FINANCE & PROCUREMENT · SHORT COURSE

Finance and Budgeting for Non-Finance Decision-Makers

This practical course equips managers, executives, administrators, project leaders, and other non-finance professionals with the essential financial knowledge and practical skills required to understand financial information, participate effectively in budgeting processes, evaluate financial implications, and make informed management decisions.

DATES	11–15 Jan 2027	DURATION	5-day course
COURSE FEE	TZS 1,200,000 · per participant	VAT	Fee excludes VAT
VENUE	Arusha, Tanzania	DAILY HOURS	8:30 AM – 4:30 PM
FEE INCLUDES	Course materials, lunch and refreshments	CERTIFICATE	Certificate of attendance
TRAINER	Elly International training team	APPLICATIONS	Open for applications

Overview

This practical course equips managers, executives, administrators, project leaders, and other non-finance professionals with the essential financial knowledge and practical skills required to understand financial information, participate effectively in budgeting processes, evaluate financial implications, and make informed management decisions.

The course is designed to simplify key financial concepts without requiring participants to have an accounting or finance background. Participants will learn how to interpret financial statements, understand budgets, analyse costs, manage resources, assess financial performance, and use financial information to support operational and strategic decision-making.

The course also focuses on practical budgeting and financial control, including budget preparation, forecasting, variance analysis, cash-flow management, cost-benefit analysis, financial risk awareness, and accountability. Through practical exercises, case studies, financial scenarios, and workplace-based activities, participants will develop the confidence to engage effectively with finance teams and make better-informed decisions involving organizational resources.

Course content

Module 1: Understanding Finance for Managers

- Introduction to finance for non-finance professionals
- Why financial knowledge matters for managers
- Key financial terminology and concepts
- The role of finance in organizational decision-making
- Understanding revenue, expenses, assets and liabilities
- Capital expenditure versus operating expenditure
- Financial responsibility and management accountability
- The relationship between operational and financial performance
- Working effectively with finance departments

Module 2: Understanding Financial Statements

- Introduction to financial statements
- Understanding the Statement of Financial Position
- Understanding the Income Statement
- Understanding the Cash Flow Statement
- Revenue and expenditure interpretation
- Assets, liabilities and equity
- Profit, surplus, deficit and cash position
- Understanding financial notes and supporting information
- Identifying key financial information
- Practical financial statement interpretation

Module 3: Budgeting Fundamentals

- Purpose and principles of organizational budgeting
- Types of budgets
- Operating and capital budgets
- Departmental and programme budgets
- Budget planning cycles
- Linking budgets to strategic objectives
- Budget assumptions and constraints
- Budget responsibilities and accountability
- Developing realistic budget estimates
- Common budgeting challenges and mistakes

Module 4: Practical Budget Preparation

- Identifying budget requirements
- Estimating resource needs
- Developing departmental budgets
- Cost estimation techniques
- Budget allocation and prioritization
- Developing budget assumptions
- Preparing budget justifications
- Aligning activities with budget requirements
- Budget consolidation and review
- Practical departmental budget preparation exercise

Module 5: Cost Management and Cost Control

- Understanding fixed and variable costs
- Direct and indirect costs
- Controllable and uncontrollable costs
- Cost behaviour and cost drivers
- Identifying unnecessary expenditure
- Cost reduction versus cost optimization
- Cost allocation principles
- Value-for-money considerations
- Managing departmental and project costs
- Practical cost analysis exercises

Module 6: Financial Analysis for Decision-Making

- Introduction to financial analysis

- Understanding financial ratios
- Liquidity and solvency concepts
- Profitability and efficiency indicators
- Budget-to-actual analysis
- Trend analysis
- Financial performance indicators
- Interpreting financial information for management decisions
- Identifying financial risks and opportunities
- Using financial information to support strategic decisions

Module 7: Budget Monitoring and Variance Analysis

- Monitoring budget performance
- Actual versus budgeted expenditure
- Understanding favourable and unfavourable variances
- Variance calculation and interpretation
- Identifying causes of budget variances
- Revenue and expenditure variance analysis
- Corrective and preventive actions
- Budget reallocation and revision considerations
- Preparing budget monitoring reports
- Practical variance analysis exercises

Module 8: Cash Flow, Forecasting and Financial Planning

- Understanding cash flow
- Cash inflows and outflows
- Cash-flow forecasting
- Working capital fundamentals
- Short-term and long-term financial planning
- Revenue forecasting
- Expenditure forecasting
- Scenario and sensitivity analysis
- Managing cash-flow risks
- Using forecasts to support management decisions

Module 9: Financial Decision-Making and Investment Analysis

- Financial implications of management decisions
- Cost-benefit analysis
- Return on investment (ROI)
- Break-even analysis
- Comparing financial alternatives
- Capital investment decisions
- Understanding payback period
- Evaluating project and programme costs
- Financial risk and uncertainty
- Practical investment decision-making scenarios

Module 10: Financial Controls, Risk and Accountability

- Fundamentals of internal financial controls
- Segregation of duties
- Authorization and approval controls

- Procurement and expenditure controls
- Fraud and financial misconduct awareness
- Financial risk identification
- Preventing misuse of organizational resources
- Documentation and audit trails
- Management responsibilities for financial accountability
- Preparing for internal and external audits

Module 11: Financial Reporting and Management Communication

- Understanding management financial reports
- Preparing financial summaries for decision-makers
- Presenting financial information clearly
- Executive financial dashboards
- Communicating financial performance to non-finance stakeholders
- Developing management briefs
- Reporting budget performance
- Explaining financial variances
- Using charts and visualizations for financial communication
- Turning financial information into management insights

Module 12: Practical Finance and Budgeting Simulation

- Developing a departmental or project budget
- Analysing a financial statement
- Conducting cost analysis
- Preparing a budget-to-actual comparison
- Identifying and explaining variances
- Developing a cash-flow forecast
- Conducting a cost-benefit analysis
- Identifying financial risks and control measures
- Preparing a management financial report
- Presenting financial recommendations to management
- Group case studies and workplace-based financial decision-making exercises

Who should attend

This course is designed for:

- Senior managers and executives
- Department heads and supervisors
- Project and programme managers
- Administrative managers
- Operations managers
- Human resource managers
- Procurement and supply chain managers
- ICT managers and technology leaders
- Marketing and sales managers
- Monitoring and evaluation professionals
- NGO and development programme managers
- Government and public-sector managers
- Team leaders and supervisors
- Entrepreneurs and business owners

- Professionals involved in budget planning and resource allocation
- Non-finance professionals responsible for organizational decision-making

Suitable Sectors

The course is particularly relevant to government ministries, departments and agencies, local government authorities, public institutions, universities and educational institutions, NGOs and development organizations, banks and financial institutions, healthcare organizations, manufacturing companies, telecommunications companies, tourism and hospitality organizations, private companies, SMEs, and other organizations where managers are responsible for budgets, expenditure, resource allocation, financial accountability, and operational decision-making.

How to apply

Apply online at ellyinternational.co.tz. Your place is confirmed only after we review your application and contact you, within 1 working day.

Apply for this course | **Ask on WhatsApp** | **Email us**

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Details correct as of 28 November 2026.