of Accreditation as at 31 March 2023

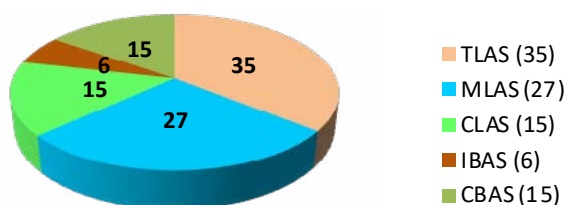


Figure 17 - Breakdown of Active Team Leaders by Field of Accreditation as at 31 March 2023

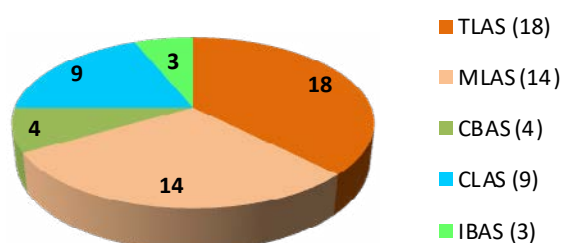
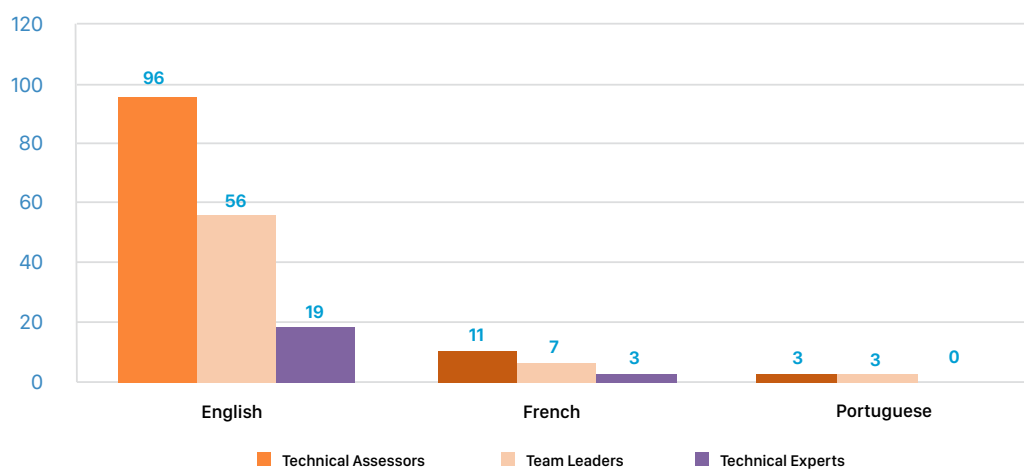


Figure 18 - Breakdown of Assessors and Technical Experts by Language Diversity



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 2021 and 31 March 2023, SADCAS had undertaken 229 assessments of which 225 were undertaken remotely (98%) and four (4) onsite (2%). 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.

Continue to Strengthen the Effectiveness of National Accreditation Focal Points

The NAFPs Seychelles and Botswana scooped the 2022 NAFP Awards with NAFP-Seychelles receiving the Most Effective NAFP Award whilst NAFP-Botswana received the Most Improved NAFP Award. The 16th NAFP Annual meeting was held at Southern Sun Hotel OR Tambo, Johannesburg, Soth Africa on 21-22 November 2022 and was attended by 11 NAFPs and three (3) SADCAS staff. The main objective of the meeting was to discuss the 2023/24 marketing plan, review of government contributions for the period 2012-2017 as well as 2017-2022. Additionally, training on ISO/IEC 17011:2017 and SADCAS Quality Management Systems.

Looking Ahead

Looking ahead, Governments of SADC Member States serviced by SADCAS have 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. Breakeven on operational costs was set to be achieved in the 2022/23 financial year, however breakeven was not achieved due to the slow inflow of government contributions which resulted in SADCAS facing serious cashflow challenges in the first 3 years of the strategic period. This greatly hampered operations with some activities having to be deferred. Delayed recruitment of staff to complement the very limited staff resulted in delays in internal processes which contributed to the failure to meet operational targets. Breakeven on operational costs is likely to be achieved towards the end of the 2022 to 2027 strategic period.

The pool of assessors is not yet big 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 which begun in the period under review is ongoing. A total of 96 Technical Assessors from 14 SADC Member States of whom 3 are conversant in Portuguese, 11 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. The ISO/IEC 17065 was in preparation for Product Certification Scheme.

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 23. The Trainers are from ten (10) SADC Member States and cover all the three (3) official languages used in the region.



Ms Eve Christine Gadzikwa
Chief Executive Officer

Report of The Human Resources and Remuneration Committee



Mr Emmanuel Jinda
Chairman Human Resources and Remuneration Committee

Roles and Responsibilities of the Human Resources and Remuneration Committee

The Human Resources and Remuneration Committee (HRRC) is pleased to present its report for the financial year ended 31 March 2023. The Committee operates within defined terms of reference as set out in SADCAS BP 02: Terms of Reference of the Human Resources and Remuneration Committee (HRRC) of the SADCAS Board of Directors. The main objective of the HRRC is to develop and implement a comprehensive human resources policy and strategy which will ensure that SADCAS is able to attract, develop and retain the best possible skills required to support credible services to its clients.

Membership of the Human Resources and Remuneration Committee

In line with good corporate governance practice, the HRRC comprised of three non-executive directors, Messrs. Emmanuel Jinda, Davlin Moyenda Damaziel Chokazinga and Alfredo Filipe Siteo. Mr Siteo is the Finance, Risk and Audit Committee (FRAC) representative on the HRRC. The Chief Executive Officer attends all the HRRC meetings by invitation.

Attendance at 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.



From left to right, Mr Alfredo Filipe Siteo, Mr Emmanuel Jinda and Mr Davlin Moyenda Damaziel Chokazinga

Table 2 – Record of Attendance to HRRC Meetings

Name	Status	Meeting Dates			
		2022-05-18	2022-08-31	2022-11-09	2023-02-15
Mr Emmanuel Jinda (Chairman)	Non-Executive Director	✓	✓	✓	✓
Mr Alfredo Filipe Siteo	Non-Executive Director	✓	✓	✓	✓
Mr Davlin Moyenda Damaziel Chokazinga	Non-Executive Director	✓	✓	✓	✓
By Invitation Mrs Maureen Primrose Mutasa (Retired 2022-06-30)	SADCAS Chief Executive Officer	✓	-	-	-
Ms Eve Christine Gadzikwa (Appointed 2022-08-01)	SADCAS Chief Executive Officer	-	✓	✓	✓

The overall attendance for the HRRC meetings held during the year was 100%.

Summary of Activities Undertaken During the Year

During the year under review the following activities, among others, were carried out:

- ▶ Set the CEO and Board's performance contracts for the 2022/23 financial year;
- ▶ Reviewed Board and staff performance for the 2021/22 financial year;
- ▶ Reviewed the HRRC Terms of Reference (BP 02);
- ▶ Reviewed the HRRC membership;
- ▶ Reviewed the staff conditions of service;
- ▶ Reviewed progress with 2022/23 recruitments;
- ▶ Considered the 2023/24 human resources plan;
- ▶ Finalized the CEO's recruitment;
- ▶ Reviewed Board succession issues; and
- ▶ Reviewed BP 07: Part 2 Board of Directors Expertise Matrix;

The staff complement as at 31 March 2023 was fifteen (15) and three (3) interns following the completion of the recruitment of the Assessors conversant in Portuguese and French which should assist SADCAS to offer services in the 3 SADC official languages.

In line with best practice, accreditation assessments were undertaken on behalf of SADCAS by a pool of registered assessors. During the period under review 24 assessors, 5 Team Leaders and 19 Technical Assessors were registered bringing the total number of assessors registered by 31 March 2023 to 54 Team Leaders, 148 Technical Assessors and 22 Technical Experts.

Twenty-four (24) Trainers are registered to conduct training on accreditation matters on behalf of SADCAS. The Trainers were from ten (10) of the fourteen (14) SADC Member States serviced by SADCAS and cover all the 3 official languages used in the region.

In all the above activities recommendations were made to the Board.

2023 NAFP Certificate of Recognition

The HRRC considered the proposed 2023 NAFP Certificate of Recognition awards recipients and made recommendations to the Board. The 2023 awards recipients were:

1	Most Effective NAFP	NAFP – Seychelles
2	Most Improved NAFP	NAFP – Mozambique

The HRRC congratulates both NAFPs on the achievement and encourages all NAFPs to continue to promote accreditation and to market SADCAS service offerings in their respective countries.

Training and Development

SADCAS continues to identify staff development needs which are then incorporated into the annual Staff Training and Development Plan. During the year under review, staff participated in 80% of the planned staff development programmes.

Training of assessors is ongoing with SADCAS increasing momentum to train, mentor and qualify assessors. All the assessors who underwent refresher training in 2019 were registered. The mentoring of forty-eight (48) experts were trained as ISO/IEC 17025 and ISO/IEC 17065 assessors under the SADC EU EDF 11, was well underway with 17 mentored. Forty-one (41) assessors were mentored out of a target of 24, representing 171% achievement, whilst 30 out of a target of 35 assessors were monitored i.e., 86% achievement.

Remuneration

In line with the SADCAS policies, remuneration of the Board and staff is reviewed annually and the HRRC makes recommendations based on local and regional benchmarks.

The HRRC's remuneration philosophy is aimed to position SADCAS to attract, motivate and retain high performing employees through the provision of market related remuneration. The total staff costs for the year were BWP 12,977,271 a 6% increase over BWP 12,280,623 for the previous financial year.

The HRRC recommended that the remuneration of Non - Executive Directors for 2023/24 be maintained:

	Fee/meeting
Chairman of the Board	US\$ 450
Non - Executive Directors	US\$ 400

SADCAS pays for all the travel and accommodation expenses in respect of Board and Committee meetings held face to face.

Director's remuneration was approved by the General Assembly at the 18th Annual General Meeting (AGM) held virtually in 15 March 2023.

Board Performance

The performance of the Board and Committees is key the success of an organization and the Board's continuous improvement. The HRRC is also mandated to oversee the performance evaluation on an annual basis of the effectiveness of the Board and its members. The Board's performance for the 2022/23 financial year fully met the standards expected in all aspects of governance.

Succession Planning and Changes to Management

The Board is committed to forward thinking succession planning to ensure SADCAS sustainability and continuity thus reducing disruptions to SADCAS business. The Board ensures that it has robust succession plans that take into consideration the current and future needs at all levels of the organization.

There were changes to Management during the financial year following the retirement of the inaugural CEO, Mrs Maureen Mutasa on 1 June 2022 after being at the helm for 14 years when Ms Eve Christine Gadzikwa assumed the CEO position on 1 August 2022.

I wish to express my appreciation for the support of my fellow directors who assisted in overseeing the implementation of SADCAS human resources policy and strategy thus enabling the organization to operate efficiently and deliver credible services to its clients.



Mr Emmanuel Jinda
Chairman Human Resources and Remuneration Committee

Report of The Finance, Risk and Audit Committee



Mrs Mmatlala Dube
Chairman - FRAC

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 2023.

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.

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 and the Botswana Companies Act.

Membership of the Finance, Risk and Audit Committee

The FRAC comprised of three independent, non-executive directors with appropriate qualification 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 Watkince Kauta

Qualifications

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



From left to right, Mr Uahoroka Lovelace Watkince Kauta, Mrs Mmatlala Dube and Mr Alfredo Filipe Siteo

The terms of reference of the FRAC require the Committee to meet at least four times a year. The Chief Executive Officer and the Finance and Administration Manager attend meetings by invitation. The Committee has unrestricted access to the external auditors.

During the year under review, the FRAC met four times and reported to the Board accordingly. The records of attendance to these meetings are shown in Table 3 below.

Table 3 - Record of Attendance to FRAC Meetings

Name	Status	Meeting Dates			
		2022-05-18	2022-08-31	2022-11-09	2023-02-15
Mrs Mmatlala Dube (Chairman)	Non-Executive Director	✓	✓	✓	✓
Mr Alfredo Filipe Siteo	Non-Executive Director	✓	✓	✓	✓
Mr Uahoroka Lovelace Watkince Kauta	Non-Executive Director	✓	✓	✓	APOLOGY
By Invitation Mrs Maureen Primrose Mutasa (Retired 2022-06-30)	SADCAS Chief Executive Officer	✓	–	–	–
Ms Eve Christine Gadzikwa (Appointed 2022-08-01)	SADCAS Chief Executive Officer	–	✓	✓	✓
Mrs Lauren Rutendo Gudo	SADCAS Financial and Administration Manager	✓	✓	✓	✓

Summary of Key Activities Undertaken During the Year

The key activities undertaken by the FRAC in terms of their terms of reference and in support of the Board, include:

Table 4 – Outcomes of FRAC Meetings

Duties	Key Activities
<p>To review and challenge, where necessary, the actions and judgments of management, in relation to the company's financial statements, operating and financial review, interim reports, preliminary announcements and related formal statements before submission to, and approval by the Board, and before clearance by the external auditors;</p>	<ul style="list-style-type: none"> ➤ Reviewed the monthly financial reports; ➤ Closely monitored the cash resources; ➤ Reviewed progress on government and other funding; and ➤ Reviewed the draft audited financial statements for the year ended 31 March 2023;
<p>To exercise oversight of the internal financial controls of the company</p>	<ul style="list-style-type: none"> ➤ Assessed internal financial controls and concluded that no material breakdowns in the functioning of the internal financial controls were noted during the year under review and that the results of the audit tests conducted indicate that the internal financial controls provided a sound basis for the preparation of financial statements;
<p>To consider annually whether there is a need for an internal audit function where no such functions exist.</p>	<ul style="list-style-type: none"> ➤ Recommended to the Board that there is no need for an internal audit function considering the size and operations of the Company; and ➤ Review the need annually.
<p>To assess the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non - financial risks</p>	<ul style="list-style-type: none"> ➤ Reviewed the company's overall risk profile including a register of all the identified key risks, the likely impact that those risks, their likely impact and the control measures that have been put into place to mitigate the risks identified; and ➤ Reviewed company insurance portfolio and recommended the insurance broker.
<p>Appointment, reappointment and removal of the external auditor; and to approve the terms of engagement for the external auditor</p>	<ul style="list-style-type: none"> ➤ Reviewed the performance and recommended the re-appointment of the external financial auditor who is a registered auditor and who, in the opinion of the FRAC, is independent of the Company; ➤ Reviewed the fees to be paid to the external financial auditor and the auditor's terms of engagement; and ➤ Ensured that the appointment of the auditor complies with the Companies Act; ➤ Obtained assurances from the external auditor that adequate accounting records were being maintained.
<p>To consider budget proposals and make recommendations to the Board</p>	<ul style="list-style-type: none"> ➤ Monitored performance against the 2022/23 budget; ➤ Approved the SADCAS fees for the 2023/24 financial year; ➤ Reviewed the 2023/24 budget proposals and made recommendation to the Board; and ➤ Monitored performance against the budget;

Annual Financial Statements

The FRAC reviewed the annual financial statements for the year ended 31 March 2023 and ensured that they comply, in all material aspects, with the requirements of the Companies Act and appropriate International Financial Reporting Standards. The Committee recommended the annual financial statements for the year ended 31 March 2023 for approval to the Board. The Board subsequently approved the financial statements at on 19 September 2023.

Internal Control and Risk Management

The FRAC has been delegated responsibility by the Board for the ongoing monitoring of the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non - financial risks and the effectiveness of the internal controls. The Committee reviewed the company's overall risk profile including a register of all the identified key risks, the likely impact that those risks, their likely impact and the control measures that have been put into place to mitigate the risks identified. The FRAC carried out quarterly monitoring of key risks, reviewed the ratings and effectiveness of the control measures.

External Auditors

The Committee considered the external auditor's fees and terms of engagement found them to be acceptable to undertake the financial audit for the year ending 31 March 2023. The FRAC recommended to the Board the engagement of Baker Tilly following a tender process, for a three-year term subject to annual confirmation. Baker Tilly's appointment was ratified by SADCAS General Assembly at its 18th Annual General Meeting held on 15 March 2023.

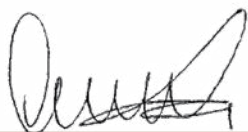
The FRAC satisfied itself that external auditor, Baker Tilly, was independent of the company as the reappointment of Baker Tilly was on condition that there was rotation in audit partner and manager.

Going Concern

The FRAC considered the relevant facts and opinions and concluded that the going concern assumption is appropriate for these financial statements on the basis that the Company has adequate resources to continue in operational existence as the SADC Member States have pledged their support to finance the company for the 2022 to 2027 strategic period.

Discharge of Responsibilities

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



Mrs Mmatlala Dube
Chairman - FRAC

Financial Statements

For The Year Ended 31 March 2023

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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 205 Independence Avenue, Main Mall Gaborone, Botswana Tel: +267 391 6650/391 6659	
Company Secretary	UPT Secretarial Services (Proprietary) Limited Plot 465, Mathangwane Road Extension 4 P O Box 46699, Village 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	Plot 50369 Unit 3A, Second Floor, Tholo Office Park, Fairgrounds Office Park Gaborone Botswana	P O Box 00320 Gaborone, Botswana Tel: +267 313 2909/ 313 2910/ 318 8644/318 8646 Fax: +267 313 2922 Mobile: +267 7125 0042 Email: info@sadcas.org Website: www.sadcas.org

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. 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 external auditors are responsible for independently auditing and reporting on the company's annual financial statements.

The annual financial statements have been examined by the company's external auditors and their disclaimed audit report is presented on pages 51 to 53.

The annual financial statements set out on pages 61 to 67, and the supplementary information set out on pages 68 to 70 which have been prepared on the going concern basis, were approved by the directors and were signed on 2023-09-19 on their behalf by:



Steven Bruce Sidney



Mmatlala Dube

Independent Auditor's Report

To the Shareholders of Southern African Development Community
Accreditation Service Limited



Certified Auditors

Plot 205, Independence Avenue
Main Mall, Gaborone, Botswana
T: +267 3916650, 3916659

Plot 12684, Area A, Cnr. Botshelo drive
Mosalaesi street, Francistown, Botswana
T: +267 2515298

info@bakertilly.co.bw
www.bakertilly.co.bw

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Southern African Development Community Accreditation Service Limited, set out on pages 50-70, which comprise the statement of financial position as at 31 March 2023 and the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, the financial statements present fairly in all material respects the financial position of Southern African Development Community Accreditation Service Limited as of 31 March 2023 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

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 Annual Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Botswana, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw your attention to note 18 of the financial statements which shows the effect on the financial statements had the deferred tax asset been raised in the previous period. Our opinion is not qualified in respect of this matter.

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 2023.

Other information

The directors are responsible for the other information. The other information comprises the Directors' Responsibilities and Approvals and the detailed income statement as required by the Companies Act of Botswana, which we obtained prior to the date of this report. Other information does not include the financial statements and our auditor's report thereon.

ADVISORY • AUDIT • TAX • ACCOUNTING

Partners: Samuel N. Njanji CA (Z), FCPA, MBL; Jean Jones CA (Z), FCA; Phibion P. Gwatidzo FCPA, FZICA, CA(Z); Carlos Chileshe FCA, FFCA, FZICA
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 Shareholders of Southern African Development Community Accreditation Service Limited

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. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity'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 management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the audit of the annual 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 ISAs 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 ISAs, we exercise professional judgment and maintain professional skepticism 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 Entity's internal control.

Independent Auditor's report

To the Shareholders of Southern African Development Community Accreditation Service Limited

- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Conclude on the appropriateness of management's 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 Entity'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.
- ▶ Report 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 Entity 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 presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the society to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and therefore the key audit matters.

We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when in the rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In our opinion Southern African Development Community Accreditation Service Limited as of 31 March 2023 has kept proper books of account with which the financial statements are in agreement.


Baker Tilly
Firm of Certified Auditors
Practicing Member: Jean Jones (CAP 0053 2023)

Date: 22.09.2023

Statement of Financial Position

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Assets			
Non-current assets			
Property, plant and equipment	4	815,430	924,652
Deferred tax assets	6	1,934,308	-
Total non-current assets		2,749,738	924,652
Current assets			
Trade and other receivables	5	5,635,519	1,828,390
Cash and cash equivalents	8	12,374,656	13,200,213
Total current assets		18,010,175	15,028,603
Total assets		20,759,913	15,953,255
Equity and liabilities			
Equity			
Retained income / (accumulated loss)		1,934,308	(2,150,294)
Liabilities			
Non-current liabilities			
Deferred tax liabilities	6	-	12,990
Deferred income	10 & 11	815,431	924,652
Total non-current liabilities		815,431	937,642
Current liabilities			
Trade and other payables	9	9,423,192	9,424,055
Current tax liabilities	7	880,793	817,720
Deferred income	10 & 12	7,706,189	6,924,132
Total equity and liabilities		18,010,174	17,165,907
Total liabilities		18,825,605	18,103,549
Total equity and liabilities		20,759,913	15,953,255

Statement of Comprehensive Income

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Revenue		29,898,267	20,729,318
Cost of sales		(11,277,709)	(4,916,677)
Gross profit		18,620,558	15,812,641
Other income	14	211,589	-
Operating expenses		(18,913,573)	(15,969,011)
Other gains and (losses)		3,023,141	(39,457)
Profit / (loss) from operating activities	15	2,941,715	(195,827)
Finance income	16	76,382	31,397
Profit / (loss) before tax		3,018,097	(164,430)
Income tax credit / (expense)	17	1,066,505	(830,710)
Profit / (loss) for the year		4,084,602	(995,140)

Statement of Changes in Equity

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Retained income / (accumulated loss)
Balance at 1 April 2021	(1,155,154)
Changes in equity	
Loss for the year	(995,140)
Total comprehensive income for the year	(995,140)
Balance at 31 March 2022	(2,150,294)
Balance at 1 April 2022	(2,150,294)
Changes in equity	
Profit for the year	4,084,602
Total comprehensive income for the year	4,084,602
Balance at 31 March 2023	1,934,308

Statement of Cash Flows

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Net cash flows (used in) / from operations	19	(21,249)	6,187,791
Interest received		76,382	31,397
Income taxes (paid) / refunded		(817,720)	1,342
Net cash flows (used in) / from operating activities		(762,587)	6,220,530
Cash flows used in investing activities			
Proceeds from sales of property, plant and equipment		15,723	-
Purchase of property, plant and equipment		(78,694)	(411,401)
Cash flows used in investing activities		(62,971)	(411,401)
Net (decrease) / increase in cash and cash equivalents		(825,558)	5,809,129
Cash and cash equivalents at beginning of the year		13,200,213	7,391,083
Cash and cash equivalents at end of the year	8	12,374,655	13,200,212

Accounting Policies

Basis of preparation and summary of significant accounting policies

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 International Financial Reporting Standard for Small and Medium-sized Entities 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 Botswanan Pula.

The preparation of financial statements in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities 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 Botswanan Pula. The functional currency of the company is BWP. Exchange differences arising on monetary items are recognised in profit or loss in the period in which they arise.

All transactions in foreign currencies are initially recorded in Pula, using the spot rate at the date of the transaction. Foreign currency monetary items at the reporting date are translated using the closing rate. All exchange differences arising on settlement or translation 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.

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. 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.

Accounting Policies

Basis of preparation and summary of significant accounting policies Continued

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

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

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.
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.

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.

Accounting Policies

Basis of preparation and summary of significant accounting policies Continued

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 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.

2.7 Government and other 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.

2.8 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

Annual Financial Statements for the year ended 31 March 2023

Figures in P		2023	2023	2022
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 2023				
Balance at 1 April 2022				
At cost	948,002	116,501	747,786	1,812,289
Accumulated depreciation	(407,891)	(93,497)	(386,250)	(887,638)
Carrying amount	540,111	23,004	361,536	924,651
Movements for the year ended 31 March 2023				
Additions from acquisitions	-	-	78,694	78,694
Depreciation	(65,063)	(560)	(106,569)	(172,192)
Disposals	-	-	(15,723)	(15,723)
Property, plant and equipment at the end of the year	475,048	22,444	317,938	815,430
Closing balance at 31 March 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
Reconciliation for the year ended 31 March 2022				
Balance at 1 April 2021				
At cost	836,947	116,501	447,439	1,400,887
Accumulated depreciation	(340,903)	(87,068)	(313,768)	(741,739)
Carrying amount	496,044	29,433	133,671	659,148
Movements for the year ended 31 March 2022				
Additions from acquisitions	111,055	-	300,346	411,401
Depreciation	(66,988)	(6,428)	(72,481)	(145,897)
Property, plant and equipment at the end of the year	540,111	23,005	361,536	924,652
Closing balance at 31 March 2022				
At cost	948,002	116,501	747,786	1,812,289
Accumulated depreciation	(407,891)	(93,496)	(386,250)	(887,637)
Carrying amount	540,111	23,005	361,536	924,652

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
5. Trade and other receivables		
Trade and other receivables comprise:		
Trade receivables	5,237,882	1,262,184
Prepaid expenses	129,001	79,111
Deposits	83,181	83,181
Uninvoiced contract income	185,455	403,914
Total trade and other receivables	5,635,519	1,828,390
6. Deferred tax		
6.1 Details of set-off of deferred tax assets and liabilities		
Net deferred tax asset from all items being set off	1,934,308	-
Total deferred tax asset per the statement of financial position	1,934,308	-
Net deferred tax liability from all items being set off	-	(12,990)
Total deferred tax liability per the statement of financial position	-	(12,990)
6.2 Reconciliation of deferred tax movements		
	Deferred tax	Total
Opening balance at 1 April 2022	12,990	(12,990)
(Charged) / credited to profit or loss	1,947,298	1,947,298
Closing balance at 31 March 2023	1,934,308	1,934,308
Opening balance at 1 April 2021	-	-
(Charged) / credited to profit or loss	(12,990)	(12,990)
Closing balance at 31 March 2022	(12,990)	(12,990)

The company has not recognised a valuation allowance against the deferred tax assets because, on the basis of past years and future expectations, it is probable that taxable profits will be available against which the future income tax deductions can be utilised.

7. Current tax liabilities		
Current tax liabilities comprise the following balances		
Net current tax liability from all items being set off	(880,793)	(817,720)
Total current tax liability per the statement of financial position	(880,793)	(817,720)

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
8. Cash and cash equivalents		
Cash and cash equivalents included in current assets:		
Cash		
Cash on hand	1,761	5,625
Balances with banks	4,134,619	13,194,588
	4,136,380	13,200,213
Cash equivalents	8,238,276	-
Short term deposits		
Total cash and cash equivalents	12,374,656	13,200,213
9. Trade and other payables		
Trade and other payables comprise:		
Trade creditors	563,398	316,163
Deposits received	3,740,699	3,619,944
Other payables	565,431	1,047,615
Sundry suppliers	79,728	72,500
Leave and severance accruals	4,436,056	4,354,504
Value added tax	37,880	13,329
Total trade and other payables	9,423,192	9,424,055
10. Deferred income		
Deferred income comprise:		
Deferred income	7,706,189	6,924,132
Capital grant	815,431	924,652
	8,521,620	7,848,784
Non-current liabilities	815,431	924,652
Current liabilities	7,706,189	6,924,132
	8,521,620	7,848,784

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
11. Capital Grant		
At 1 April	924,652	659,147
Capital grants transferred from deferred income	62,971	411,402
Capital grants amortised during the year	(172 192)	(145 897)
	815,431	924,652
12. Deferred Income		
At 1 April	6,924,131	2,021,462
Government and other grants received	5,338,558	7,980,258
Transferred to income statement	(4,493,529)	(2,666,187)
Transferred to capital grant	(62,971)	(411,402)
	7,706,189	6,924,131
13. Revenue		
Revenue comprises:		
Rendering of services	25,232,545	17,917,234
Afreximbank grant amortised	350,365	1,019,253
Capital grant transfer	172,192	145,897
Government grants amortised	4,143,165	1,646,934
Total revenue	29,898,267	20,729,318
14. Other income		
Other income comprises:		
Sundry income	161,842	-
Bad debts recovered	49,747	-
Total other income	211,589	-

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
15. Profit / (loss) from operating activities		
Profit / (loss) from operating activities includes the following separately disclosable items		
Other operating expenses		
Property plant and equipment		
- depreciation	172,192	145,897
Leases		
- operating lease minimum lease rentals	860,462	635,303
Gratuity provision	2,511,784	1,813,372
16. Finance income		
Finance income comprises:		
Interest received	76,382	31,397
17. Income tax (credit) / expense		
Income tax recognised in profit or loss:		
Current tax		
Current year	880,793	817,720
Deferred tax		
Deferred tax	1,947,298)	12,990
Total income tax credit / (expense)	(1,066,505)	830,710

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
18. Deferred tax and comparative information		
<p>A deferred tax asset has been recognised on deferred income in the current year. The corresponding deferred tax asset was not raised in 2022. Had the deferred tax asset had been recognised in 2022 the effect would have been as follows</p>		
18.1 Adjustments to the statement of financial position	As presented	As Restated
Year ended 31 March 2023		
<p>There would have been no change to the Statement of financial Position in the year ended 31 March 2023</p>		
Year ended 31 March 2022		
Non-current assets		
Deferred tax assets		1,717,496
Equity and liabilities		
Equity		
Retained earnings	(2,150,295)	(419,809)
Non-current liabilities		
Deferred tax liabilities	12,990	-
18.2 Adjustments to the statement of comprehensive income		
Year ended 31 March 2023		
Income tax credit / (expense)	1,066,505	(633,981)
Year ended 31 March 2022		
Income tax (expense) / credit	(830,710)	899,776

Notes to the Financial Statements

Annual Financial Statements for the year ended 31 March 2023

Figures in P	2023	2022
19. Cash flows from operating activities		
Profit / (loss) for the year	4,084,602	(995,140)
Adjustments for:		
Income tax expense	(1,066,505)	830,710
Finance income	(76,382)	(31,397)
Depreciation and amortisation expense	172,192	145,897
Impairment losses and reversal of impairment losses recognised in profit or loss	554,913	228,847
Gains and losses on foreign exchange realised in profit or loss	(3,023,141)	39,457
Change in operating assets and liabilities:		
Adjustments for increase in trade accounts receivable	(4,530,611)	(699,000)
Adjustments for decrease / (increase) in other operating receivables	168,569	(377,520)
Adjustments for increase in trade accounts payable	247,235	224,035
Adjustments for (decrease) / increase in other operating payables	(248,098)	1,693,186
Adjustments for increase in deferred income	672,836	5,168,173
Foreign exchange movement	3,023,141	(39,457)
Net cash flows from operations	(21,249)	6,187,791

Detailed Income Statement

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Revenue			
Afrexinbank Grant	13	350,365	1,019,253
Capital grant transferred		172,192	145,897
Government grant		4,143,165	1,646,934
Service revenue		25,232,545	17,917,234
		29,898,267	20,729,318
Cost of sales			
Rendering of services		(11,277,709)	(4,916,677)
Gross profit		18,620,558	15,812,641
Other income	14		
Bad debts recovered		49,747	-
Sundry income		161,842	-
		211,589	-

Detailed Income Statement

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Operating expenses			
Accounting fees		(20,170)	(13,391)
Auditors remuneration - Fees		(75,490)	(72,500)
Bad debts		(554,913)	(228,847)
Bank charges		(76,748)	(26,848)
Cleaning		(32,447)	(27,035)
Computer expenses		(311,181)	(214,120)
Consulting fees		(172,913)	(4,000)
Depreciation - property, plant and equipment		(172,192)	(145,897)
Electricity and water		(93,764)	(80,083)
Employee costs - salaries		(12,977,271)	(12,280,623)
Entertainment		(2,495)	(10,032)
General expenses		(41,697)	(28,482)
Governance expenses		(568,850)	(322,327)
Insurance		(158,094)	(110,032)
Internal audit		(32,000)	(13,360)
International participation		(190,841)	(55,366)
Levies		(30,961)	(20,292)
Marketing		(321,014)	(291,657)
Medical expense		(154,739)	(159,625)
Motor vehicle expense		-	(2,807)
NAFP costs		(205,166)	(35,788)
Operating lease expense		(860,462)	(635,303)
Policies and procedures		(147,540)	(138,461)
Printing and stationery		(81,674)	(172,214)
Recruitment costs		(163,053)	(249,121)
Repairs and maintenance		(4,310)	(3,229)
Secretarial fees		(14,800)	(16,080)
Security		(7,213)	(6,952)
Staff welfare		(1,071,350)	(301,055)
Telecommunication		(288,066)	(223,932)
Trademark registration		-	(24,299)
Travel		(82,159)	(55,253)
		(18,913,573)	(15,969,011)
Other gains and losses			
Forex gain or (loss)		3,023,141	(39,457)
Profit / (loss) from operating activities	15	2,941,715	(195,827)
	16		
Finance income			
Interest received		76,382	31,397
Profit / loss before tax		3,018,097	(164,430)

Detailed Income Statement

Annual Financial Statements for the year ended 31 March 2023

Figures in P	Notes	2023	2022
Income tax	17		
Current tax		(880,793)	(817,720)
Deferred tax		1,947,298	(12,990)
		1,066,505	(830,710)
Profit / (loss) for the year		4,084,602	(995,140)

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