STEP 4. ESTABLISH A BUDGET AND SYSTEMS FOR HANDLING AND TRACKING EXPENDITURES AND INCOME

Budgeting and financial procedures are an important part of planning. The costs involved in implementing a training program will vary according to such factors as the location, the amount of sessions conducted, the materials provided, and the number of faculty and the payment arrangements made with presenters, and how many participants will attend. A well-crafted budget will help you avoid surprises and maintain careful stewardship of your organization's resources.

Alert your financial staff to the scheduled training as early as possible and work with them to establish a realistic budget, identify sources of funds, and create procedures for issuing purchase orders, processing invoices, and tracking and paying expenses. Areas where significant costs might be incurred include: space rentals and fees at off-site locations, honoraria and travel expenses for faculty, catering services, printing of course materials, and audiovisual services. Consult and get a quote from vendors to help establish your financial needs. Consider less obvious costs as well, in particular the staff time required, and how that may affect the program.

One key financial decision is whether to charge participants a fee and, if so, how much. Doing so can enable you to recover some or all of your costs. However, if the price is too high, your target audience may be discouraged from attending. One way to address this possibility is to offer reduced rates due to financial hardship, which can be considered on a case-by-case basis. In your marketing

and registration materials, describe what the fee covers and explain your payment procedures and deadlines.

PRE-COURSE TASKS

ACTIVITY 4-A

Review the steps or modules involved in producing a training program and develop a list of cost categories. These may include printing, site rental, catering, honoraria, and audiovisual support. If budgets or cost details from earlier training programs are available, they can be a useful source of information.

Associated Tool #15   Budget Summary

(Source: Francis J. Curry National TB Center, San Francisco)

ACTIVITY 4-B

Determine whether you will charge a fee to participants to defray the costs of the training and, if so, what the amount of the fee will be. Create policies and procedures for processing payments (will you be able to process credit card payments? Will you accept vouchers or purchase orders?) and policies for dealing with such questions as reduced rates or scholarships for participants with financial hardships.

ACTIVITY 4-C

Determine which faculty members, if any, will be offered honoraria and in what amount. Also, set a policy regarding reimbursement of training-related expenses incurred by faculty: what types of expenses will be reimbursed? what are limits on reimbursable amounts? See if any expenses can be paid up-front, prior to the training, to reduce the amount faculty needs to pay out-of-pocket.

ACTIVITY 4-D

Obtain estimates from suppliers or vendors for individual expense items

including binders, other handouts, CD-Roms, slides, catering, etc.
Compare these estimates and choose the least expensive option that can
meet your needs.

ACTIVITY 4-E
Develop a budget, based on the estimates of the expenses that will be
incurred as well as any expected income (e.g., grants or participants' fees,
if any).

ACTIVITY 4-F
Submit the budget for approval according to your agency's or
organization's procedures.

ACTIVITY 4-G
Set up a system for properly allocating and monitoring the training income
and expenses and for comparing the actual receipts and costs to the
budget projections. An accurate accounting of the financial results will be
of considerable value in evaluating the success of this training and
planning future ones.

ACTIVITY 4-H
Set policies and procedures, or review existing ones, for handling
procurements, obtaining purchase orders, approving invoices, processing
reimbursement requests, and issuing payments.