ZAMBIA ROAD SAFETY TRUST

Finance and Procurement Procedures

Controls for budgeting, payments, procurement, records and accountable use of funds.

Organisation	Zambia Road Safety Trust (ZRST)
Document type	Public policy download
Version	Version 1.0 - July 2026
Policy owner	Executive Director, with Board oversight
Review cycle	Annual review, or earlier if required by law, donor requirements, Board decision or operational risk.

Relevant Zambian legal and governance framework

This policy is intended to support ZRST compliance and good practice in line with: Non-Governmental Organisations Act, 2009; Public Procurement Act, 2020; Anti-Corruption Act, 2012; Employment Code Act, 2019. Where a law, donor agreement or regulator requirement imposes a higher standard, that higher standard applies.

1. Purpose

These procedures set minimum controls for ZRST financial administration and procurement. They support transparency, value for money, audit readiness, donor reporting and accountable road safety delivery.

2. Financial control principles

- Funds must be used only for approved organisational, project or donor-agreed purposes.
- Expenditure must be supported by proper authorisation and documentation.
- No person should approve a payment to themselves without an independent approval.
- Budgets should be monitored against project plans and available funding.
- Records must be retained for audit, donor review and institutional accountability.

3. Budgeting and approvals

Project budgets should be prepared before implementation and reviewed by management. Significant budgets, funding agreements, commitments or variations may require Board awareness or approval depending on risk, amount, donor conditions and organisational policy.

4. Payments and records

- Payments should be supported by invoices, receipts, contracts, attendance records, payment requests or other relevant evidence.
- Bank payments should be preferred for traceability where practicable.
- Cash use must be limited, recorded and reconciled promptly.
- Payroll, statutory payments and consultant payments must follow approved records and applicable law.
- Bank reconciliations and finance files should be maintained for audit.

5. Procurement principles

ZRST procurement should be guided by transparency, value for money, fair competition, economy, efficiency, accountability and avoidance of conflicts of interest. Public procurement law may not apply to every ZRST purchase, but its principles provide a useful standard for donor and public-confidence purposes.

6. Supplier selection

- Use written quotations where practical, especially for material purchases.
- Select suppliers based on price, quality, reliability, delivery time, compliance, safety and value for money.
- Document reasons where a single supplier or emergency purchase is used.
- Check conflicts of interest before supplier selection.
- Do not split procurement to avoid review or approval.

7. Assets and inventory

ZRST assets, equipment, protective gear, training materials, project tools and branded items should be recorded, protected and used only for authorised work. Loss, theft or damage must be reported promptly.

8. Grant and donor compliance

Donor-funded expenditure must follow the relevant grant agreement, approved budget, procurement rules, reporting timeline and eligible cost conditions. Where donor rules are stricter than this procedure, donor rules apply.

Document control

This public policy download is issued for transparency and due-diligence purposes. ZRST may maintain more detailed internal procedures, registers, forms and approval records to operationalise this policy. This document does not replace applicable Zambian law, donor agreements or instructions issued by competent authorities.