

课程简介

烟草控制项目的管理

1) 课程名称

烟草控制项目的管理（国际课程）

2) 课程简介

本课程的目标是增加学员在烟草控制项目管理方面的知识和技能，同时掌握有效管理项目所需的方法并能够在其所在国家开展项目。

课程为期 5 天，适合开展烟草控制项目的国家和各级省市的政府部门、大学或研究机构和非政府组织的领导、高层管理者及其直接下属。

课程的形式包括讲座/介绍，通过案例研究提出问题以及互动讨论等，帮助控烟项目经理提高管理能力。项目管理课程将囊括通过逻辑框架分析设计项目周期和计划，管理项目资源和义务以及项目的督导、监督和评估。

3) 学员

课程的目标学员有在烟草消费高的国家负责烟草控制项目的项目经理、高级和中级官员或负责烟草控制工作的省市级官员，在大学和研究机构从事烟草控制相关工作的教授和研究人员。从事项目管理的工作人员和负责直接或间接与资助者联系的工作人员，以及负责项目各方面管理事务的人均可参加。无论是否获得资助，我们鼓励开展烟草控制项目的国内非政府机构和国际非政府机构参加培训。对项目管理和项目财务的基本概念有所了解的人非常适合参加这一培训。本课程的重点还包括提高省级领导者在项目计划和监督/评估方面的技能。本课程面向的是在低收入国家和发展中国家从事烟草控制的专业人员。

4) 参加培训对我和我的单位有什么帮助？

通过培训，学员对如何计划、组织、执行和评估项目将有深入的了解，提高项目管理、制定项目策略、设计项目规划、对项目进行监督和评估的能力。同时通过有效的整体项目管理，学员将能够根据捐赠方资助的项目要求制定财务和管理方法。

5) 培训效果，培训后我能完成哪些以前我不能完成的事？

项目管理

- 定义项目目标和产出
- 通过应用逻辑框架分析制定项目执行计划
- 项目成本和预算
- 制定有效的项目计划和时间表
- 应用发现项目存在问题的工具
- 应用项目管理工具持续追踪项目活动的执行情况
- 制定项目的监督和评估计划
- 测量、监督和控制项目进展
- 项目评估

- 激励团队提高项目管理的水平

6) 在培训期间要求我做什么?

- 根据一个拟定项目完成小组练习
- 应用项目计划方法制定逻辑框架矩阵
- 制定监督和评估计划
- 制定项目工作分解结构
- 通过制定网络进度图合理安排项目时间
- 了解预算是取决于项目管理和评估的情况

管理层定义

主管和新任管理者:

在一线工作，执行机构策略的管理者、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:

为机构制定策略提供建议并在其负责的科室/部门执行策略的管理者，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策略并领导策略执行的高级主管，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策略的策划人、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 Project Management for Tobacco Control

1) Name of the course

International Course on Project Management for Tobacco Control

2) Brief background of the course

The objective of this course is to provide participants with knowledge and skill on Project Management for Tobacco Control. Participants will also be equipped with knowledge on tool and techniques required for managing project effectively and to deliver the promise in their respective countries.

This course will be a 5 day intensive programme specifically designed for Leaders, Senior Managers and their Direct Reportees in the Government, Universities or Institutes and NGOs working in Tobacco Control Programs at the National, Provincial or City level.

The course will use a combination of lectures/presentations, problem-based learning approaches using case studies, and large group interactive discussions to strengthen project management capacities of Tobacco Control Managers. Project management sessions will cover sessions on project life cycle, planning using the logical frame work analysis, managing of project resources and obligations and project monitoring control and evaluation.

3) Who is it for?

This Course will target project managers, senior and middle level officials responsible for Tobacco Control Programme or from the provincial/state/city level, Professors and Research Associates working from universities and institutes working on Tobacco Control, from high consumption countries. Programme personnel who look after project management and other staff in responsible position who directly or indirectly deal with donor communication and managing various administrative aspects of the project can also apply. National and International NGO's involved in Tobacco project implementation through donor funds or otherwise are also encouraged to apply. This course is ideal for a person who already has some basic concepts and hands on experience with management of projects and finances. The course will also emphasize on planning and monitoring/evaluation skills for those at the helm of affairs in provincial levels. This course is targeted at Tobacco Control professionals from low income and developing countries.

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

The participants will gain in depth knowledge on how to plan and organize, implement and evaluate project. They will be able to strengthen their capacity in project management, project strategy, planning, monitoring and evaluation. 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?

Project management

- Define project objectives and outcomes
- Develop a project implementation plan using the logical framework analysis
- Project Costing and Budgeting
- Plan and schedule projects effectively
- Use project problem identification tools
- Use project management tools to keep track of project activities

- Develop monitoring and evaluation plans for their projects
- Measure, monitor and control project progress
- Evaluate projects
- Develop high performing and motivated teams for project management

6) What will I do during the course?

- Work in a group on a simulated project
- Develop a logical framework matrix using project planning approaches
- Develop a monitoring and evaluation plan
- 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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