



# training from CES

**‘Organisations that have had training from CES...have a real appreciation that they need to show the difference that they make and they know how to do it.’**

Stewart Goshawk, Principal Grants Officer at The City Bridge Trust

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# About Charities Evaluation Services (CES)



Charities Evaluation Services works with over 1,000 voluntary organisations and funders each year, strengthening their abilities in performance management, evaluation and quality, to support them to do what they do best.

We are an independent charity and have 20 years experience of helping voluntary organisations achieve better outcomes for the communities they serve. We provide training, publications, consultancy support, and we carry out independent evaluations. We also publish PQASSO, the voluntary sector's leading quality standards.

CES believes in:

- the power of evaluation and quality to make the sector more effective
- evaluation for learning as well as accountability
- respecting diversity
- working sustainably and minimising our environmental footprint
- sharing knowledge
- learning from those with whom we work.

We want to help you to make a difference. Everything we do is focussed on supporting you in your work, embedding learning and leaving a lasting legacy.

To find out how we have helped others, visit [www.ces-vol.org.uk/feedback](http://www.ces-vol.org.uk/feedback)

For more information on the range of services we provide visit [www.ces-vol.org.uk](http://www.ces-vol.org.uk)

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**‘[Since the training] when applying for additional funding, our aims and objectives are much more accurate and truly represent our project.’**

Anon

## We are experts

CES has a proven track record of delivering high quality training. We are specialists with over twenty years’ experience of helping organisations with their work on monitoring, evaluation and quality improvement.

### Our reputation is based on excellence

Participant feedback for 2010 reported:

Increase in knowledge **97%**

Course aims well met **98%**

Increased confidence **93%**

CES helps organisations to demonstrate the difference that they make and to develop the essential skills needed to ensure that this becomes an integral part of their work.

We design very practical training courses supported by helpful tools so that participants can get started straight away.

**‘We gather statistical data routinely as a matter of course, but the aims and objectives identified in the course for our project gave explicit measures which was good.’**

Gillian Tanner, St David’s Foundation Hospice Care

We use a variety of training styles and ensure that everyone feels encouraged and supported. We allow time for participants to apply the learning to their own work context under the guidance of the trainer.

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**'The trainer was phenomenal!  
I learnt more about strategy  
in the two days than I had in  
the last 7 years!'**

Feedback from course participant

## We are experts



### Trainers with a difference

When it comes to selecting trainers we think our participants deserve only the best.

All of our trainers have extensive knowledge of the topics on which they train. This is gained from a combination of research and practical hands-on experience. Because our trainers are also practitioners, they add their own unique insight and are able to use real life examples when illustrating key learning points, answering questions or supporting training participants. This means that we can be confident that all of our courses will consistently meet our exacting standards and that you will receive the expert tuition that people expect from CES.

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**'I really like the follow-up postcard as it just keeps it in mind.'**

Cath Lee, Small Charities Coalition

## We are flexible

We offer a full programme of training delivered from our accessible training venue in London, or if you prefer we can come to you.

For more information on current pricing and how to book visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training)

### You can come to us

We run a variety of scheduled courses at our London venue, with good transport links. We offer course discounts and packages to encourage participants to attend all of the training that they need and to develop as individuals.

Prices start from £99 when you come to us.

### We can come to you

If you want a cost-effective way to train a group of people at either your organisation or in your area, we can come and deliver training at a venue provided by you. If you have too few people for a dedicated course, you can spread your training budget a little further by involving other organisations in your local area to help share the cost.

Prices start from £595 when we come to you.

We also offer additional services which include facilitated workshops, development and delivery of bespoke training courses or providing speakers at events.

### We want to help you to make a difference

A variety of support is available to help you to implement your learning, including:

- practical tools and frameworks provided at the training course
- a host of free resources on our website
- free follow-up support so you can get in touch if you need help once you are back in the office.

We know that this approach works, 88%<sup>1</sup> of our training participants had put their learning into practice.

If you are not sure which course is right for you or how CES can best meet your needs then give us a call and speak to our friendly training team. Alternatively we have lots of information about our training on our dedicated training pages at [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) or if you prefer you can email us on [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk)

<sup>1</sup>Outcomes interview, report dated January to March 2010

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‘CES provide such a crucial service to specialist third sector organisations like Voice4Change England. They’ve been brilliant with follow-up queries as well. The training day completely changed the way I planned my work streams, projects and campaigns and helped me articulate my activities in ‘outcomes language.’

Feedback from course participant

# Upcoming courses for 2011

## How to book

All courses listed below are delivered in London unless otherwise stated. We can also come to you to deliver training if that is more convenient.

To access a booking form and to get information on our fees and terms and conditions visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) Alternatively, give us a call on 020 7713 5722 or email [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk)

To view our calendar of upcoming dates visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) or for details of all off-the-shelf courses available visit [www.ces-vol.org.uk/courses](http://www.ces-vol.org.uk/courses)

The needs of the sector are changing rapidly and organisations need to adapt to an environment of spending cuts and changing political priorities.

CES has responded with a complete overhaul of all of our training courses to make sure that all of our courses are current and up-to-date in this changing climate.

We have got lots of plans for 2011. For the latest information on the courses available from CES visit [www.ces-vol.org.uk/courses](http://www.ces-vol.org.uk/courses)

Alternatively, to receive unique special offers and to get information directly to your inbox sign-up for our monthly training e-bulletin by emailing [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk) with ‘subscribe’ in the subject heading. Don’t worry, if you want to stop receiving it at any time, you can simply unsubscribe.

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**‘The course has left me feeling enthusiastic about the task ahead!’**

Feedback from course participant

# Courses on PQASSO to help you improve your performance

## Implementing PQASSO

This course provides a step-by-step guide to the successful implementation of PQASSO. You will leave the course with a good understanding of PQASSO, the self-assessment process, and a comprehensive plan to introduce a culture of quality improvement at your organisation.

**Who for:** anyone interested in knowing more about PQASSO and for people taking a lead in implementing PQASSO. It is also suitable for people currently using PQASSO who want to review their self-assessment and action plans. If you would like to apply for the PQASSO Quality Mark you may also find this course helpful, although this is not its prime focus.

**Duration:** two days

## **NEW! PQASSO Quality Mark: Getting ready for assessment**

Are you thinking of applying for the PQASSO Quality Mark, but you are not sure whether your organisation is ready yet?

This course is specifically designed to train and support people with the lead responsibility for preparing an organisation for a PQASSO Quality Mark review. The course will teach participants how to identify weaknesses and to develop action plans. It will provide comprehensive guidance on preparing for a peer review.

**Who for:** anyone that has already attended CES training on PQASSO or has significant experience of implementing PQASSO, and who wishes to build on their skills and learn how to get ready for a PQASSO Quality Mark assessment.

**Duration:** two days

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**‘The work of CES has made a huge difference to us. We now have clear objectives, based on a comprehensive quality framework. The national office and the 75 local providers are all working with PQASSO.’**

Dale Meegan, Director of Services at Relate's National Office

# Courses on PQASSO to help you improve your performance

## **New! PQASSO: For large organisations**

PQASSO is an award winning quality system used widely in the voluntary and community sector by organisations of all types and sizes. This new course is designed specifically for large voluntary and community sector organisations that are wishing to implement PQASSO.

This course will provide practical guidance on how to conduct a self-assessment against the PQASSO standards in an organisation that is; multi-sited, has a large number of staff and/or a wide range of projects. It will address the steps you need to take in order to develop an implementation plan to ensure that there is consistency across the entire organisation.

**Who for:** anyone from an organisation that is either multi-sited, has a large number of staff and/or delivers a wide range of projects who is interested in knowing more about PQASSO. For people from smaller organisations we would recommend that you review the alternative PQASSO courses available or contact [020 7713 5722](tel:02077135722) to discuss the most appropriate PQASSO course to meet your needs.

**Duration:** one day

## **NEW! PQASSO Masterclass: For managers**

This fast-paced one day masterclass is designed to meet the needs of managers. It will cover essential information you need to know about PQASSO, the self-assessment process and the prestigious PQASSO Quality Mark.

**Who for:** managers that wish to learn more about PQASSO with a group of peers.

**Duration:** one day

We are also offering an **Outcomes Masterclass: For senior managers**, as part of the programme of masterclasses for different audiences. If you do not see a masterclass listed that will meet your needs, get in touch to speak to the training team or visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) to view the latest update on scheduled courses.

**To view the calendar of available dates visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training)**

**To find out how CES can help you call [020 7713 5722](tel:02077135722) or email [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk)**

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**‘Good balance of presentation v group work. Very helpful to be able to attend with a colleague.’**

Feedback from course participant

**‘This course should be compulsory for every organisation.’**

Feedback from course participant

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# Courses on outcomes to help you demonstrate your effectiveness

All of our courses on outcomes explain the key monitoring and evaluation concepts including aims, objectives, outputs, outcomes and impact.

#### **NEW! Getting ready for outcomes**

Includes free publication on self-evaluation

This course will start with an organisational needs health check around monitoring and evaluation. It will then explain all the key monitoring and evaluation concepts and principles essential to developing a monitoring and evaluation framework to measure and demonstrate your effectiveness. All participants will leave having developed their own CES planning triangle<sup>®</sup> and organisational development plan. They will also have a clear understanding of the benefits of an outcomes approach.

**Who for:** you will benefit most from this course if you are a decision-maker within your organisation and are seriously considering implementing an outcomes approach, or are reviewing the way you currently gather, hold and use data for learning and reporting.

**Duration:** one day

#### **How to demonstrate outcomes**

Includes free publication on self-evaluation

This very popular course explains all of the key monitoring and evaluation concepts but goes into greater depth and detail to go beyond an overview. Time is allocated for you to apply your learning to your own work context with guidance from the trainer while you develop a CES planning triangle<sup>®</sup> and monitoring and evaluation framework for your work. Critical success factors to implement what you have learned are also covered.

**Who for:** anyone who wishes to go beyond an overview of an outcomes approach and/or those who wish to spend more time considering their work with the support of a trainer. Great to attend with a colleague!

**Duration:** two days

To view the calendar of available dates visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training)

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**‘I wanted clarity about a lot of the jargon that surrounds monitoring and evaluation and that is exactly what I got.’**

Feedback from course participant

## Courses on outcomes to help you demonstrate your effectiveness

### **REVISED** Advanced course: How to demonstrate outcomes

*Includes free copy of [Practical monitoring and evaluation: a guide for voluntary organisations](#)*

This intensive course provides a thorough grounding in monitoring and self-evaluation with an outcomes focus. It considers widely-used approaches to outcome-focused monitoring and evaluation including CES' indicator-based approach. Through practical exercises you will explore how to set evaluation questions and look at ways to collect, analyse and report on monitoring and evaluation information for key stakeholders. The course also considers tips for making the economic case for your work and addresses aspects of programmatic evaluation and/or impact assessment.

**Who for:** people who have some experience of outcomes and/or wish to review or increase their knowledge in implementing monitoring and evaluation systems. This course is also a good choice for people that have previously attended a CES outcomes training course and want to refresh and extend their knowledge.

**Duration:** three days

### **NEW!** Outcomes Masterclass: For senior managers

This masterclass is designed specifically for senior managers and chief executives who wish to demonstrate the outcomes and impact of their organisation's work. The course will use appropriate case examples of good practice and will provide opportunities for participants to network and learn with a group of peers who are all grappling with similar issues.

**Who for:** this course is suitable for all senior managers, chief executives and trustees who wish to develop their work around outcomes.

**Duration:** one day

We are also offering a **PQASSO Masterclass: For managers**, as part of the programme of masterclasses for different audiences. If you do not see a masterclass listed that will meet your needs, get in touch to speak to the training team or visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) to view the latest update on scheduled courses.

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**‘The best course I’ve been on in a long time. Excellent tutor – always able to respond to questions, however challenging, and offered great explanations.’**

Feedback from course participant

## Courses on outcomes to help you demonstrate your effectiveness

### **NEW!** Getting ready for working with commissioners

This course covers all of the essential information you need to understand the basic principles around commissioning and how performance management fits into this process. The course will introduce and explain the purpose and benefits of a range of tools and techniques that can be used by organisations to demonstrate how they meet monitoring and quality requirements.

**Who for:** this course is suitable for anyone that is getting ready to bid for contracts and who is interested in learning more about what commissioners are looking for from third sector organisations to demonstrate their effectiveness.

**Duration:** one day

### **Social Return on Investment (SROI): an overview**

SROI offers a new way to measure and account for the value of your work and is attracting a lot of interest from funders, government and voluntary sector organisations. SROI shares the same initial stages as the CES approach, particularly with regard to identifying outcomes, indicators and collecting data.

This half-day course will introduce you to the six stages of SROI, explaining what SROI really is and what is involved for your organisation should you choose this method of social accounting.

**Who for:** anyone who has an understanding of outcomes and wants to find out more about SROI.

Please note: This course does not explain key monitoring and evaluation concepts and you will not be able to conduct an SROI after attending this half day session.

**Duration:** half day

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**‘Really enjoyed the course - clear information about how to set up systems for monitoring and evaluating campaigns, as well as practical ideas for tracking campaigning activity and outcomes.’**

Feedback from course participant

# Courses on outcomes to help you demonstrate your effectiveness

## Courses for specific audiences

### How to assess the outcomes of projects you fund

As funders and commissioners, you want to be able to assess and demonstrate the effectiveness of your grant-giving.

This course focuses on good practice and allows you to consider what you need to know about the organisations and projects you fund. We offer practical advice and tips on how to design and implement a proportionate monitoring system, as well as how to effectively use the information once you have collected it.

**Who for:** voluntary sector funders, commissioners, grants officers or trustees involved in reviewing or developing a system for monitoring and evaluating grant-giving.

**Duration:** one day

### How to demonstrate the outcomes of your campaigning and policy work

Demonstrating whether your campaigning and policy work has contributed to changes in attitudes or behaviour, influenced decision makers or policies, can be particularly challenging.

This course will help you to clarify the aims and objectives of your campaigning and to define the changes you would like to see in target audiences. You will also consider the processes needed to achieve these. We will explore ways to track the effectiveness of your campaigning and policy work by developing a practical monitoring and evaluation framework.

**Who for:** anyone working in a campaigning or policy environment who wishes their work to be as effective as it can be.

**Duration:** one day

We are introducing a programme of masterclasses to the schedule. The masterclasses are for a range of audiences on **PQASSO** and **Outcomes**. If you do not see a masterclass listed that will meet your needs, get in touch with the training team.

To view the calendar of available dates visit [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training)

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**‘Excellent course, I would recommend it. I am excited about using everything I have learned!’**

Feedback from course participant

# Strategic planning

 to help you plan for the long-term

## **NEW!** Strategic planning: an overview

Strategic planning can help your organisation to develop a clear direction and be better able to respond to internal or external challenges. It can also help your organisation to become more effective at meeting the needs of your users, funders and other stakeholders.

This new course will help you by improving your knowledge of the strategy process, from clarifying your mission and gaining an understanding of the environment in which you operate, to giving you the tools to develop long and short term plans.

**Who for:** people who are involved in strategic planning at their organisation or anyone who wishes to increase their knowledge and understanding of the process.

**Duration:** one day

If you do not find a course in this guide that meets your needs give us a call on [020 7713 5722](tel:02077135722) and speak to our friendly training team. We regularly add new courses to the calendar at [www.ces-vol.org.uk/training](http://www.ces-vol.org.uk/training) but if you don't want to miss out, why not sign up to our e-bulletin by emailing [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk) with 'subscribe' in the subject heading. Don't worry, if you want to stop receiving it at any time, you can simply unsubscribe.

We also have over 20 off-the-shelf courses that are available for us to deliver at a venue of your choice. If none of them meet your requirements we are happy to deliver bespoke courses, tailored to meet your needs.

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## Courses on practical skills

to help you measure  
and present outcomes

### How to collect, analyse, present and use data

This course will explore the next steps that you should take once you are clear about the monitoring and evaluation information that you need to collect. Different ways to collect information will be explored and participants will have an opportunity to carry out basic analysis of data. We will also look at a range of options for communicating your information effectively.

**Who for:** if you are ready to collect monitoring information for your project but are not sure what tools to use, how to analyse the information and how to turn it into an appealing and useful evaluation, this course is for you!

**Duration:** two days

### **NEW!** How to choose and use ICT for outcomes

Knowing how best to use ICT resources that are available for tracking the outcomes of your work can be a challenge. This new course will primarily focus on using databases and other electronic methods to collect, manage and analyse information for monitoring and evaluation. The course will also review existing mid to low-cost options available, identifying the pros and cons of each and looking at real life experiences from organisations making use of these resources.

**Who for:** evaluation or monitoring staff or senior managers, as well as project managers or those involved in recommending or purchasing ICT and who have an understanding of outcomes.

**Duration:** one day

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**‘Really excellent course,  
I especially found the  
practical exercises helpful  
and have learned a huge  
amount through the day.’**

Feedback from course participant

## Courses on practical skills

to help you measure  
and present outcomes

### How to run successful focus groups

Focus groups are an interactive way to collect qualitative information, including feedback from stakeholders. To make sure that your focus group is well run and stays on track, good organisation and facilitation skills are needed.

This course will take you through the critical steps in planning and facilitating a successful focus group. Participants will get an opportunity to put learning into practice by observing, running or participating in a focus group during the day.

**Who for:** anyone who would like to use focus groups as a means of collecting information or would like to improve their skills in running effective focus groups.

**Duration:** one day

### How to design successful questionnaires

Questionnaires play an important role when collecting information about your services and your stakeholders. Designing successful questionnaires which provide the information you need takes skill and knowledge.

This course will help you to design questionnaires that deliver robust and useful results. You will learn best practice tips and consider why it is important to think about the order and wording of questions, as well as issues of length and layout.

**Who for:** anyone wishing to use questionnaires to collect information. The course is suitable for those new to questionnaire design and for those who have been designing them for some time but wish to improve their practice.

**Duration:** one day

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# Courses for support providers to cascade learning

These courses are for people who train and support others  
Acceptance on these courses is subject to an application process.



## PQASSO mentor programme

PQASSO mentors train and support groups to implement PQASSO.

### PQASSO: mentor training

This course considers the 'hard' and 'soft' skills required of mentors to effectively communicate PQASSO implementation to third sector organisations. You will review the key learning messages of PQASSO implementation and explore the mentor role to gain a deeper understanding of PQASSO.

Following an assessed presentation on day three, successful participants will be awarded a three-year licence which entitles you to train others in PQASSO, receive ongoing technical support and use CES PQASSO materials.

**Who for:** people that meet the PQASSO mentor person specification and wish to train and support groups to implement PQASSO.

**Duration:** three days

For information on the person specification and application process visit  
[www.ces-vol.org.uk/pqassomentors](http://www.ces-vol.org.uk/pqassomentors)

### PQASSO: fast track for prospective mentors

This course provides the foundation knowledge and understanding of PQASSO necessary for prospective mentors. By the end of the course you will have considered the theoretical and practical aspects of using PQASSO within an organisation and developed your understanding of the recommended CES approach to PQASSO implementation.

**Who for:** specifically for prospective PQASSO mentors that have submitted an application form and been provisionally accepted onto the **PQASSO: mentor training programme.**

**Duration:** one day

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**‘I have been impressed by the programme’s training and materials and enjoyed seeing how an Outcomes approach is enlightening for the VCOs who take it on board.’**

Yannick Auckland, COVER

**‘The relevance of the subject, the learning process, the materials and the support are excellent.’**

Pauline Arce-Casillas, Voluntary Action Westminster

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# Courses for support providers to cascade learning

These courses are for people who train and support others  
Acceptance on these courses is subject to an application process.



## Outcomes champion training

Outcomes Champions come from local and national infrastructure organisations across the UK and are trained by CES in the outcomes approach and how to help others use it.

If you are interested in helping other organisations to show the difference their services are making and be able to prove their worth better, then this practical training course provides you with the skills and knowledge to do that. You will benefit from gaining vital knowledge of an outcomes approach, and will be given the resources to cascade this approach to local organisations that need support in showing the outcomes of their work.

Becoming an Outcomes Champion can also increase the services your organisation offers and its potential for income generation.

**Who for:** anyone who meets the person specification and who wishes to advise, support and train voluntary sector organisations on using an outcomes focus.

**Duration:** four days

For information on how to apply and what to expect from the process of becoming an outcomes champion, visit [www.ces-vol.org.uk/champions](http://www.ces-vol.org.uk/champions)

To find out how CES can help you call 020 7713 5722 or email [training@ces-vol.org.uk](mailto:training@ces-vol.org.uk)

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# Free workshops and training

## Preparing for PQASSO Quality Mark

The PQASSO Quality Mark is the prestigious award that demonstrates that an organisation has been externally assessed and has achieved the PQASSO quality standards.

If you are interested in finding out more about the PQASSO Quality Mark, this free half-day workshop will tell you everything you need to know.

**Who for:** anyone who is interested in knowing more about the PQASSO Quality Mark and how to apply.

## Booking is essential



## NEW! PQASSO: the essentials

Do you find it difficult to get time away from the office? Do you want to learn more about PQASSO and the PQASSO Quality Mark? If you do, our free on-line training course is designed specifically for you.

This online course will introduce you to PQASSO and the PQASSO Quality Mark. You will find out about the benefits of PQASSO, learn how to carry out a self-assessment and have step-by-step guidance on how to achieve the PQASSO Quality Mark.

**Who for:** this course is for anyone who is interested in finding out more about PQASSO or who is interested in applying for the PQASSO Quality Mark and wishes to know more about what is involved.

This is a free course available at [www.ces-vol.org.uk/elearning](http://www.ces-vol.org.uk/elearning)

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**‘I would like to thank you for the training you led us through. Monitoring and evaluation are challenging issues when considering the impact of work with other organisations, but I feel the course has put me on the right track, with lots to think about.’**

Keith Kibirango, Kairos in Soho

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## How to contact us



To find out how CES can help you, please get in touch.

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