

课程简介

预算和财务管理培训课程

1) 课程名称

预算和财务管理培训课程

2) 课程简介

本课程的目标是为学员提供预算计划和财务管理方面的知识。学员们将掌握预算管理和财务报告制度的知识，并将其运用到各自国家的烟草控制项目的实际工作当中。

本课程为期 5 天，特别为国家级控烟项目和非营利机构的财务经理、项目经理和高级项目经理而设计，课程内容包括：

- ◆ 非政府组织(NGO)的财务管理和预算基础——规划、执行和预算控制
- ◆ 项目经理的财务管理——如何利用会计记录中的信息；内部控制；财务监管和报告
- ◆ NGO 的战略财务管理——如何取得财务的可持续性

培训课程将包括讲座、练习和讨论，以加强管理者们在预算计划、预算管理过程、成本计算、项目的预算和财务规划、支出、财务管理、财务监督、审计、开发财务报告系统以及电子财务报告系统。

本课程是系列管理培训之一，此外我们还提供以下课程：管理和领导力、人力资源管理、管理者的管理和项目管理。

3) 培训的目标人群

从事烟草控制工作、负责烟草控制项目管理、行政和实施的中高级管理人员。学员可以来自国家/省级/国际的非政府组织（NGO）或政府机构，如：

- 私人组织或公共部门的项目负责人、项目经理和拨款经理；
- 国家和区域烟草控制项目的协调员、经理或联系人；
- 国家和区域的烟草控制网络、联盟和资源中心的协调员和经理。

4) 参加培训对我和我的机构有什么帮助？

通过培训，学员们可以深入了解预算规划、财务管理和财务报告的知识，使她/他们在制定预算、财务计划管理和监测、预算管理、成本计算、财务支出、审计和财务报告制度等方面的能力将有所提升。学员们还能够通过有效的全面项目管理，将管理、财务和行政管理技能运用于赠款项目。

5) 培训的主要内容

- 了解 excel 表的功能，用 excel 表格编制预算
- 比较和临时调整现行的预算方式，与国际上成功的做法相比较

- 工作量分析
- 用 excel 表编制现金流预算、直接和间接成本、预算预测以及管理预算
- 符合实际地预算成本，了解产生成本的原因以及与成本分配有关的问题
- 现金流的分析和预测
- 设计有效的财务报告和报告方法
- 对项目实行有效的计划和安排

6) 课堂上的主要活动

- 以个人或小组的形式，学习如何用 excel 表编制预算表
- 根据案例和具体情况编制预算
- 小组练习，进行工作量分析
- 个人练习，准备现金流预算
- 准备财务报告
- 小组练习，模拟一个项目
- 编制该项目的财务细目分类构成
- 通过网络表格（network diagram）安排项目开展的时间表
- 把预算与项目管理和项目评估相联系

管理层定义

主管和新任管理者:

在一线工作，执行机构战略的管理者、团队领导和主管（具备 3 年的管理或监管的经验）。

中层管理者:

为机构制定战略提供建议并在其负责的科室/部门执行战略的管理者，包括负责人员管理的科室和部门的主管、项目经理和经验丰富的管理者（具备 4 到 7 年的管理经验）。

中高层管理者

负责或参与制定机构战略并领导战略执行的高级主管，包括部门高级领导、总经理、区域或地区主管、单位/科室主管和高级项目经理（具备 8 年以上的管理经验）。

资深和高级管理者

负责制定机构或项目战略的策划人、决策人，以及机构在区域、国家和国际层面的领导，包括首席执行官、执行董事、首席财务官，其它职能部门领导、理事长、副理事长、董事会成员、总经理和国际理事。

COURSE BRIEF

COURSE ON BUDGET AND FINANCIAL MANAGEMENT

1) Name of the course

Course on Budget and Financial Management

2) Brief background of the course

The objective of this course is to provide participants gain knowledge on budget planning and financial management. Participants will also be equipped with knowledge on budget management and development of financial reporting systems to apply to their work at the national Tobacco control programme of their respective countries.

This course will be for five days specifically designed for financial managers, project managers and senior managers working at the national level in tobacco control programs and from non profit organisations and will cover the following:

- ◆ Financial management for NGO's and Budgeting basics- planning, implementation, budget control
- ◆ Financial management for Program managers- Making use for Information from accounting records; internal control; and financial monitoring and reporting
- ◆ Strategic financial management for NGO's- covers issues relating to financial sustainability.

The sessions will consist of lectures, exercises and discussions to strengthen the capacities of managers on issues related to budget planning, budget administrative process, costing, budgeting and financial planning for programmes, disbursements, financial management, financial monitoring, audits, development of financial reporting systems and electronic financial reporting systems.

The present training course is a series of courses that will be conducted in 2007-08. They include introductory course on Leadership and General Management followed by advanced courses on Human Resource Development, and Management of Managers.

3) Who is it for?

Middle level to senior managers working in tobacco control who have responsibilities for management and administrative aspects of tobacco programme implementation. Since the role of the managers covers many skills, it is possible that a range of professionals may have the appropriate and necessary background to undertake the training. Participants could be from national/ provincial/international non-governmental organisations (NGOs) or governmental agencies. Following are some examples of participant profile:

- Project Leaders, Finance Managers, Project Managers and Grant Managers in private or public sector organizations;
- Coordinators, managers or focal points of national and regional tobacco control programmes;
- Coordinators and managers of national and regional tobacco control networks, alliances and resource centres.

4) What is in it for me and my organisation?

The participants will gain in depth knowledge on budget planning, financial management, and financial reporting. They will be able to strengthen their capacity in budgeting; financial planning, management and monitoring; budget administration; costing; disbursements; audits and financial reporting systems. The participants will also be able to link the financial and administrative aspects to donor funded projects through effective overall project management.

5) What will I be able to do after participating that I could not do before?

- Understand how Excel functions and develop budgets with Excel
- Compare & improvise your current budget practices and compare with successful international practices
- Do a work load analysis
- Develop cash flow budgets with Excel, direct and indirect costs, budget forecasting and managing budget
- Budget costs realistically and understand cost drives and issue related to cost allocation.
- Cash flow analysis and forecasting
- Design effective financial reports and reporting techniques
- Plan and schedule projects effectively

6) What will I do during the course?

- Individually and as a group learn how to set up budget tables in Excel
- Prepare budgets based on case studies and situations
- Group exercise on workload analysis
- Do individual exercise on preparation of Cash Flow Budget
- Prepare financial reports
- Work in a group on a simulated project
- Develop a work breakdown structure for projects
- Schedule projects by developing a network diagram
- Link budgets to Project management and evaluation

Management level definitions

Supervisors and new managers:

Management, team leaders and supervisors who implement organisational strategy at the first line (with up to 3 years of management or supervisory experience)

Middle managers:

Managers who contribute to the formulation of organisational strategy and are responsible for its implementation within their departments/functions. This includes departmental and functional heads with people management responsibility, project managers, and experienced managers (with 4 to 7 years of management experience)

Upper-mid managers

Senior executives who are responsible for, or participate in, the formulation of organisational strategy and who lead strategy execution. This includes senior functional heads, general managers, regional or area directors, unit/division directors and senior project managers (with more than 8 years of management experience)

Senior and top managers

Strategic organizational leaders, organisational decision makers and thought leaders within their field, who are responsible for the formulation of organisational or programme strategy and who lead organizations at regional, national, and international levels. These include CEOs, Executive Directors, CFOs, other C-functions, presidents, vice presidents, board members, managing directors and international directors.

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