



2025 ANNUAL REPORT

Provide Standardisation and
Quality Assurance services for a
competitive industry

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Acronyms

AFCFTA	African Continental Free Trade Area
ARSO	African Organization for Standardisation
CAPEX	Capital Expenditure
CLSS	Certified Local Suppliers Scheme
EMS	Environmental Management System
GAP	Good Agricultural Practices
GAP	Gender Action Plan
HACCP	Hazard Analysis Critical Control Point
ISO	International Organization for Standardisation
ICT	Information and Communication Technology
KENAS	Kenya Accreditation Service
KEBS	Kenya Bureau of Standards
MCTI	Ministry of Commerce Trade and Industry
MSME's	Micro, Small and Medium Enterprises
MoUs	Memoranda of Understanding
NLAZ	National Laboratory Association of Zambia
NQI	National Quality Infrastructure
OHSI	Occupational Health and Safety Institute
QMS	Quality Management System
SADC	Southern Africa Development Community
SADCAS	Southern African Development Community Accreditation Services
SADCSTAN EXCO	SADC Cooperation in Standardisation Executive Committee
SAMR	State Administration for Market Regulation
SDGs	Sustainable Development Goals
SLA	Service Level Agreements
TAT	Turn Around Time
TCs	Technical Committees
UNILUS	University of Lusaka
WTO	World Trade Organization
ZABS	Zambia Bureau of Standards
ZAM	Zambia Association of Manufacturers
ZAMGap	Zambia Good Agricultural Practices
ZANAQA	Zambia National Quality Awards
ZATP II	Zambia Agribusiness and Trade Project II

Who We Are

The Zambia Bureau of Standards (ZABS) is the statutory National Standards Body for Zambia, established by an Act of Parliament and mandated to implement the Standards Act Number 4 of 2017 of the Laws of Zambia.

Among other functions, ZABS is responsible for the development and adoption of National Standards, training, research and development and provision of conformity assessment services, including testing and certification.



Vision

A globally recognised institution of excellence in promoting quality goods and services for improved lives



Mission

Provide Standardisation and Quality Assurance services for a competitive industry



Values

- Transparency
- Accountability
- Collaboration
- Customer Focus
- Innovation
- Integrity

Our Functions

The functions of the Bureau as provided in the Standards ACT No. 4 of 2017 among many others include;



Develop, publish, maintain or withdraw
Zambian National Standards and related normative publications serving the Standardisation needs in Zambia;



Provide a voluntary certification mark scheme for the assurance of product conformity to standards;



Promote quality health and safety standards for commodities, products and services;



Facilitate efficiency in industry and promote trade through Standardisation;



Facilitate training in and provide public education on, standards and quality assurance



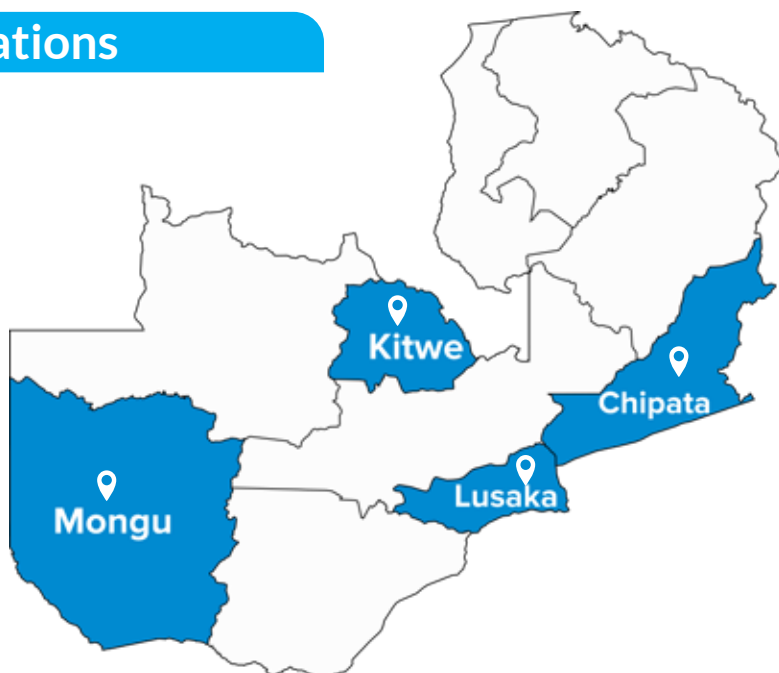
Operate as the National Enquiry Point, in consultation with the relevant Ministries;

Strategic Objectives

ZABS commits to pursuing the following Six Strategic Objectives to attain the strategic results and ultimately the vision. The six strategic Objectives are:

- Improve Standardisation and Quality Assurance Services
- Enhance Stakeholder Engagement
- Enhance Resource Mobilisation and Financial Management
- Improve Internal Systems
- Enhance Human Capital
- Improve institutional infrastructure and equipment

Our Locations



The Board



Mbope C. Nyondo
Chairperson



Fronscen H. Chisanga
V/Chairperson



Dr. Beatrice Botha
Member



Gomeli H. Litana
Member



Pamela Nakombe
Member



Musyani Siwelwa
Member

Management



Nathan Sing'ambwa
Executive Director



Belinda S. Kancheya
Director Technical
Services



Alex Mubita
Director Finance and
Corporate Services



Vincent Numbwa
Director Audit, Risk and
Compliance/Board Secretary



Stephen Mazimba
Standards Development
and Training Manager



Sarah S. Mumba
Certification Manager



Dickens Chisengalumbwe
Testing Laboratories Manager



Monde Kanyanga
Human Resource and
Administration Manager



Chrispin Hampungani
Legal Counsel

Board Chairperson's Foreword



“
I wish to commend Management and staff for their professionalism, commitment and dedication in executing the Board's strategic direction
 ”

statutory mandate and strategic vision, the Board provided oversight and policy direction to ensure that the organisation remained focused on its core mission of providing standardisation and quality assurance services in support of national development.

Key to the organisation's operational success was the Board's continued emphasis on good corporate governance, risk management and accountability. The Board provided strategic guidance on priority areas including standards development, certification, testing services, regional and international cooperation, financial sustainability and human capital development. This guidance enabled Management to effectively translate strategic objectives into measurable operational outcomes, strengthen service delivery and enhance stakeholder confidence.

On behalf of the Board of the Zambia Bureau of Standards (ZABS), I am pleased to present the 2025 Annual Report, which outlines the organisation's strategic progress over the past year.

As custodians of strategic direction and oversight, our efforts were focused on strengthening institutional structures, enhancing policy frameworks and guiding Management toward operational efficiency.

The year 2025 represented the second-last year of implementing the 2022–2026 Strategic Plan, with 2026 being the final year of the current strategic cycle. In this context, the Board placed strong emphasis on tracking progress against strategic targets, consolidating gains achieved to date and addressing implementation gaps to ensure the successful conclusion of the Strategic Plan. Strategic guidance during the year focused on strengthening institutional systems and accelerating delivery in priority areas. This approach ensured continuity, sustainability and alignment between current performance and future strategic ambitions.

The period under review was one of consolidation, resilience and purposeful growth. Guided by our

I therefore wish to commend Management and Staff for their professionalism, commitment and dedication in executing the Board's strategic direction. Their collective efforts have contributed to improved operational efficiency, increased stakeholder engagement and the reinforcement of standards as a catalyst for trade facilitation, consumer protection, industrial growth and competitiveness.

As we look ahead, the Board remains committed to providing sound leadership and oversight to ensure the organisation continues to adapt to emerging trends, harness innovation and deliver value to stakeholders. I extend my sincere appreciation to our stakeholders, partners and clients for their continued support and collaboration. Together, we will continue to strengthen the national quality infrastructure for the benefit of the nation.

Mbope C. Nyondo
Board Chairperson
Zambia Bureau of Standards



CORPORATE GOVERNANCE

2025 Year in Review

CORPORATE GOVERNANCE

2025 Year in Review

In 2025, the Zambia Bureau of Standards (ZABS) Board continued to discharge its governance and oversight responsibilities in line with the Bureau's mandate and the 2022 - 2026 Strategic Plan which comes to the end of its cycle in 2026. During the year, the Board focused on strengthening institutional governance, guiding strategic implementation and supporting initiatives aimed at enhancing the Bureau's relevance and impact in national development.

The Board provided direction on key organisational priorities, including the promotion of quality, standards, stakeholder engagement and participation in national and international platforms that advance standardisation and trade facilitation. Through its oversight role, the Board supported initiatives such as the Zambia National Quality Awards (ZANAQA) and Business Forum, institutional visibility in national and governance forums and the continued development and application of standards across key sectors of the economy.

The following highlights summarises key governance and strategic activities undertaken by the Board during the year under review:



ZABS Board Chairperson Mr. Mbobe C. Nyondo giving his opening remarks during the official opening of the 2025 Business Forum in Livingstone.



ZABS Board Member Dr. Chibwe Chisala (right) with Director Domestic Trade from the Ministry of Commerce Trade and Industry, Mrs Margaret Chikuba visiting stands during the Agriculture and Commercial Show in Lusaka



Vice Chairperson of the ZABS Board, Mrs Fronscen Haloba (3rd from right) with ZABS Management at the Zambia International Trade Fair in Ndola



ZABS Board Member, Dr. Beatrice Botha, moderating a session during the 2025 Business Forum in Livingstone



Ms. Pamela Nakombe, a member of the ZABS Board, moderating the Small and Medium Enterprises session during the 2025 Business Forum in Livingstone

Executive Director's Statement



SAMPLES TESTED **11,514**



PRODUCTS CERTIFIED **665**



SYSTEMS CERTIFICATION **30**



TRAINING TO INDUSTRY **266**



REVENUE TARGET **76%**



STAKEHOLDER ENGAGEMENTS **201**

The year 2025 marked a defining chapter in the operational transformation and service delivery performance of the Zambia Bureau of Standards (ZABS). This was characterised by measurable growth, strengthened partnerships and an unwavering commitment to delivering quality assurance services that support national development and competitiveness. Despite a dynamic operating environment, the institution recorded strong performance across its core mandates of Standards Development, Testing, Certification and Training.

During the year under review, Laboratory Testing services recorded a total of 11,514 tests conducted, reflecting sustained demand from industry and growing confidence in our technical capabilities. Certification services also registered notable progress with 695 Product and Systems Certifications issued, supporting compliance, market access and consumer protection. In parallel, training services expanded significantly, with 266 training sessions to industry covering over 830 participants, representing a 100% increase compared to the previous year. This

demonstrates the institution's ongoing efforts to build national capacity in standards application, quality management systems and conformity assessment.

Overall, the institution attained an aggregate performance score of 86% against its annual operational targets. This underscores efficiency in service delivery, prudent resource utilisation and improved turnaround times. This performance was further reflected in financial outcomes, with revenue generation reaching 76% of the annual target, driven largely by growth in certification services, testing services and tailored training programmes.

Stakeholder engagement remained a cornerstone of our strategy in 2025. The institution conducted 201 structured stakeholder engagements, including industry consultative meetings, SME outreach programmes, provincial engagements and international cooperation engagements. These engagements strengthened alignment with industry needs and reinforced the role of standards as a catalyst for inclusive economic growth.

A major milestone during the year was the successful hosting of the inaugural Business Forum and

Zambia National Quality Awards, which convened over 300 participants from government, industry, SMEs, academia and development partners. The Forum created a high-level platform for dialogue on standards, quality and trade competitiveness while positioning the institution as a thought leader in the national quality infrastructure discourse.

In advancing regional and international cooperation, the Institution strengthened regional and international cooperation in 2025 by signing two new Memoranda of Understanding (MoUs) with the Occupational Health and Safety Institute (OHSI) and the State Administration for Market Regulation (SAMR) of the People's Republic of China, broadening collaboration in technical cooperation, mutual recognition, capacity building and knowledge exchange. These partnerships further strengthened the institution's regional footprint and supported the facilitation of trade through harmonised standards and conformity assessment practices.

These achievements are a reflection of our Management and Staff's dedication, the confidence

of our stakeholders and the continued support of Government through the Ministry of Commerce, Trade and Industry. As we reflect on the progress recorded in 2025, we remain committed to driving standards adoption through the provision of quality assurance services and delivering measurable value to industry and the nation at large. The achievements recorded in 2025 were made possible through the strategic guidance and oversight of the Board.

I hereby wish to sincerely acknowledge the Board's continued support, which has provided the institution with clear policy direction, strengthened governance and enabled Management to execute its mandate with focus and confidence.

I also extend my appreciation to all our stakeholders, partners and staff whose dedication and professionalism made these accomplishments possible. As we look forward to a successful and productive year ahead, the institution remains firmly committed to modernising and digitising its service delivery platforms to enhance efficiency, accessibility and customer experience.



Nathan Sing'ambwa
Executive Director
Zambia Bureau of Standards

PERFORMANCE OVERVIEW

- 1.0 Standards Development and Training
- 2.0 Certification Services
- 3.0 Testing Laboratories
- 4.0 Audit, Risk and Compliance
- 5.0 Human Resource and Administration
- 6.0 Strategic Communications
- 7.0 Legal
- 8.0 Financial Review

1.0 Standards Development and Training

ZABS provides Standardisation and Quality Assurance services to ensure safety, quality and reliability of products and services. Standards ensure the health and safety of consumers and also help businesses produce goods that meet set requirements, making them more competitive on the local and international market.

During the year under review, a total of 482 standards were published for various sectors of the economy. Table 1 provides a detailed summary of the Standards Development activities.

Table 1: Summary of Key Performance Indicators

		2025		2024	
		Actual	Target	Actual	Target
1	Standards Published/Approved	482	470	469	388
2	Standards Sold	774	600	553	600

1.1 National Standards writing

During the period under review the Bureau worked on a number of projects at various stages of standards development process as highlighted in figure 1

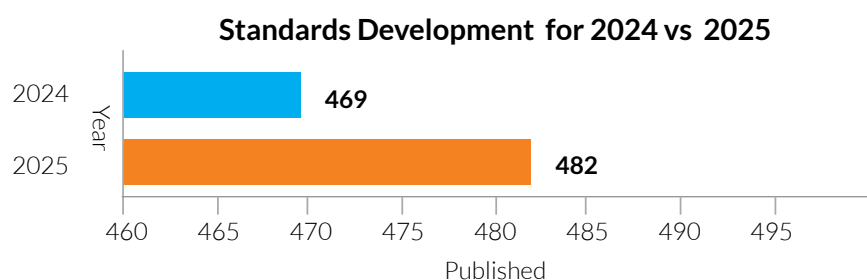


Figure 1: Summary of Standards Development

1.2 Regional and International Standards Development activities

ZABS participates in various regional and international standards development/harmonisation activities under different technical committees. During the period under review, ZABS continued to follow a total of 382 regional and international standards development projects. The Bureau also participated in Seventy Five (75) Regional meetings. All the projects at regional and international level continued to be under discussion. Table 2 shows a summary of projects under ARSO, CODEX, ISO and SADCSTAN.

Table 2: Summary of Standards Development - Projects under Harmonisation.

Regional / International Standardization Bodies	YEAR- 2025		
	Total	No. of Projects (CED)	No. of Projects (FAD)
ARSO	346	160	186
ISO	22	17	5
CODEX	7	0	7
SADCSTAN	7	7	0
Total	382	184	198

1.3 Training

During the period under review, a total of sixty (60) training sessions were undertaken with a total of 833 participants compared to 520 participants who were trained in 2024. Additionally, 206 training sessions were held for SMEs compared to 82 sessions held in 2024. Table 3 provides a detailed summary of the training sessions held.

Table 3: Summary of Training Sessions

Training Sessions Conducted	2025	2024
Quality Management Systems (ISO 9001)	16	13
Food Safety Management System (ISO 22000)	3	7
Occupational Health and Safety Management System (ISO 45001)	5	6
Laboratory Management System (ISO 17025) /Method Validation	4	1
Good Manufacturing / Hygiene Practice	4	4
Hazard Analysis Critical Control Point (HACCP)	4	4
Other (MSME Specialized Courses)	206	82
Environmental Management System (ISO 14001)	8	4
Educational organizations - Management systems for educational organizations (ISO 21001)	-	1
Integrated Management System (IMS)	8	3
Compliance Management System (ISO 37301)	1	-
Asset Management System (55001)	-	1
Food Safety Management System Scheme Certification (FSSC 22000 V6)	1	-
Guidelines for Auditing Management System (ISO 19011)	4	-
ZamGAP	1	-
Information Security Management System (ISO 27001)	1	-
Total	266	126



Standards Development and Training Manager Mr. Stephen Mazimba conducting training in Compliance Management System (ISO 37301) to the Civil Aviation Authority

2.0 Certification Services

Certification is a third-party confirmation that products, processes, or systems of an organisation meet the requirements of a standard or specification. It provides assurance that products, services and processes meet national or international standards/specifications. ZABS provides two main certification services: product certification, which includes the Quality Mark Scheme, Certified Local Supplier Scheme, Eco Labelling Scheme and Management Systems Certification.

During the year under review, the certification services issued 141 certificates, comprising 67 Quality Mark certificates, 44 Certified Local Supplier Certificates and 30 certificates for Management systems. The total number of products certified was 665, comprising 508 products under the Quality Mark and 157 under the Certified Local Supplier Scheme (CLSS). Details on the certifications are highlighted in table 4 below.

Table 4: KPI Summary

KPI	2025		2024		Year-on-Year Improvement
	Actual	Target	Actual	Target	
MS certificates issued	30	30	20	25	50%
New products certified	508	450	413	350	23%
New companies CLSS	41	60	30	60	37%
New products CLSS	157	130	89	130	76%

2.1 Audit activities

During the period under review three types of certification audits were conducted namely; initial certification, surveillance and recertification audits. Overall, Certification Services section conducted a total of 210 audits during the period under review, distributed among the different schemes and types as outlined in Table 5 below.

Table 5: Summary of audit activities

Type of Scheme	Type of audit						Subtotal Audits (Actual)
	Certification		Surveillance		Recertification		
	Planned	Actual	Planned	Actual	Planned	Actual	
SYSTEMS	24	20	11	16	3	10	46
PRODUCT	24	37	47	55	19	15	107
CLSS	36	46	63	11	9	0	57
Subtotal (audit type)	84	103	121	82	31	25	210

2.2 Accreditation

ZABS Certification continues to maintain its accreditation under the Southern African Development Community Accreditation Services (SADCAS) and the Kenya Accreditation Services (KENAS)



Below are the certification marks under the Zambia Bureau of Standards

Product Certification



Management Systems



YEAR IN REVIEW



141

CERTIFICATES ISSUED



67

PRODUCT CERTIFICATES



30

MANAGEMENT SYSTEM CERTIFICATES



44

CERTIFIED LOCAL SUPPLIER CERTIFICATES

Total Products Certified in 2025



508

PRODUCTS CERTIFIED UNDER THE QUALITY MARK



157

PRODUCTS CERTIFIED UNDER CERTIFIED LOCAL SUPPLIER SCHEME

3.0 Testing Laboratories

The primary function of the Testing Laboratories is to test raw materials, semi processed materials and finished products to assess their conformity to the requirements of standards and Good Manufacturing Practices.

3.1 Year in Review

In the year under review, a total of 11,514 samples were tested. This represented an 8% increase compared to the 10,626 samples tested in 2024. The average reporting time for results during the year was 11 days.

The table below presents the performance statistics for the year, compared to 2024.

Table 6: Performance Statistics - 2025 vs 2024

	2025		2024	
	Actual	Planned	Actual	Planned
Samples tested	11,514	13,500	10,626	11,500
Test Reports Issued	5,867	6,000	4536	3,504
Average Turnaround Time (days)	11	7	13	7
TAT Range (Days)	-	-	1-61	-

The graph below illustrates the number of samples tested per quarter in 2025 compared to 2024. Overall, 2025 recorded higher testing volumes in every quarter, showing a consistent upward trend in the number of samples tested throughout the year.

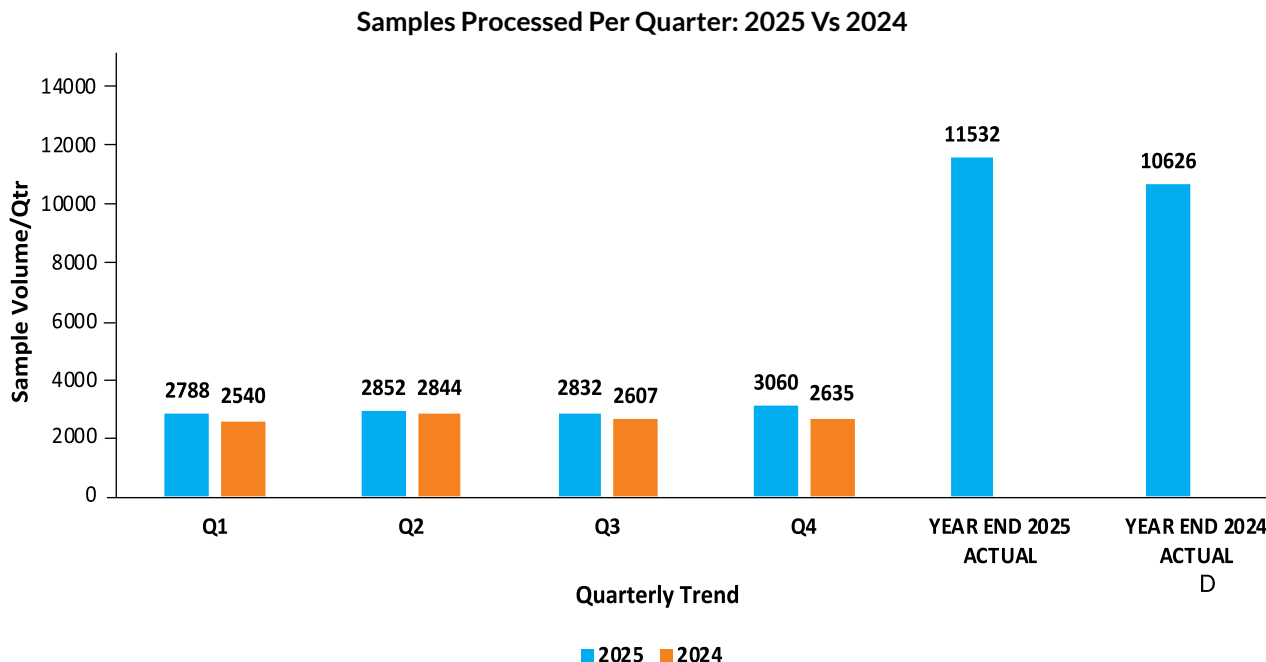


Figure 2: Samples Processed Per Quarter: 2025 Vs 2024

The figure below illustrates the trend in sample volumes tested between 2022 and 2025. Although 2023 showed strong performance in testing volumes, there was a slight decline in 2024. However, the laboratory significantly improved in 2025, recording a total of 11,514 samples tested. This analysis helps the Bureau assess laboratory workload, identify demand patterns and plan effectively for future capacity.

Trend in Sample Volume: 2022 to 2025

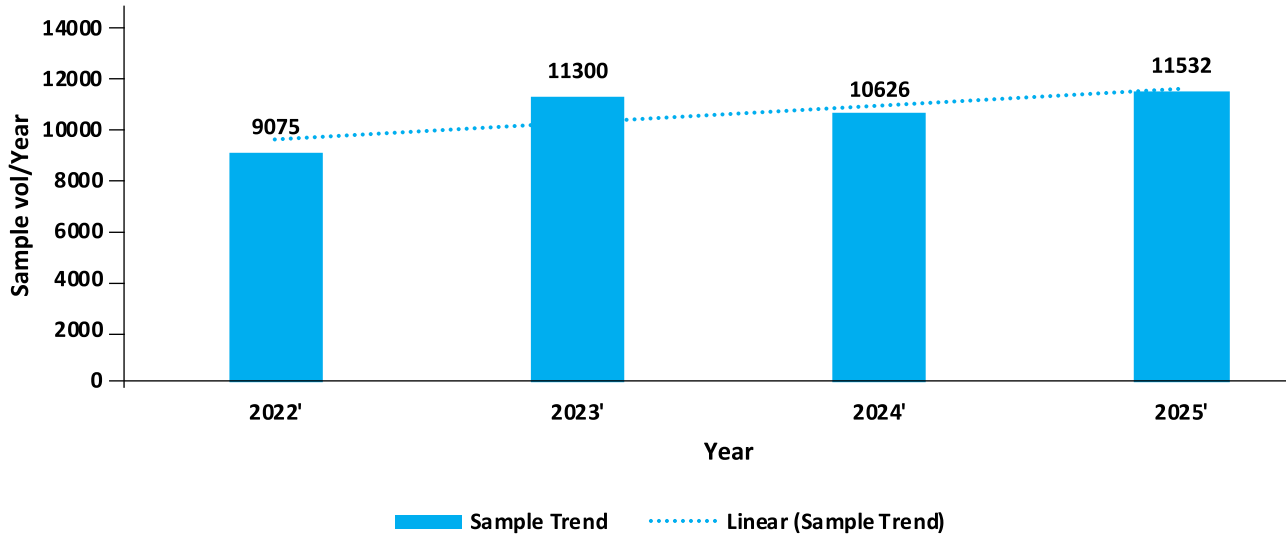


Figure 3: Trend in Sample Volume: 2022 to 2025

3.2 Turnaround Time (TAT) Analysis: 2025 vs 2024

The chart illustrates the quarterly Turnaround Time (TAT) performance for 2025 compared to 2024. Overall, the laboratory achieved a notable improvement in TAT in 2025, with most quarters recording faster reporting periods than in 2024. The average TAT improved from 12 days in 2024 to 11 days in 2025, demonstrating an overall enhancement in service delivery.



Laboratory Technician Brian Lyambo conducting tests on latex gloves

4.0 Audit, Risk and Compliance

The Audit, Risk and Compliance (ARC) department is dedicated to ensuring the integrity, impartiality and technical accuracy of conformity assessment services while mitigating legal, operational and reputational risks. It has undertaken significant measures to ensure compliance with system requirements and mandate provisions.

The Department conducts routine financial and technical audits internally, following its annual scheduled plans, to ensure compliance and continuously identify risks and opportunities for improvement.

Additionally, the Department maintains active surveillance activities targeting clients who unlawfully use the ZABS Certification Marks. In 2025, seventeen (17) compliance activities were conducted across seven provinces of Zambia. During these activities, eighty-two (82) companies were identified as unauthorised users of the ZABS Certification Mark. Of these, twenty-four (24) have since regularised their status and are now certified and authorised to use the mark legally, while the remaining fifty-eight (58) are currently undergoing regularisation processes.

Manufacturers are engaged at various stages and sensitised regarding the consequences of illegal use of the quality mark. In collaboration with the Legal Department, clients who remain non-compliant are issued legal notices for misrepresentation of the institution and misleading consumers.

In 2025, the ARC Department played a pivotal role in ensuring the prudent utilisation of resources and effective management of company assets through a rigorous approach encompassing systematic auditing, compliance checks and a risk-based methodology.



The ZABS Compliance Team visits Kakula Fresh Foods plant in Chingola



Assistant Internal Auditor Mr. Bernard Phiri (right) and Senior Compliance Officer Mr. Kamuwanga Kamuwanga (centre) inspect a bag of rice during a compliance check in Nakonde.



Compliance activities being conducted by ZABS Assistant Internal Auditor Mr. Bernard Phiri in a Shoprite store in Chipata

5.0 Human Resource and Administration

5.1 Establishment Profile

During the period under review, the approved staff establishment for the ZABS was 146. However, the current number of employees is 84, made up of 49 males (58.3%) and 35 females (41.7%).

The staffing profile is highlighted in table 7 below.

Table 7: Current Staff establishment

Department	Staff Complement as at 31 st December, 2025		
	Actual	Establishment	Variance
Executive Director's Office	6	10	(4)
Audit, Risk and Compliance	5	11	(6)
Technical Services Department	53	81	(28)
Finance & Corporate Services Department	20	44	(24)
Total	84	146	62

Table 8: Employee category

Employee category	December 2025	Percentage of total staff	December 2024	Percentage of total staff
Management	25	30%	19	24.7%
Unionized Employees	59	70%	54	68.4%
Temporary Staff	-	-	-	-
Total	84	100%	73	100%

Table 9: Establishment by Employment Category and Gender

Employment Category	Gender			Percentage of total staff
	Male	Female	Total	Percentage
Contractual	17	8	25	29.8%
Permanent & Pensionable	32	27	59	70.2%
Total	49	35	84	

5.2 Staff Movement

The Bureau recorded a number of staff movements during the year, as shown in the chart below. In the period under review, there were fifteen (15) recruitments to address the persistent staffing gaps that the Bureau has experienced over time. In addition, five (5) employees were promoted as part of staff motivation and career progression initiatives.

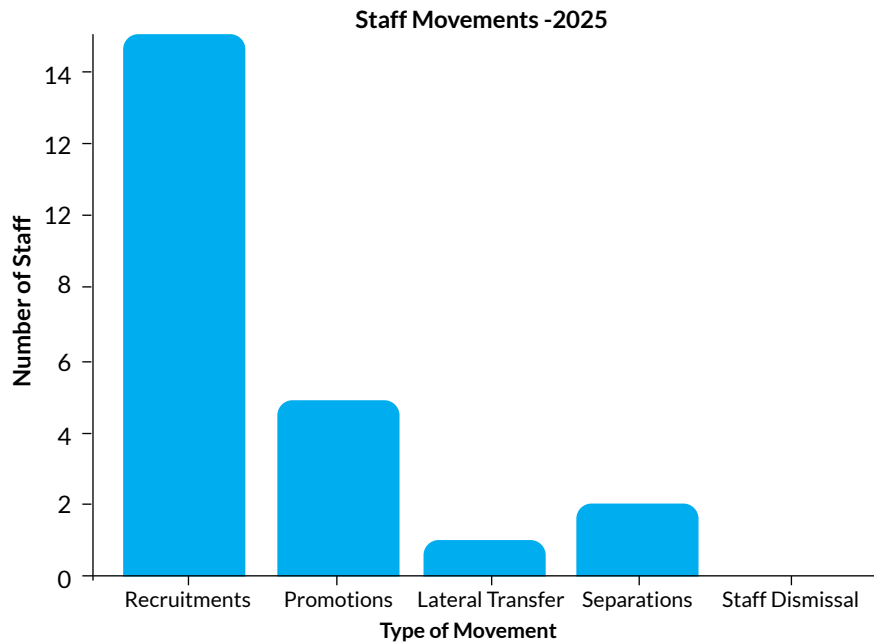


Figure 4: Staff Movements

With regard to capacity building, over forty-two (42) training programmes and workshops were conducted, both locally and internationally. Some employees attended up to three (3) or more training sessions to gain specialised skills important for their roles. These efforts are expected to improve individual performance and support the achievement of the Bureau's objectives. Overall, there has been a notable improvement in employee capacity building in 2025 compared to thirty-six (36) in 2024.

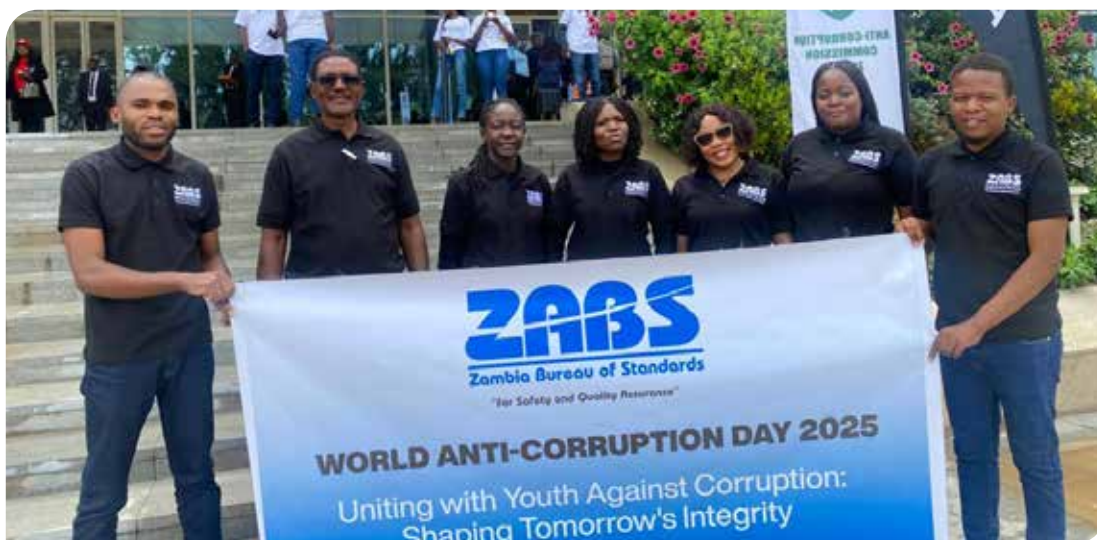
5.3 Staff Welfare

The following activities were under taken during the period under review

a. World Anti-Corruption Day

ZABS joined other institutions in the country, in commemorating World Anti-Corruption Day on 9th December 2025 under the theme, "Uniting with Youth Against Corruption: Shaping Tomorrow's Integrity." The theme highlighted the important role of young people and institutions in promoting honesty, transparency and accountability.

In line with its core values of integrity, customer focus and collaboration, the Bureau reaffirmed its commitment to preventing corruption through ethical service delivery, fair procedures and professionalism. The Bureau further participated in the Anti-Corruption Commission's Director General's Award as part of the commemoration.



ZABS staff at the World Anti-Corruption Day commemorations at the Mulungushi International Conference Centre

b. Employee of the quarter awards and end of year team building

During the period under review, the Bureau held employee of the quarter awards and an end of year team building event. Three (3) high performers were recognized through the employee of the quarter awards. Martha Zulu - Certification Administrator, received the 1st Quarter award, Michael Shampungo - Laboratory Technician, received the 2nd Quarter award and Loveness Mudenda - Executive Assistant, received the 3rd Quarter award. These awards were aimed at recognizing staff efforts in achieving their Key Performance Indicators (KPIs).

The end of year team building also included various activities aimed at promoting staff wellness, teamwork and employee engagement such as aerobics, mental awareness talks and a presentation by the Executive Director on the Bureau's performance for 2025.



ZABS staff at the end of year team building event



Recipients of the Employee of the Quarter awards for the first, second and third quarters pose for a photo with Management, proudly holding their certificates.



ZABS staff participating in the Aerobics at the End of Year, team building event

c. Independence Day Commemoration

ZABS joined the nation in celebrating Zambia's 61st Independence Anniversary on 24th October 2025. The ZABS team was dressed in national colours and chitenge attire.



ZABS Staff show off their Zambian colours and chitenge attires during Independence Day celebration



ZABS Receptionist Mrs. Linda Lungu proudly clad in national colours in celebration of Zambia's 61st Independence Day

d. Employee Wellness Day

Staff welfare remained a key focus for the Bureau. In the year under review, ZABS held a wellness day for employees in partnership with Premium Medical Services Limited. Activities included dental screening, eye screening, full blood count checks, blood group testing and blood pressure monitoring. The initiative gave employees an opportunity to prioritise their wellbeing and return to work feeling refreshed and motivated.



A Nurse from Premium Medical Services checking the Blood Pressure for IT Officer Mrs. Mulenga Simbeya during the employee wellness day



Assistant Legal Officer Mr. Peter Chongo undergoes an eye examination during the eye screening session held as part of Employee Wellness Day.

e. Africa Public Service Day

The Zambia Bureau of Standards (ZABS) joined the nation and the African continent in commemorating Africa Public Service Day 2025. The theme for the year was “Enhancing the Agility and Resilience of Public Institutions to Achieve Equitable Governance and Rapidly Address Historical Service Delivery Gaps.”

ZABS participated in the exhibition held at Piazza, East Park Mall in Lusaka from 26th to 29th June 2025, where the Bureau engaged consumers on its role in supporting industry through the implementation of standards that enhance the safety of products and services.



From left to right: ZABS Director Finance and Corporate Services Mr. Alex Mubita, ZCSA Executive Director Mr. Gerald Chizinga, Permanent Secretaries, Mrs. Lilian S. Bwalya (MCTI) and Mr. Kangwa Chileshe (MYSA) and ZMA Executive Director Mr Humphrey Nkobeneni at the Public Service Day Exhibitions at East Park Mall in Lusaka



Mr. Steve Chimbelefwa - Auditor Certification (left) with Ms. Lungowe Siyumbwa - Laboratory Technician attending to a client during the Africa Public Service Day Exhibitions at East Park Mall in Lusaka

f. Labour Day Celebrations

A total of five (5) employees were recognized during the 2025 Labour Day celebrations, held on 1st May 2025. The award recipients received various gifts in appreciation of their outstanding performance and contribution during the year. The recipients were: Choolwe Mutelo - Standards Development Officer for Most Hard-Working Award; Collins Siwale - Training Coordinator for Most Improved Award; Taonga Nyimbiri - Laboratory Technician for Most Innovative Award; Belinda S. Kancheya - Director Technical Services for Long Service Award; and Noel Chembe - Stores Officer for Long Service Award.



Labour Day award recipients pose for a photo with members of ZABS Management



ZABS Staff displaying a ZABS banner after a Labour Day match past

g. Women's Day Commemorations

ZABS participated in the 2025 International Women's Day commemorations on 8th March 2025 under the theme "Invest in Women: Accelerate Progress." The Bureau took part in the match past and staff also attended a Women's Day lunch involving all ZABS women and selected men.



ZABS staff pose for a picture in commemoration of the 2025 women's day.



ZABS Staff at the 2025 Women's Day Match Past

6.0 Strategic Communications

6.1 Stakeholder Engagements

The year 2025 was refine a busy year for the Bureau, marked by the implementation of several key activities. Under Objective One of our Strategic Plan, the Bureau is committed to enhancing stakeholder engagement in order to improve participation in standards development, as well as increase the uptake of standards and conformity assessment services.

The activities highlighted below form part of the Bureau’s deliberate efforts to raise awareness of its mandate, deepen stakeholder involvement and promote greater demand for our services.

Below are some of the stakeholder engagements carried out during the year under review:

a. Industry and Client Engagement visits

During the year under review, the Bureau carried out a total of 201 industry and client engagements with both private and public institutions, an increase from 104 engagements in 2024. These interactions were intended to raise awareness of ZABS mandate and promote greater uptake of standards and quality assurance services. Engagements also provided a platform to address sector-specific challenges and highlight the value of standardisation.



ZABS Executive Director Mr. Nathan Sing’ambwa (second from right) and COMACO Quality Manager Mr. David Sakala (right), together with ZABS staff, during a guided tour of the COMACO plant in Chipata as part of a company visit.



Mr. Stephen Mazimba, Standards Development and Training Manager, presents on ISO 37001 (Anti-Bribery Management Systems) at the ACC Private Sector Symposium held at Mulungushi International Conference Centre.

b. Exhibitions and Trade Shows

During the year under review, the Bureau participated in sixteen (16) exhibitions and trade shows, an increase from nine (9) in 2024. These included the World Consumer Rights Day exhibition, the Profishblue Project Dissemination Event and Exhibition in Lusaka, the Lusaka Agriculture and Commercial Show and the Southern Province Investment and Trade Expo, among others.

Participation in these exhibitions and trade shows had a significant impact on the Bureau's outreach and engagement efforts as they generated leads for business opportunities and service uptake.



Senior Business Development Officer Mr Obby Mundia (right) with Standards Development Officer Mr. Lweendo Musanje attending to a client during the Zambia Association of Manufacturers Business to Business (B2B) Forum at Sarovar Hotel



Team ZABS pose for a photo at the Ministry of Commerce Trade and Industry One Stop Shop at the Agriculture and Commercial Show Lusaka

6.2. Special Events

i. The ISO Gender Action Plan (GAP) Workshop

During the ZABS hosted the ISO Gender Action Plan (GAP) Development Workshop in Lusaka in April 2025. The workshop was officially opened by the Permanent Secretary for Investment and Industrialization, Mr. Crusivia Hichikumba. The workshop underscored the importance of aligning gender action plans with Sustainable Development Goal 5 and integrating gender-responsive standards into national programs. Senior government officials, ISO representatives and ZABS highlighted the role of standards in promoting equality and inclusive workplaces. The event attracted National Standards Bodies from 13 African ISO member states.



Ministry of Commerce, Trade and Industry Permanent Secretary, Mr. Crusivia Hichikumba (fourth from left), ISO Project Manager, Ms. Rachael Miller (third from right) and ZABS Board Director, Dr. Beatrice Botha, are pictured with other dignitaries and participants during the ISO GAP Workshop.



Ministry of Commerce Trade and Industry Permanent Secretary for Industrialisation and Investment, Mr Crusivia Hichikumba, exchanges greetings with ISO Project Manager, Ms. Rachael Miller, after the official opening of the ISO GAP Workshop in Lusaka

ii. Launch of the Zambia Good Agricultural Practices (ZamGAP) Certification Scheme

ZABS, with support from Solidaridad Network in Southern Africa, launched the ZamGAP Certification Scheme during the year under review. The event was officiated by the Permanent Secretary Commerce and Trade in the Ministry of Commerce Trade and Industry, Mrs. Lillian S. Bwalya, who described the scheme as a key tool for transformation anchored on food safety, environmental sustainability and economic viability. The Scheme is based on the Zambian Standard on fruits and vegetables (ZS 1228:2023).



From left to right: ZATP II Project Manager Mr. Golden Makayi, Ministry of Commerce Trade and Industry Permanent Secretary for Commerce, Mrs Lillian S. Bwalya, ZABS Executive Director Mr Nathan Sing'ambwa and ZCSA Executive Director Mr. Gerald Chizinga during the launch of the ZAMGap Certification scheme.



Ministry of Commerce Trade and Industry Permanent Secretary for Commerce, Mrs Lillian S. Bwalya (third from right) alongside ZABS Management, ZATP II Project Manager, ZCSA Executive Director and Solidaridad Country Manager Ms. Sheila Garakara (third from left) holding up the ZAMGap standard and rules and guidelines during the scheme launch

iii. World Accreditation Day

The Ministry of Commerce, Trade and Industry alongside institutions under the National Quality Infrastructure (NQI) institutions, The National Laboratory Association of Zambia (NLAZ) and key stakeholders, commemorated World Accreditation Day 2025 at the Mulungushi International Conference Centre under the theme “Accreditation: Empowering Small and Medium Enterprises (SMEs).” During the commemoration, the Government reaffirmed its commitment to strengthening accreditation services as a driver of economic growth, trade facilitation and market access.



Ministry of Commerce, Trade and Industry Director Technical Regulations, Mr. Brian Moonga (left), leads a delegation of Executive Directors from National Quality Infrastructure (NQI) institutions on a tour of SME exhibition stands during the World Accreditation Day Commemoration.



A group photo of delegates during the World Accreditation Day commemoration at the Mulungushi International Conference Centre in Lusaka.

iv. ZABS at the 73rd African Organisation for Standardisation (ARSO) Council and 16th Champions Meeting

The ARSO Champions and General Assembly are important platforms Zambia, through ZABS, uses to advance standardisation, harmonise standards and strengthen regional trade cooperation under the under the African Continental Free Trade Area (AFCFTA). ZABS attended the 73rd ARSO Council and 16th ARSO Champions meetings in Mombasa, Kenya, hosted by the Kenya Bureau of Standards (KEBS) under the theme: "Accelerating Fair Trade through Harmonised Standards." The Zambian delegation, led by the Executive Director Mr. Nathan Sing'ambwa, also participated in governance and risk management training and held bilateral engagements.



ZABS Executive Director Mr. Nathan Sing'ambwa (second from left) alongside ARSO Secretary General Dr. Hermogene Nsengimana (right) and other Executive Directors from National Standards Bodies pose for a picture during the 73rd ARSO Council Meetings



Director Technical Services Mrs. Belinda S. Kancheya and Standards Development Officer Mr. Tino Kailikiti following proceedings at the 73rd ARSO Council meetings.



Delegates from National Standards Bodies captured during the 73rd ARSO Council Meetings in Kenya.

v. Visit to ZABS by Permanent Secretary for Special Duties

ZABS was honoured to host the Permanent Secretary for Special Duties at Cabinet Office, Mr. Hilton Chibeleka and his delegation at its Lusaka Head Office. Discussions focused on strengthening government collaboration and ZABS support to industry through standardisation and quality assurance services. The delegation also took the opportunity to tour the laboratories.



Testing Laboratories Manager Mr. Dickens Chisengalumbwe (right) explaining the operations of the Chromatography Laboratory to the Permanent Secretary for Special Duties, Mr. Hilton Chibeleka



ZABS Management with the Permanent Secretary for Special Duties, Mr. Hilton Chibeleka (Sitted in the middle of the front row)

vi. World Standards Day Commemoration

In commemoration of World Standards Day 2025, held annually on 14th October, ZABS conducted public lectures at three institutions of higher learning namely Cavendish University, the National Institute for Public Administration (NIPA) and the University of Lusaka (UNILUS), to sensitise students on Standards and the Sustainable Development Goals (SDGs). The lectures highlighted ZABS mandate, the role of standards in ensuring safety and quality and their link to sustainable development.



Students from Cavendish University after a lecture on World Standards Day and the Sustainable Development Goals (SDGs)



Cavendish University students, together with their lecturer, hold up their World Standards Day goodies and promotional materials received during the lecture.

vii. The Zambia National Quality Awards and Business Forum

The Zambia Bureau of Standards hosted the inaugural Business Forum alongside the 11th Zambia National Quality Awards (ZANAQA) at Avani Victoria Falls Resort, Livingstone, from 6th - 7th November 2025. ZANAQA recognises companies, organizations and individuals advancing quality in Zambia. The Business Forum enhanced the awards by creating a platform for dialogue on standardisation, competitiveness, sustainability and business resilience. Held under the theme "Unlocking Zambia's Potential: Advancing Quality and Standards for Industrial Growth and Regional Trade," the event reaffirmed the role of standards in driving sustainable growth and regional trade



Minister of Small and Medium Enterprise Development Hon. Elias Mubanga, (third from left) with Permanent Secretary Special Duties Mr. Hilton Chibeleka (second left) with senior Government Officials, unveiling the National Quality Policy, during the 2025 Business Forum in Livingstone



Mr Alfred Mufwambi - Zambia Agribusiness and Trade Project Specialist giving a submission during the Business Forum as ZABS Director Technical Services Mrs. Belinda Kancheya looks on



ZAMBEEF Head of Quality Ms. Brina Himunzowa presenting on the Certification Journey of ZAMBEEF during the 2025 Business Forum held in Livingstone

6.3. Communications and Media Outreach

In 2025, the Bureau strengthened its marketing, communication and media outreach through increased radio advertising, enhanced media coverage and a stronger social media presence. These channels remained key platforms for informing stakeholders and promoting awareness of the Bureau’s services and activities. Below are the communication and media outreach activities conducted during the year under review;



7.0 Legal

The Legal Section was established in 2025 to provide legal oversight and support to the operations of the Zambia Bureau of Standards, in the execution of its statutory mandate under the Standards Act No. 4 of 2017.

The Legal Section plays a critical role in safeguarding health and safety through standardisation and quality assurance, ensuring legal compliance, providing advisory services and supporting the functions of the Bureau. This report outlines the activities undertaken by the Legal Section in 2025.

7.1 Summary of activities for the year.

a. Lease Agreements

During the year under review, the Legal Section provided legal support in the preparation, review and management of lease agreements relating to properties and operational facilities. The Section ensured that all lease arrangements were legally sound, compliant with applicable laws, aligned with the Bureau's interest and safeguarding it from potential legal risks.

b. Service Level Agreements (SLA)

The Legal Section plays a key role in the development, review and standardisation of Service Level Agreements to support the Bureau's operational and service delivery functions. This included

ensuring that contractual obligations, performance expectations and liability provisions were clearly defined and legally enforceable, thereby promoting accountability, efficiency and quality in service provision. A total of 11 Service Level Agreements (SLA) were reviewed. All the SLA's reviewed were signed and operationalised. These include; Radisson Blu Hotel Livingstone, Women in Assembly, Mount Meru, International Drug Company, Asharami Energy Resources Ltd, Zambian Potato Company Ltd, Focus Environmental Solutions Ltd, Asmara Hotel and Protea Hotels.

c. International Memoranda of Understanding (MoU)

During the year under review, ZABS strengthened collaboration with sector-specific partners through the signing of Memoranda of Understanding (MoUs). These Agreements provide a framework for cooperation in standards development and quality assurance, ensuring that standards remain relevant and responsive to industry needs. The partnerships also promote information sharing, technical support and capacity building, enhancing service delivery and supporting national competitiveness and economic growth. The following are the MoUs signed in the year under review.

i. The Occupational Health and Safety Institute (OHSI) and ZABS

ZABS and the Occupational Health and Safety



ZABS Executive Director Mr Nathan Sing'ambwa with OHSI Director Dr. Martha Chakulimba hold up the signed copies of the MoU after signing

Institute (OHSI) signed an MoU in the year under review, to strengthen collaboration in advancing occupational health and safety through knowledge sharing and the strategic use of national standards. The Agreement was witnessed by Management from both institutions, as OHS Director Dr Martha Chakulimba and ZABS Executive Director Mr. Nathan Sing'ambwa formally signed the MoU. The partnership will support standards development, joint training, certification, testing services and improved workplace compliance.

ii. The State Administration for Market Regulation (SAMR) and ZABS

In the year under review, ZABS signed a Memorandum of Understanding (MoU) with the State Administration for Market Regulation (SAMR) of the People's Republic of China to enhance cooperation in standardisation and quality assurance. The Agreement will promote harmonisation of standards, information exchange, joint research, training and institutional learning aimed at strengthening trade facilitation, mutual trust and economic ties between Zambia and China.



The MoU signing ceremony between the Zambia Bureau of Standards and the State Administration for Market Regulation at the Ministry of Commerce Trade and Industry in Lusaka



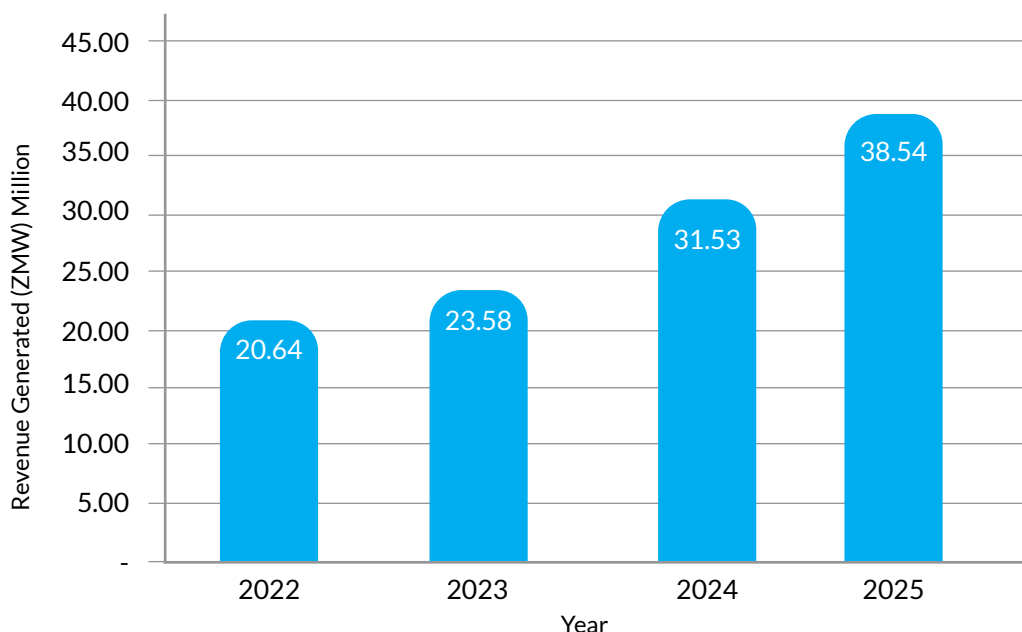
State Administration for Market Regulation Vice Minister Mr. Deng Zhiyong and ZABS Executive Director Mr. Nathan Sing'ambwa shake hands after the signing ceremony

8.0 Financial Review

The financial performance report for the Zambia Bureau of Standards indicates that during the reporting period, the organisation generated and deposited ZMW 38.55 million in non-tax revenue into the Government transit account. However, this amount fell short of the targeted figure for the period, which was set at ZMW 50.1 million.

Despite not meeting the target, the 2025 non-tax revenue of ZMW 38.55 million showed an increase compared to the actual revenues for 2024. There was a 22.26% increase over the 2024 actual revenues, indicating a positive growth trend. Furthermore, the 2025 non-tax revenue target was set at 58.89% higher than the 2024 actual revenues, highlighting the improvement in financial performance. The following chart illustrates the revenue generated from the sale of standards, provision of training, testing and certification services to industry.

Revenue Generated over 4 Years



Throughout the review period, the institution received a total of ZMW 66.51 million from the Government as appropriation in aid. Despite this financial dynamic, the Finance section demonstrated prudent management of the Bureaus’ financial resources, ensuring that activities remained in line with the approved budget.

For a more comprehensive overview of the financial performance in 2025, including detailed insights, can be found in the audited financial report on pages 54-57

The background of the page is a light blue gradient. In the upper portion, there is a blurred image of a financial market display with various colored bars and numbers. In the foreground, there are several stacks of silver coins and a glass jar that has been tipped over, spilling more coins. The overall aesthetic is clean and professional, representing finance and accounting.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

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Responsibilities of the Board

Report of the independent auditor

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Statement of financial position

Statement of changes in funds

Statement of cash flows

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For the year ended 31 December 2025

Corporate and Administration Information

For the year ended 31 December 2025

Board members	Mr. Mbobe Calvet Nyondo Mrs. Fronscen Haloba Chisanga Mr. Gomeli Howard Litana Mr. Musyani Siwelwa Dr. Beatrice Botha Ms. Mariah Mulenga Dr. Chibwe Chisala Ms. Pamela Nakombe	Chairperson Vice Chairperson Member (from 28/03/2025) Member Member Member (up to 31/01/2025) Member (up to 29/09/2025) Member (from 30/09/2025)
Administration	Mr. Nathan Sing'ambwa Mrs. Belinda S. Kancheya Mr. Alex Mubita Mr. Vincent Numbwa Mr. Dickson Chisengalumbwe Mrs. Sarah S. Mumba Mr. Stephen Mazimba Mrs. Monde M. Kanyanga Mr. Chrispin Hampungani	Executive Director Director Technical Services Director Finance and Corporate Services Director Audit Risk and Compliance / Board Secretary Testings Laboratories Manager Certification Manager Standards Development and Training Manager Human Resource and Administration Manager Legal Counsel
Auditors	Mark Daniels CHAZ Complex Plot No.2882/B/5/10 Third Floor, Suite F3-10/F3-11 Off Great East Road Mission Drive, Waters Lusaka	
Bankers	Zambia National Commercial Bank Centre Branch, Cairo Road Po Box 31090 Lusaka	
Registered Office	Zambia Bureau of Standards Po Box 50259 Plot No. 4526, Lechwe House, Freedom Way Lusaka	

Financial statements

For the year ended 31 December 2025

Report of the Board

1. Background

The Zambia Bureau of Standards is a Statutory body under the Ministry of Commerce, Trade and Industry. It implements the Standards Act No. 4 of 2017 of the laws of Zambia and was established by an Act of Parliament in 1982 which was repealed by CAP 416 of 1994. Prior to 1st January 2018, ZABS operated under CAP 416 which mandated the Bureau to produce Standards, Enforce the Compulsory Standards, Test Products and offer Metrology Services to Industry. Under the new Standards Act No 4 of 2017, the Zambia Bureau of Standards ('ZABS' or 'the Bureau') is specialized in serving the country in the fields of standardization, testing, training, quality management systems and certification services.

2. Principal Activity

The principal activity of the Bureau is to promote and require the adoption of standards in industry and commerce. Its registered office is on Stand No. 4526, Lechwe House, Freedom Way, South End, in Lusaka.

3. Activities and Services

The functions of the Bureau as per Standards Act no. 4 of 2017 are to:

- (a) Develop, publish, maintain or withdraw Zambian National Standards and related normative publications serving the standardization needs of Zambia;
- (b) Administer and maintain standards and ensure conformity with standards.
- (c) Provide inspection services, testing services and system and product certification.
- (d) Provide a voluntary certification mark scheme for the assurance of product conformity to standards.
- (e) Promote quality health and safety standards for commodities, products and services.
- (f) Facilitate efficiency in industry and promote trade through standardization.
- (g) Facilitate training in and provide public education on, standards and quality assurance.
- (h) Render conformity assessment and related services.
- (i) Participate and represent Zambia in international, regional and foreign bodies with functions similar to the functions of the Bureau.
- (j) Manage and coordinate the multilateral or bilateral interactions with national standards bodies from other countries.
- (k) Provide information service to the public on standards and distribute Zambian National Standards and similar publications from international and regional bodies.
- (l) Provide information for the protection of the consumers on products and services which do not comply with this Act.

3. Activities and Services (continued)

The functions of the Bureau as per Standards Act no. 4 of 2017 are to:

- (m) Cooperate with State Institutions and International Organisations in ensuring conformity with standards.
- (n) Operate as the National Enquiry Point, in consultation with the relevant Ministries and
- (o) Provide for a research and development programme for new standards, improvements of existing standards, standardization of test methodology and the articulation of future needs that might affect the standards environment.

Financial statements

For the year ended 31 December 2025

4. Capital and resources

The Bureau has no subscription capital. Its capital resources comprise of accumulated funds and unamortised deferred credits relating to capital and deferred revenue grants.

5. Financial and Operational Highlights

(a) Operating Results

The operating surplus for the year ended 31 December 2025 amounted to ZMW 2.5 million (2024: Deficit of ZMW 3.4).

(b) Income

Total incoming resources for the year amounted to ZMW 70.6 million (2024: ZMW 49.3 million).

(c) Expenditure

Expenditure totalled ZMW 68.3 million (2024: ZMW 52.92 million).

The main operating costs were: Costs of personnel ZMW 39.44 million (2024: 33.81 million), recurrent expenditures ZMW 19.87 million (2024: ZMW 12.35 million), Depreciation ZMW 3.79 million (2024: ZMW 3.49 million) and amortisation ZMW 0.272 million (2024: ZMW 0.290 million).

(d) Capital Expenditure

Capital expenditure amounted to ZMW 0.806 million (2024: 0.340 million)

6. Risk Factors

The Bureau faces a number of operational, legal and financial risks in its operations:

(a) Operational Risk

Operational risk is the risk of losses from inadequate or failed internal processes and systems, caused by human error or external events. It has a broad scope and includes transaction authorization processing, completeness of income recording, payments processing and the management of information, data quality and records. The following are the main risks noted under this classification;

- (i) Financial Crime Risk – Financial crime risk is the risk that the Bureau suffers losses as a result of internal and external fraud or intentional damage, loss or harm to people, premises or its movable assets.
- (ii) Technology Risk – Technology is a key business enabler in ZABS and requires an appropriate level of control to ensure that the most significant technology risks are effectively managed. Such risks include the non-availability of testing and calibration systems, inadequate design and testing of new and changed solutions and inadequate system security.
- (iii) People Risk – People risk arises from failures of the Bureau to manage its key risks as an employer, including lack of appropriate people resource, failure to manage performance and reward, unauthorized or inappropriate employee activity and failure to comply with employment related requirements.

(b) Legal Risk

ZABS is subject to a comprehensive range of legal obligations, mostly covered by the Standards Act No. 4 of 2017. As a result, it is exposed to many forms of legal risk, which may arise in a number of ways; its business may not be conducted in accordance with the requirements of the Act, contractual obligations may either not be enforceable as intended or may be enforced against the Bureau in an adverse way, the Bureau may face risk where legal proceedings are brought merit, the outcome of legal proceedings is inherently uncertain and could result in financial loss. Defending legal proceedings can be expensive and time-consuming and there is no guarantee that all costs incurred will be recovered, even if the Bureau is successful.

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For the year ended 31 December 2025

(c) Reporting Risk**(i) Financial Reporting Risk**

Financial reporting risk arises from a failure or inability to comply fully with regulations or codes in relation to the preparation, presentation or disclosure of financial information. Non-compliance could lead to damage to reputation or, in extreme cases, withdrawal of external funding.

(ii) Accounting Risks

The Bureau's future performance and results could be materially different from expected results depending on the outcome of certain potential risks and uncertainties, details of which are discussed above. The reported results of the Bureau are also sensitive to the accounting policies, assumptions and estimates that underlay the preparation of its financial statements. Details of its critical accounting policies and key sources of accounting judgments are included on pages 64 to 67.

(iii) Financial Risks

ZABS through its normal operations is exposed to a number of risks on its financial instruments, the most significant of which are credit and liquidity. Market (currency and interest) risks are generally low. The two main risks on its financial instruments are generally deemed to be within manageable limits. The Bureau's financial risk exposures are discussed on pages 64 to 67 in Note 12 to the financial statements.

7. Risk Management and Control

As explained on Statement 6 above, the Bureau, through its normal operations, is exposed to several risks, the most significant of which are operational, legal and financial risks. The Board is responsible for establishing and ensuring the maintenance of adequate internal controls over financial reporting. However, all internal control systems, no matter how well designed, have inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to financial statement preparation and presentation.

8. The Board**(a) Composition**

The operations of the Bureau are governed by the Board. The membership of this Board of the Bureau is as provided for in Section 6(l) of the Standards Act.

(b) Members

Name	Position
Mbobe Calvert Nyondo	- Chairperson
Fronscen Haloba Chisanga	- Vice Chairperson
Gomeli Howard Litana	- Member (from 28/03/2025)
Musyani Siwelwa	- Member
Dr. Beatrice Botha	- Member
Dr. Chibwe Chisala	- Member (up to 29/09/2025)
Pamela Nakombe	- Member (from 30/09/2025)
Ms. Mariah Mulenga	- Member (up to 31/01/2025)

Financial statements

For the year ended 31 December 2025

9. Executive Management

The following form part of the executive management responsible for administration of the Bureau:

Mr. Nathan Sing'ambwa	- Executive Director
Mrs. Belinda S. Kancheya	- Director Technical Services
Mr. Alex Mubita	- Director Finance and Corporate Services
Mr. Vincent Numbwa	- Director Audit Risk and Compliance / Board Secretary
Mr. Dickson Chisengalumbwe	- Testings Laboratories Manager
Mrs. Sarah S. Mumba	- Certification Manager
Mr. Stephen Mazimba	- Standards Development and Training Manager
Mrs. Monde M. Kanyanga	- Human Resource and Administration Manager
Mr. Chrispin Hampungani	- Legal Counsel

10. Pension Scheme

he Bureau has a pension scheme for all permanent and pensionable staff. It is duly registered with the Ministry of Lands, the Pensions and Insurance Authority and Zambia Revenue Authority. It is a defined contribution retirement benefit plan for all qualifying employees, with minimum contributions being 5% of employee compensation, in 1:2 split between the member and the employer. The Scheme is administered by a separate Board of trustees.

11. Related Party Transactions

The Bureau has a common enterprise relationship with the Government of the Republic of Zambia ("GRZ") and its departments. Other related party relationships and material balances that the Bureau has with its related parties are listed in Note 14 to the financial statements.

12. Events Subsequent to the Reporting Period

There have been no significant events between the year-end and the date of approval of these financial statements.

Financial statements

For the year ended 31 December 2025

Responsibilities of the Board

The Board is responsible for the preparation and fair presentation of the financial statements of Zambia Bureau of Standards, comprising the statement of financial position as at 31 December 2025 and statements of Surplus or Deficit and other comprehensive income, changes in Bureau funds and cash flows for the year ended and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with the International Financial Reporting Standards and the Standard Act No. 4 of 2017.

The Board members' responsibilities include: designing, implementing and monitoring internal controls relevant to the preparation and fair presentation of these financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Board members' responsibility also includes maintaining adequate accounting records and an effective system of risk management.

Nothing has come to the attention of the Board members to indicate that the Zambia Bureau of Standards will not remain a going concern for at least twelve months from the date of the statement of the financial position.

Approval of the financial statements

The financial statements of the Bureau as indicated below, were approved by the Board on **13th March 2026** and are signed on its behalf by:



Board Chairperson

Executive Director

2026

Report of the Independent Auditors

To the Zambia Bureau of Standards

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Zambia Bureau of Standards (ZABS), which comprise the statement of financial position as at 31 December 2025 and the statement of surplus and deficit, statement of changes in funds and statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

In our opinion the financial statements give a true and fair view of the financial position of the Zambia Bureau of Standards as at 31 December 2025 and of its financial performance and cash flows for the year ended and have been properly prepared in accordance with the International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Bureau in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and other independence requirements applicable to performing audit of Zambia Bureau of Standards. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing the audit of Zambia Bureau of Standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board members are responsible for the other information. The other information comprises of corporate information and the Board Members' Report as required by the Standards Act No 4 of 2017. The other information does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report on this regard.

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

The Board members are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and for such internal controls 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 Bureau's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless management either intends to liquidate the Bureau or to cease operations, or have no realistic alternative but to do so. Those charged with Governance are responsible for overseeing the Bureau's reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our Objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

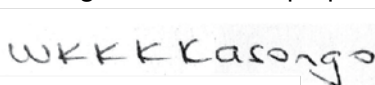
As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls 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 Bureau's internal controls.
- 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 Bureau's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bureau 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 Bureau to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Bureaus' 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 controls that we identify during our audit.

Report on other Legal and Regulatory Requirements

In our opinion, the financial statements of Zambia Bureau of Standards as of 31 December 2025 have been properly prepared in accordance with the Standards Act, No. 4 of 2017 and the accounting and other records and registers have been properly kept in accordance with the Act.



Mark Daniels
Chartered Accountants
Lusaka

16th March 2026

Winston Kasongo AUD/F003127
Partner signing on behalf of the firm

Financial statements

For the year ended 31 December 2025

Statement of surplus /deficit

	Notes	2025 ZMW	2024 ZMW
Income			
Appropriation in aid	8(a)	66,531,367	42,397,176
Capital grant	8(a)	2,000,034	2,083,321
Deferred income	8(a)	1,863,557	1,151,710
Other income	8(a)	233,246	3,618,707
		70,628,204	49,250,914
Expenditure			
Costs of certification and testing	10(c)	4,844,668	2,746,956
Costs of income generating activities	10(c)	289,775	504,184
Costs of personnel	10(c)	39,440,872	33,806,526
Recurrent expenditure	10(c)	19,873,153	12,350,715
		64,448,468	49,408,381
Net Surplus/(Deficit) before Depreciation/Amortisation		6,179,736	(3,672,554)
Amortisation	10(c)	27,233	28,408
Depreciation	10(c)	3,792,311	3,486,679
		3,819,544	3,515,087
Surplus/(Deficit) from continuing operations		2,360,192	(3,672,554)
Other gains	10(b)	(5,488)	20,684
Finance costs	10(d)	(135,509)	(95,272)
Other comprehensive income			
Amortisation of revaluation reserve		286,842	298,277
Total Comprehensive Surplus/(Deficit) for the Year		2,506,037	(3,448,865)

The notes on pages 58 to 76 form an integral part of these financial statements

Financial statements
For the year ended 31 December 2025

Statement of financial position

	Notes	2025 ZMW	2024 ZMW
ASSETS			
Non-current assets			
Property, plant and equipment	12(a)	34,508,181	37,494,407
Intangible assets	12(b)	35,851	63,084
		34,544,032	37,557,491
Current assets			
Other financial assets at amortised cost	11(a)	19,157,237	15,053,603
Cash and cash equivalents	11(b)	5,850,589	2,455,314
		25,007,826	17,508,917
Total assets		59,551,858	55,066,408
FUNDS AND LIABILITIES			
Non-current liabilities			
Deferred income	12(c)	496,808	250,034
		496,808	250,034
Current liabilities			
Trade and other payables	11(c)	23,860,812	20,809,628
Employee benefit obligations	12(d)	4,258,950	3,339,619
		28,119,762	24,149,249
FUNDS			
Capital grants	13(a)	3,202,681	5,153,715
Revaluation reserves	13(b)	16,761,562	17,048,404
Revenue reserves	13(c)	10,971,045	8,465,008
		30,935,288	30,667,127
Total funds and liabilities		59,551,858	55,066,408

The notes on pages 58 to 76 form an integral part of these financial statements

The financial statements on pages 54 to 57 were approved by the Board on **13th March 2026**

and signed on its behalf by:



Board Chairperson



Executive Director

Financial statements

For the year ended 31 December 2025

Statement of changes in funds

	Capital grants	Revaluation reserves	Revenue reserves	Total
	ZMW	ZMW	ZMW	ZMW
At 1 January 2024				
At the start of the year	7,237,036	17,346,681	11,913,873	36,497,590
Capital grants amortised	(2,083,321)	-	-	(2,083,321)
Received during the year	-	-	-	-
Deficit for the year	-	-	(3,747,142)	(3,747,142)
Other comprehensive income				
Amortisation of revaluation reserves	-	(298,277)	298,277	-
Total comprehensive income	-	(298,277)	(3,448,865)	(3,147,142)
Total changes in funds				
As at 31 December 2024	5,153,715	17,048,404	8,465,008	30,667,127
At 1 January 2025				
At the start of the year	5,153,715	17,048,404	8,465,008	30,667,127
Capital grants amortised	(1,951,034)	-	-	(1,951,034)
Received during the year	-	-	-	-
Deficit for the year	-	-	2,219,195	2,219,195
Other comprehensive income				
Amortisation of revaluation reserves	-	(286,842)	286,842	-
Total comprehensive income	-	(286,842)	2,506,037	2,219,195
Total changes in funds				
As at 31 December 2025	3,202,681	16,761,562	10,971,045	30,935,288

The notes on pages 58 to 76 form an integral part of these financial statements

Financial statements
For the year ended 31 December 2025

Statement of cash flows

Notes	2025	2024
	ZMW	ZMW
Cash flow from operating activities		
Surplus/(deficit) before taxation	2,219,195	(3,747,142)
Adjustments for:		
- Amortisation of capital grants	(2,000,034)	(2,083,321)
- Deferred income released	(1,863,557)	(1,151,710)
- Amortisation of intangible assets	27,233	28,408
- Depreciation	3,792,311	3,486,679
- Interest received	-	(4,522)
- Profit on disposal of Assets	(182,850)	-
Changes in operating assets and liabilities		
- (Increase) in trade receivables	(4,103,634)	(2,518,516)
Increase in payables	3,970,513	6,187,461
Cash generated from operations	1,859,177	197,337
Cash flows from Investing activities		
Purchase of property, plant and equipment	12	(806,084)
Proceeds from sale of assets		182,850
Adjustments to fixed assets		-
Interest received		(442,807)
		-
		4,522
Net cash (used on)/from investing activities	(623,234)	(773,829)
Cash flows from financing activities		
Deferred income received		2,159,332
Net cash from financing activities		564,700
Net cash from financing activities	2,159,332	564,700
Increase in cash and cash equivalents		
Opening cash and cash equivalents		3,395,275
		(11,792)
		2,455,314
Closing cash and cash equivalents	11	5,850,589
		2,455,314
Represented by:		
Cash in Hand and at Bank	11	5,850,589
		2,455,314

The notes on pages 58 to 76 form an integral part of these financial statements

The financial statements on pages 54 to 57 were approved by the Board on 13th March 2026

and signed on its behalf by:



Board Chairperson



Executive Director

Financial statements

For the year ended 31 December 2025

Notes

1. Basis of preparing financial statements

The financial statements of Zambia Bureau of Standards have been prepared on the going concern basis and in accordance with the International Financial Reporting Standards (IFRS) and comply with the Standards Act No. 4 of 2017. They have been prepared under the historical cost convention adjusted by the revaluation of tangible fixed assets. The financial statements are presented in Kwacha (ZMW) except where otherwise indicated.

A2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments-applicable 1 January 2025

Title	Key requirements	Effective date*
Lack of Exchangeability – Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates	This amendment provides guidance on how to account for situations where exchangeability between two currencies is lacking. Entities must estimate the exchange rate when observable exchangeability is not available and disclose the methods and assumptions used. This ensures consistency and transparency in financial reporting when dealing with restricted or illiquid currency markets.	1 January 2026
Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures	Amendments related to the classification of liabilities as current or non-current and non-current liabilities with covenants. The amendments related to the classification of liabilities as current or non-current could influence financial ratios and potentially affect loan covenants.	1 January 2026
Annual Improvements to IFRS Accounting Standards (Cycle 2022–2024)	This set of improvements addresses various aspects of: <ul style="list-style-type: none"> • IFRS 1 First-time adoption of IFRS • IFRS 7 Financial Instruments: Disclosures • IFRS 9 Financial Instruments • IFRS 10 Consolidated Financial Statements • IAS 7 Statement of Cash Flows. These improvements are designed to clarify guidance remove inconsistencies and enhance disclose requirements.	1 January 2026

Financial statements

For the year ended 31 December 2025

Notes (continued)

3. Principal accounting policies

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

(a) Revenue

Revenue represents receipts from grants, interest earnings and miscellaneous income accounted for on an accrual basis.

(b) Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Bureau and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of property, plant and equipment are credited to the revaluation surplus in shareholders' equity. Decreases that offset previous increases of the same asset are charged against fair value reserves directly in equity; all other decreases are charged to the income statement. Each year, the difference between depreciation based on the revalued carrying amount of the asset charged to the income statement and depreciation based on the asset's original cost, net of any related deferred income tax, is transferred from the revaluation surplus to retained earnings.

Depreciation is calculated to write off the cost of property, plant and equipment on a straight-line basis over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are:

Description	Useful life	Depreciation rate
Land and Buildings	50 years	2%
Computer equipment	5 years	20%
Motor vehicles	5 years	20%
Furniture and fittings	4 years	25%
Office Lab equipment	5 Years	20%

Capital work in progress is not depreciated.

The assets' residual values and useful lives are reviewed at each balance sheet date and adjusted if appropriate.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount. These are included in the income statement in the other operating income. When revalued assets are sold, the amounts included in the revaluation surplus relating to these assets are transferred to retained earnings.

Financial statements

For the year ended 31 December 2025

Notes (continued)**3. Principal accounting policies (continued)****(e) Financial assets****Classification**

The Bureau classifies its financial assets in the following measurement categories: those to be measured subsequently at fair value (either through OCI or through profit or loss) and those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Bureau has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The Bureau reclassifies debt investments when and only when its business model for managing those assets changes.

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Bureau commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Bureau has transferred substantially all the risks and rewards of ownership.

Measurements

At initial recognition, the Bureau measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Equity instruments

The Bureau subsequently measures all equity investments at fair value. Where the Bureau's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Bureau's right to receive payments is established.

The Bureau subsequently measures all equity investments at fair value. Where the Bureau's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Bureau's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Financial statements

For the year ended 31 December 2025

Notes (continued)**3. Principal accounting policies (continued)****Impairment**

The Bureau assesses on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Bureau applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables, see note 11(a) for further details.

(f) Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(g) Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

(h) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Financial statements

For the year ended 31 December 2025

Notes (continued)**3. Principal accounting policies (continued)**

Where the terms of a financial liability are renegotiated and the entity issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless the Bureau has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Borrowings are classified as current liabilities unless the Bureau has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

(i) Trade receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less loss allowance. See note 11(a) for further information about the Bureau's accounting for trade receivables and note 6(ii) for a description of the Bureau's impairment policies

(j) Trade and other payables

These amounts represent liabilities for goods and services provided to the Bureau prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(k) Foreign currencies**(i) Functional and presentation currency**

Items included in the financial statements of the Bureau are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Zambian currency units, which is Zambia Bureau of Standards functional and presentation currency

(ii) Transactions and balances

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

Translation differences on non-monetary items, such as equity at fair value through profit or loss are reported as part of the fair value gain or loss. Translation differences on non-monetary items, such as equities classified as available for sale financial assets, are included in fair value reserve in equity.

Financial statements

For the year ended 31 December 2025

Notes (continued)

3. Principal accounting policies (continued)

(l) Employee benefits

(i) Pension obligations

- (a) **National Pension Scheme**-Before October 2009, the employees of the Bureau were solely members of the government managed defined contribution scheme, the National Pension Scheme. The Bureau is required to contribute to the scheme 10% of each employee's compensation, split evenly between the employer and the employee. The only obligation of the Bureau with respect to the retirement benefit plan is to make the specified contributions.
- (b) **Zambia Bureau of Standards Pension Trust Scheme**-From October 2009, the Bureau also operated the Zambia Bureau of Standards Pension Scheme-defined contribution scheme for all qualifying employees. Contributions to the scheme are split between employees and employer, in a 1:2 split of at least 5% of employee's compensation. The assets of the scheme are held in separate trustee-administered funds, the bureau has no legal or constructive obligations to pay further contribution if the fund does not hold sufficient assets to pay all employees the benefits relating to employee's service in the current and prior periods. The total expense recognised in the income statement represents contributions payable to these plans by the bureau at rates specified in the rules of the plans.

(ii) Gratuity obligations

The estimated monetary liability for employees' accrued gratuity pay entitlement at the balance sheet date is recognised as an expense accrual.

(m) Provisions

Restructuring costs and legal claims

Provisions for restructuring costs and legal claims are recognised when: The Bureau has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

(n) Inventories

Inventory is stated at the lower of cost or net realisable value. Cost is determined on a first in first out basis and includes all expenditure incurred in the normal course of business in bringing the goods to their present location and condition, including production overheads based on normal level of activity. Net realisable value takes into account all further costs directly related to marketing, selling and distribution. Provision is made for obsolete and slow-moving inventories.

Financial statements

For the year ended 31 December 2025

Notes (continued)

4 Critical accounting estimates and judgments

The Bureau makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgments are continually evaluated and based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

5. Financial Risk management

Exposure to currency, interest rate and credit risk, arises in the normal course of the Bureau's business.

Currency risk

The Bureau incurs currency risk as a result of bank balances denominated in foreign currencies. The Bureau has operational bank accounts in US Dollars. No hedge is taken out for this risk.

Interest rate risk

The Bureau is exposed to interest rate risk to the extent of the balance of the bank accounts.

Credit risk

No collateral is required in respect of financial assets. The Bureau takes on exposure to credit, which is the risk that a counterparty will cause a financial loss to the bureau by failing to pay amounts in full when due.

At the statement of financial position date, there were no significant concentrations of credit risks (2023: nil).

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Liquidity risk

Liquidity risk arises in the general funding of the Bureau's activities.

Liquidity management is directed towards ensuring that all the Bureau's operations can meet their funding needs, whether this is to replace existing funding as it matures, or is withdrawn.

Financial statements

For the year ended 31 December 2025

Notes (continued)

6. Financial instruments

Exposure to currency, interest rate, credit and liquidity risk arises in the normal course of the Bureau business.

(i) Credit risk

Credit risk is the risk of financial loss to the Bureau if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Bureau's receivables and cash balances. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2025	2024
	ZMW	ZMW
Cash and cash equivalents	5,850,589	2,455,314
Other financial assets at amortised cost	19,157,237	15,053,314
	25,007,826	17,508,917

The bank accounts are held with reputable banks.

(ii) Impairment losses

The aging of other financial assets at amortised cost at the reporting date was:

31 December 2025	Current	1-30 Days	31-60 Days	61-90 Days	Over 90 Days	Total
Gross carrying amount – other financial assets		19,157,237				19,157,237
Loss allowance		19,157,237				19,157,237

31 December 2024	Current	1-30 Days	31-60 Days	61-90 Days	Over 90 Days	Total
Gross carrying amount – other financial assets	-	15,053,603				15,053,603
Loss allowance	-	-	-	-	-	-
	-	15,053,603				15,053,603

Trade receivables and other debtors are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Bureau and a failure to make contractual payments for a period of greater than 90 days past due.

Impairment losses on trade receivables and other debtors are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Financial statements

For the year ended 31 December 2025

Notes (continued)

6. Financial instruments (continued)

(iii) Liquidity risk

The following are the contractual maturities of financial liabilities.

31st December 2025

	Carrying amount	Contractual cash flows	Within 1 year	1-2 years	2-5 years	Longer than 5 years
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Financial liabilities						
Trade payables	1,002,152	1,002,152	1,002,152			
Other payables	22,858,658	22,858,658	22,858,658			
Total	23,860,810	23,860,810	23,860,810			

31st December 2024

	Carrying amount	Contractual cash flows	Within 1 year	1-2 years	2-5 years	Longer than 5 years
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Financial liabilities						
Trade payables	2,012,558	2,012,558	2,012,558			
Other payables	22,136,689	22,136,689	22,136,689			
Total	24,149,247	24,149,247	24,149,247			

(iv) Currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Bureau's exposure to the risk of changes in foreign exchange rates relates primarily to the Bureau's operating activities (when revenue or expense is denominated in a foreign currency).

The summary quantitative data about the Bureau's exposure to currency risk as reported to the management is as follows:

2025	Kwacha Equivalent of FC balances	10% FC	Net amount FC
Cash and cash equivalents	6,314.43	631.44	5,682.99
Net exposure	6,314.43	631.44	5,682.99

The following significant exchange rates have been applied during the year:

		Reporting Date Spot rate
Kwacha	2025	2024
US\$ 1	21.90	27.86

Financial statements

For the year ended 31 December 2025

Notes (continued)**7. Revenue from Government grants**

Revenue represents receipts of Government grants.

8. (a) Income

	2025	2024
	ZMW	ZMW
Appropriation in aid	66,531,367	42,397,176
Capital grants released	2,000,034	2,083,321
Deferred income	1,863,557	1,151,710
Non-operating income	-	3,618,707
	70,394,958	49,250,914

9. (a) Accounting policies and significant judgements

Revenue from providing services is recognised in the accounting period in which the services are rendered.

10. (a) Other Income

Sundry income	233,246	3,618,707
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Financial statements

For the year ended 31 December 2025

Notes (continued)

	2025	2024
	ZMW	ZMW
10. (b) Other gains and losses		
Net exchange gains	(5,488)	20,684
	(5,488)	20,684
10. (c) Breakdown of expenses by nature		
Costs of certification and testing	4,844,668	2,746,956
Costs of income generating activities	289,775	504,184
Costs of personnel	39,440,873	33,806,526
Amortisation of intangible assets	27,233	28,408
Depreciation	3,792,311	3,486,679
Recurrent expenditure	19,873,153	12,350,715
	68,268,012	52,923,468
10. (d) Financial costs and incomes		
Financial income		
Interest income from financial assets held for cash management purposes	4,522	4,522
Financial costs		
Interest and finance charges paid	(135,509)	(95,272)
Net finance (costs)	(135,509)	(90,750)

11. Financial assets and financial liabilities

This note provides information about the Bureau's financial instruments, including: an overview of all financial instruments held by the Bureau specific information about each type of financial instrument accounting policies information about determining the fair value of the instruments, including judgements and estimation uncertainty involved.

	2025	2024
Financial assets	ZMW	ZMW
Financial assets at amortised cost		
Other financial assets at amortised cost	19,157,237	15,053,603
Cash and cash equivalents	5,850,589	2,455,314
	25,007,826	17,508,917
Liabilities at amortised cost		
Trade and other payables	28,222,840	24,149,247

Financial statements

For the year ended 31 December 2025

Notes (continued)

11. Financial assets and financial liabilities (continued)

11. (a) Other financial assets at amortised cost

Financial assets at amortised cost include the following debt investments

	2025	2024
	ZMW	ZMW
Other receivables	19,157,237	15,053,603
Less:		
Provision for impairment losses	-	-
	19,157,237	15,053,603

Classification of financial assets at amortised cost

The Bureau classifies its financial assets as at amortised cost only if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cash flows and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Impairment and risk exposure

Information about the impairment of trade receivables and the Bureau's exposure to credit risk and foreign currency risk can be found in note 6(i), (ii) and (iii).

Other receivables

These amounts generally arise from transactions outside the usual operating activities of the Bureau.

(b) Cash and cash equivalents

	2025	2024
	ZMW	ZMW
Cash in hand and at bank	5,850,589	2,455,314
Short term deposits with commercial banks	-	-
	5,850,589	2,455,314

Reconciliation to cash flow statement

The above figures reconcile to the amount of cash shown in the statement of cash flows at the end of the financial year as follows:

Cash in hand and at bank	5,850,589	2,455,314
Short term deposits with commercial banks	-	-
	5,850,589	2,455,314

Financial statements

For the year ended 31 December 2025

Notes (continued)**Classification as cash equivalents**

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours' notice with no loss of interest. See note 3(g) for the Bureau's other accounting policies on cash and cash equivalent

	2025	2024
Current liabilities	ZMW	ZMW
Trade payables	1,002,152	2,012,558
Sundry Payables, Accruals & Provisions	22,858,658	18,797,071
	23,860,810	20,809,628

Trade payables are unsecured and are usually paid within 30 days of recognition.

The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature

12. Non-financial assets and financial liabilities

This note provides information about the Bureau's non-financial assets and liabilities, including: specific information about each type of non-financial asset and non-financial liability:

- property, plant and equipment
- Intangible assets
- Deferred income
- employee benefit obligations

Financial statements
For the year ended 31 December 2025

Notes (continued)

12. (a) Property, plant and equipment

(a) Summary

	Land & Buildings	Motor Vehicles	Laboratory Equipment	Fixtures & office equipment	Total
Cost/valuation	ZMW	ZMW	ZMW	ZMW	ZMW
At 1 January 2024	30,204,000	4,989,582	35,279,514	5,332,342	75,805,438
Additions	4,530	-	14,000	317,014	335,544
At 31 December 2024	30,208,530	4,989,582	35,293,514	5,649,356	76,140,982
At 1 January 2025	30,208,530	4,989,582	35,293,514	5,649,356	76,140,982
Additions			105,152	700,931	806,083
Disposals	-	(203,167)		-	(203,167)
At 31 December 2025	30,208,530	4,786,415	35,398,666	6,350,287	76,743,898
Depreciation					
At 1 January 2024	100,447	3,975,974	27,384,208	4,142,074	35,602,703
Charge for the year	603,058	397,984	2,049,635	436,002	3,486,679
Disposals	-	-	-	(442,807)	(442,807)
At 31 December 2024	703,505	4,373,958	29,433,843	4,135,269	38,646,575
At 1 January 2025	703,505	4,373,958	29,433,843	4,135,269	38,646,575
Charge for the year	955,091	343,087	2,047,073	447,060	3,792,311
Disposals	-	(203,167)			(203,167)
At 31 December 2025	1,658,596	4,513,878	31,480,916	4,582,329	42,235,719
Net book value					
At 31 December 2025	28,549,934	272,537	3,917,750	1,767,958	34,508,179
At 31 December 2024	29,505,025	615,624	5,859,671	1,514,087	37,494,407

Financial statements

For the year ended 31 December 2025

Notes (continued)

12. (a) Property, plant and equipment (continued)

(i) Summary

Carrying amounts that would have been recognised if land and buildings were stated at cost

If freehold land and buildings were stated on the historical cost basis, the amounts would be as follows:

	2025	2024
	ZMW	ZMW
Land and buildings		
Cost	30,208,530	30,208,530
Accumulated depreciation	(1,658,596)	(1,658,596)
Net book value	28,549,934	28,549,934

12. (b) Intangible asset

Cost/valuation

	2025	2024
	ZMW	ZMW
At 1 January	785,735	785,735
Additions	-	-
At 31 December	785,735	785,735

Amortisation

	2025	2024
	ZMW	ZMW
At 1 January	722,651	694,243
Charge for the year	27,233	28,408
At 31 December	749,884	722,651
Net book value	35,851	63,084

Financial statements

For the year ended 31 December 2025

Notes (continued)

12. (c) Deferred income

	20254	2024
	ZMW	ZMW
At beginning of the year	250,034	837,043
Received during the year	2,159,329	564,700
Deferred income released	(1,863,557)	(1,151,710)
Assets Purchased from deferred Income	(49,000)	-
At end of the year	496,806	250,034

These funds were received from Zambia Agribusiness Trade Project (ZATP) and Solidaridad for promoting MSMEs, Standards Development and conformity assessment on Horticulture products in the Country.

12. (d) Employee benefit obligations

Current liability

Provision for gratuity	4,258,950	3,339,619
	4,258,950	3,339,619

13. (a) Capital grants

At beginning of the year	5,153,715	7,237,036
Asset purchases from deferred income	49,000	-
Capital grants amortised	(2,000,034)	(2,083,321)
At end of the year	3,202,681	5,153,715

13. (d) Revaluation reserves

At beginning of the year	17,048,404	17,346,681
Realisation of revaluation reserves	(286,842)	(298,277)
At end of the year	16,761,562	17,048,404

The revaluation reserve account records the difference between the new value of the revalued assets and their net book values, which is represented by cost less accumulated depreciation.

Financial statements

For the year ended 31 December 2025

Notes (continued)**13. (c) Revenue reserves**

	2025	2024
	ZMW	ZMW
At beginning of the year	8,465,008	11,913,873
Deficit for the year	2,219,195	(3,747,142)
Realisation of revaluation reserves	286,842	298,277
At end of the year	10,971,045	8,465,008

The Revenue reserves account represents the accumulation of annual surpluses/deficits. Accumulated funds have significantly increased from a surplus of ZMW 8,465,008 (FY2024) to a positive balance of ZMW 10,971,045 owing prior to the reported surplus of ZMW 2,219,195 recorded during the year ended 31 December 2025.

14. Related Parties**(a) Identity of related parties**

The Bureau has a common enterprise relationship with Government of the Republic of Zambia, the Board of directors and members of the Bureau's key management team.

(b) Control and governance of the Bureau

The Bureau has a common enterprise relationship with Government of the Republic of Zambia and falls under the auspices of the Ministry of commerce, Trade and Industry. Internal supervision of its management and control of the affairs of the Bureau, however, is vested in the Board.

(c) Key management of the Bureau

The key management of the Bureau i.e. officers other than Board members with the ability, directly or indirectly, to control or exercise significant influence over the Bureau in making financial and operating decisions, are listed on Corporate and Administration Information and their remuneration is shown below.

(d) Transactions with related parties

None of the Board members, key executives or parties related to them has undertaken any material transactions with the Bureau. However, the GRZ and its departments are regarded as single related party, the list of related party transactions in these financial statements is summarised below.

Financial statements

For the year ended 31 December 2025

Notes (continued)**14. Related Parties**

	2025	2024
	ZMW	ZMW
Government Funding received	66,531,367	42,397,176
Board Expenses	1,381,237	1,308,472
Key Management remuneration	5,197,265	7,929,603

15 Capital commitments

The Bureau did not have any capital commitments during the year under review.

16 Contingent liabilities

There were no contingent liabilities as at the period-end (2024: Nil)

17 Events subsequent to balance sheet date

There has not arisen since the end of the financial year any item, transactions or event of a material and unusual nature likely, in the opinion of the directors of the Bureau, affect substantially the operations of the economic entity, the results of those operations or the state of affairs of the economic entity in subsequent financial years.

18 Comparative figures

Comparative figures are restated where necessary to afford a reasonable comparison.

Recurrent expenditure

Appendix I

	2025	2024
	ZMW	ZMW
Consultancy & Audit Services	93,689	69,600
Cleaning Materials & Expenses	388,040	299,928
Coding of assets	86,288	2,430
Electricity	295,077	374,336
Entertainment	5,640	3,000
Fuel & Lubricants	1,291,265	960,804
Insurance	228,591	230,782
Lunch Allowances	32,598	20,680
Marketing & Public Relations Expenses	3,913,791	1,698,074
Office & Meetings Expenses	400,977	254,604
Postage, Post Box Rentals & Courier Services	65,004	30,594
Printing & Stationery	847,969	649,390
Protective Clothing & Uniforms	-	6,045
Recruitment Expenses	34,271	12,098
Rent, Rates & Levies	281,997	215,977
Renewal of Payroll Package Licenses	186,125	130,444
Repairs & Maintenance-Buildings	395,375	319,638
Repairs & Maintenance- Equipment	472,639	797,618
Repairs & Maintenance-Motor vehicles	394,985	388,310
Security Services	320,650	258,450
Staff Training & Development Study Tours	445,902	245,154
Staff Welfare	104,297	68,430
Fees for Subscriptions	1,386,164	1,137,547
Subsistence Allowances-Local	1,167,266	510,992
Subsistence Allowances-Foreign	1,408,427	950,891
Internet, Fax, Email	307,735	263,309
Travel Expenses-Foreign	716,753	529,921
Travel Expenses-Local	27,674	69,341
Water & Sewerage	26,243	36,658
Workshop Expenses	906,893	401,105
Commemorative events	135,818	88,599
Board Expenses	1,381,237	1,308,472
Newspapers & Communications	33,960	17,495
Legal Fees	2,089,813	-
Total recurrent expenditure	19,873,153	12,350,715



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