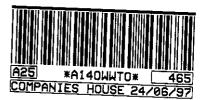
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CHARITIES EVALUATION SERVICES

A Company Limited by Guarantee and not having a Share Capital

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

for the year ended 31 December 1996



CHARITIES EVALUATION SERVICES A Company Limited by Guarantee and not having a Share Capital Contents

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CHARITIES EVALUATION SERVICES A Company Limited by Guarantee and not having a Share Capital Company Information

Trustees Sir Alan Goodison (Chairman)

Blossom Jackson (Vice Chairman)

Nicholas Martin (Treasurer)

Dorothy Dalton Himu Gupta Dieter Kessel Judith Marsh

Dorothy Pine-McLarty Prof. Helen Simons Peter Williams

Secretary Elizabeth Ann Cooper

Company Number 2510318 (England and Wales)

Charity Number 803602

Business Address 4 Coldbath Square

London EC1R 5HL

Registered Office 4 Coldbath Square

London EC1R 5HL

Auditors Citroen Wells

Devonshire House
1 Devonshire Street

London W1N 2DR

Bankers Coutts & Co

440 Strand London WC2R 0QS

Solicitors Sinclair Taylor & Martin

9 Thorpe Close Portobello Road

London W10 5XL

The trustees present their report and the financial statements for the year ended 31 December 1996.

Mission Statement

Charities Evaluation Services (CES) is a charitable company, established in 1990, with the overall mission of increasing the effectiveness of the voluntary sector by developing its use of evaluation and quality systems.

Statement of Objectives

The objectives of CES are to deliver training to voluntary organisations and funders on selfevaluation and quality, provide information and publications on evaluation and quality, technical assistance on developing evaluation and quality systems and conduct external evaluations on behalf of voluntary organisations and their funders.

CES is committed to assisting organisations throughout the UK and the policy of delivering training in different parts of the country has continued.

During 1996 CES has persisted with its original intention of strengthening voluntary organisations through the above means and has managed to maintain some free and highly subsidised training and information services due to the continuance of a government grant.

Review of the developments, activities and achievements of CES

1996 was a very successful year for CES. In particular, higher levels of services were delivered to larger numbers of beneficiaries without increasing staff levels. The organisation's profile was raised considerably, both directly through promotional literature and the production of nine articles, and indirectly through presentations at fourteen conferences and seminars of other organisations. In addition, CES ran eight seminars on quality and held a major national conference to promote its 'Quality in Charities' programme, which was attended by more than one hundred people from leading charities.

As a result three hundred and fifty one organisations either requested information packs on CES, on evaluation or on training. In addition, 746 participants received training packs on how to implement self-evaluation in their organisations. Eighty three organisations received free technical assistance on the implementation of evaluation, management and quality systems.

CES' training is about helping to develop practical skills in monitoring, evaluating and implementing quality systems that will help voluntary sector organisations use time and resources more effectively. Training was even more successful during 1996 than formerly in terms of the numbers of people we trained. During the year, we ran half-day, one-day, two-day, three-day and five-day courses. In total, we ran 67 courses on monitoring and evaluation and quality. They were attended by 746 participants from 459 organisations, compared to 624 participants from 273 organisations in 1995.

CES has been able to offer a consistently high standard of cost effective training that caters for a wide variety of individual needs. Overall satisfaction with our material, trainers, content and style is very high. Judging from information held in our monitoring system, CES has had a considerable impact upon voluntary organisations. Staff have developed practical skills in monitoring and evaluating and in implementing quality systems, and information from those systems has been used to strengthen their organisations.

With regard to external evaluations, CES is concerned to concentrate on exemplary work that reflects its principles of strengthening the sector and enhancing its reputation. Twelve new external evaluations were acquired during the year and only two of our tenders were rejected. Many of our evaluations are long term — one, two and even three years. As a consequence, a series of evaluations were still continuing from the previous year. CES continued to conduct a wide variety of studies — some of them for very small organisations, others for funders, umbrella organisations or international bodies. These range from an outcome evaluation of a USA funding programme for the development of NGO resource centres in six Central and Eastern European countries; evaluating a national support service for cancer patients; creating an audit function for an international development agency; evaluating a national research programme for patients suffering from a neurological disease; to evaluating a rural community care programme.

During 1995 CES developed three new three-year programmes which continued through 1996.

The first was entitled 'Quality in Charities' which is based upon a partnership with the British Quality Foundation, the implementing body for the UK/European Quality Award. CES has been providing free consultancy to eighteen charities to help them apply the model within their organisations. The programme has been very successful and widely reported in the press.

The second refers to a Dissemination Programme of CES' work. During the year, CES established bi-monthly lunchtime seminars to disseminate its work. Articles are being written on each of these. In addition, a researcher has tracked participants through training courses and is writing up case studies of ways in which they have been attempting to implement self-evaluation within their organisations.

The third is a 'Training of Trainers' management programme for Romanian NGOs. Twelve people will become trainers and during the coming year they will be training sixty people themselves under guidance from CES.

At the end of the year the charity commenced a strategic planning process which involved a half-day with staff, the writing of a policy paper by the senior management team and a second half-day session with Trustees and staff. The new strategic plan will commence in April 1997 and cover the following three years. During the year, two areas of CES' work were reviewed against the UK Quality Award model and, as a result, the Aims and Objectives were refined.

During the year, there were a number of important external events impacting upon CES relating to the increased interest in standards for the sector. CES was asked to contribute to the Commission on the Voluntary Sector, and to discuss with funders and the Charity Commission matters relating to quality standards for the voluntary sector. CES commenced the development of a new quality assurance system for small organisations which is due for publication in mid 1997.

During 1996 CES benefited from having a volunteer who helped out with research, conference organisation and self-evaluation. She in turn received training from CES. The organisation was also provided with a secondee from Coopers and Lybrand who conducted a client satisfaction survey of those clients with whom we had a contract for carrying out external evaluations (20 clients in all). The survey shows that all clients would use CES again and would recommend CES. 85% of clients noted some or many organisational improvements as a consequence of CES' involvement.

Financial Review

We have, for the first time, adopted the Statement of Recommended Practice (SORP) 'Accounting by Charities' issued in October 1995.

The adoption of the SORP has radically changed the presentation of the financial statements and resulted in a change in accounting policy concerning a gift receivable over 3 years that is subject to restrictions and pre-conditions imposed by the donor. In the previous year, the accounting policy was to initially credit the gift monies received to restricted funds and subsequently, recognise them as income on the pre-conditions imposed being fulfilled.

Following the adoption of the SORP, the company now initially credits the gift monies received to deferred income included within creditors in the balance sheet. The subsequent recognition of such amounts as income remains dependent on the pre-conditions imposed being fulfilled.

As a result of this change, the restricted fund balance previously carried forward at 31 December 1995 of £16,000 has been reclassified as deferred income and is included within creditors accordingly. There is no effect on the results for the previous year.

The Statement of Financial Activities set out on page 9 of the financial statements shows how CES' incoming resources have been expended in the year to 31 December 1996.

Incoming Resources

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Total incoming resources amounted to £550,305, an increase of £109,642 compared to the previous year.

The increase is attributable to the higher level of self-generated fee income which increased to £382,903 compared to £272,793 for the previous year. In particular, more training courses were delivered to a larger number of beneficiaries and a large contract was secured for a UK based international development agency.

Funding from grants and donations fell marginally to £161,981 from £162,179.

Interest receivable and similar income was largely unchanged, £5,421 as opposed to £5,691.

Resources Expended

Total expenditure in the year amounted to £529,408.

Direct charitable expenditure increased substantially to £470,579 from £400,769 reflecting the higher levels of services delivered to a large number of beneficiaries.

Fundraising and publicity costs amounted to £2,325.

The costs of managing and administering the company amounted to £56,504 a decrease of £10,940 compared to the previous year. The decrease is attributable to non-recurring costs incurred in 1995 referred to below.

Summary of Accounts

The results show a surplus of incoming resources over resources expended of £20,897. This contrasts with a deficit last year of £27,550 which is accounted for by one-off costs associated with the move to new premises and deficits on regional operations in Wales and Northern Ireland that were closed during 1995.

A Company Limited by Guarantee and not having a Share Capital Trustees' Report for the year ended 31 December 1996

Assets and Liabilities

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The balance sheet on page 10 of the financial statements shows the financial position of CES at 31 December 1996.

Total assets less liabilities amounted to £158,459 which is represented by the accumulated balance on unrestricted funds

The accumulated funds represent approximately 6 months running costs which is in line with good organisational practice.

Financial Outlook

CES' financial position continues to remain strong so that it is well placed to meet all current and future commitments. CES relies to an important extent on the continued support of the Voluntary and Community Division of the Department of National Heritage, to whom we wish to express our thanks.

Legal Status

CES is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The company is also a registered charity in accordance with the provisions of the Charities Act 1993

Trustees and Administration

Company policy is set by the Board of Trustees, who delegate day to day management of the organisation to the Director, Elizabeth Ann Cooper. She is assisted by two Deputy Directors, two Training Officers, a Personal Assistant, an Administrator and Assistant Administrator.

The Board meets at regular intervals to discuss and review planning, development, financial and administrative matters

The Trustees who served during the year were as shown below:

Sir Alan Goodison (Chairman) Himu Gupta Blossom Jackson (Vice Chairman) Dieter Kessel Nicholas Martin (Treasurer) Judith Marsh

Maureen Ball (resigned 24/7/96) Dorothy Pine-McLarty (appointed 24/7/96)

Amir Bhatia (resigned 24/7/96) Prof. Helen Simons

Dorothy Dalton (appointed 24/7/96) Peter Williams (appointed 24/7/96)

Naomi Eisenstadt (resigned 15/11/96) Christopher Woodcock (resigned 24/7/96)

A Company Limited by Guarantee and not having a Share Capital Trustees' Report for the year ended 31 December 1996

Auditors

In accordance with Section 385 of the Companies Act 1985, a resolution proposing that Citroen Wells be reappointed as auditors of the company will be put to the Annual General Meeting.

Trustees' Responsibilities

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and which enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Board on 30 April 1997.

Elizabeth Ann Cooper

Secretary

CHARITIES EVALUATION SERVICES A Company Limited by Guarantee and not having a Share Capital Auditor's Report to the members of Charities Evaluation Services

We have audited the financial statements on pages 9 to 19 which have been prepared under the historical cost convention and the accounting policies set out on pages 11,12 and 13.

Respective responsibilities of trustees and auditors

As described in the Report of the Trustees the company's trustees are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of the Charitable Company's state of affairs at 31 December 1996 and of its incoming resources and application of resources, including its income and expenditure in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

1 May 1997

Citroen Wells

Chartered Accountants
And Registered Auditor

from U)

Devonshire House 1 Devonshire Street London

W1N 2DR

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		Unrestricted Restricted Total Funds Total Fun			
	Note	Funds	Funds	1996	1995
		£	£	£	£
Income and Expenditure					
Incoming Resources					
Donations and gifts	2	_	40,000	40,000	36,000
less: deferred income	_	_	(7,000)	(7,000)	(16,000)
Grants receivable	3	128,981	(7,000)	128,981	142,179
Fees receivable and	J	120,701		120,501	142,177
similar income	4	382,903	_	382,903	272,793
Bank interest receivable	•	5,421	-	5,421	5,691
Total Incoming Resources		<u>517,305</u>	<u>33,000</u>	<u>550,305</u>	440,663
Resources Expended					
Direct charitable expenditure	5	441,703	28,876	470,579	400,769
Fundraising and publicity	_	2,325		2,325	-
Management and administration		_,5_5		2,525	
of the company	6	52,380	4,124	56,504	67,444
	Ū	52,500	., . ~ .	50,501	07,111
Total Resources Expended	7	496,408	33,000	529,408	468,213
Not Incoming ((Outgoing)					
Net Incoming /(Outgoing) Resources for the Year	8	20,897	-	20,897	(27,550)
Fund balances brought forward at 1 January 1996		137,562	-	137,562	165,112
Fund balances carried forward	d				
at 31 December 1996		<u>158,459</u>		<u>158,459</u>	<u>137,562</u>

The results shown above are attributable to continuing operations only.

The Company has no recognised gains or losses other than those included in the results stated above and therefore no separate statement of total recognised gains and losses has been prepared.

The notes on pages 11 to 19 form an integral part of these financial statements.

CHARITIES EVALUATION SERVICES A Company Limited by Guarantee and not having a Share Capital **Balance Sheet** as at 31 December 1996

			1996	Re	stated 1995
Fixed Assets	Note	£	£	£	£
Tangible assets	9		4,752		5,938
Current Assets					
Stocks	10	10,913		7,026	
Debtors	11	86,341		73,408	
Cash at bank and in hand		129,406		128,768	
		226,660		209,202	
Deduct:					
Current Liabilities Creditors falling due within one year	12	(72,953)		<u>(77,578)</u>	
•		*******			
Net Current Assets			153,707		131,624
Total Assets Less Current Liabiliti	ies		<u>158,459</u>		137,562
Represented by:					
Funds Unrestricted			158,459		137,562
			<u>158,459</u>		137,562

The notes on pages 11 to 19 form an integral part of these financial statements.

Approved by the Board of Trustees on 30 April 1997 and signed on behalf of the Board by

Sir Alan Goodison
Nicustas Martin

Nicholas Martin

1. Accounting Policies

1.1 Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and, for the first time, Statement of Recommended Practice (SORP) 'Accounting by Charities' issued in October 1995.

The adoption of the SORP has radically changed the presentation of the financial statements and resulted in a change in accounting policy concerning a gift receivable over 3 years that is subject to restrictions and pre-conditions imposed by the donor. In the previous year, the accounting policy was to initially credit gift monies received to restricted funds and subsequently to recognise them as income in the income and expenditure on the preconditions imposed being fulfilled.

Following the adoption of the SORP, the company now initially credits the amounts received to deferred income which is included within creditors in the balance sheet. The subsequent recognition of such amounts as income remains dependent on the pre-conditions imposed being fulfilled.

As a result of this change, the restricted funds balance previously carried forward at 31 December 1995 of £16,000 has been reclassified as deferred income and is included within creditors accordingly. There is no effect on the results for the previous year.

1.2 Income

Grants are accounted for on a receivables basis. Fees receivable and similar income are accounted for when invoiced.

Donations and gifts, subject to restrictions and pre-conditions imposed by the donor, are initially credited to deferred income and subsequently, recognised as income on the pre-conditions imposed being fulfilled.

A Company Limited by Guarantee and not having a Share Capital Notes to the Financial Statements for the year ended 31 December 1996

1.3 Resources Expended

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Resources expended are allocated between the following sub-headings:-

- Direct charitable expenditure
- Fundraising and publicity
- Management and administration of the company.

Resources expended that are attributable to more than one sub-heading are apportioned accordingly. The apportionment is based on an estimate of the resources expended in each area.

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Assets	Depreciation rate		
Computer Equipment Fixtures, fittings and	33 1/3 % Straight line		
equipment	33 1/3 % Straight line		

1.5 Publication Stocks

Stocks are stated at the lower of cost and net realisable value.

1.6 Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

1.7 Pension Costs

The pension costs charged in the financial statements represent the contributions payable by the company during the year in accordance with SSAP 24.

1.8 Taxation

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No liability arises as the company is a registered charity and is therefore exempt.

1.9 Fund accounting

Unrestricted funds consist of funds to be used for the purposes of the company at its discretion.

1.10 Cash Flow

The company has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small company.

2. Donations and Gifts

Donations and gifts relate to a gift of £115,000 receivable over three years from an anonymous donor of which £40,000 was received in the year to 31 December 1996 (year to 31 December 1995: £36,000). Total funding to 31 December 1996 amounted to £76,000.

The donor has stipulated that the gift is to be used solely for the purposes of funding the salary of an Assistant Director and initiating a three year programme to disseminate the work of CES throughout the voluntary sector in the United Kingdom.

There is also an implied pre-condition that the recognition of the gift as income is dependent on the related expenditure being incurred.

As a result of this pre-condition, £23,000 (1995: £16,000) of funding received to the balance sheet date has been credited to deferred income and is included within creditors in the balance sheet.

3. Grants Receivable

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Grants receivable were received from the following entities:

The Allen Lane Foundation
British Airways
British Telecom
Charity Projects
Coutts & Co.
The Forbes Trust
Foreign and Commonwealth Office
The Kellogg Co of GB Ltd
Marks and Spencer Plc
The Mott Foundation

Rover Group TNT Express (UK) Ltd

TSB Foundation for England & Wales
Voluntary & Community Division, Dept. of National Heritage
The Wates Foundation

4. Fees Receivable and Similar Income

Fees receivable and similar income comprise self-generated fees derived from the following services:-

	1996	1995
	£	£
Evaluation	161,046	191,689
Training	221,857	81,104
	382,903	<u>272,793</u>

Fees receivable and similar income derived from overseas entities amounted to £26,574 (1995: £24,962).

5. Direct Charitable Expenditure

Direct charitable expenditure relates to expenditure incurred in providing the following services:-

	Unrestricted Funds £	Restricted Funds £	Total 1996 £	Total 1995 £
Evaluation	194,930	15,130	210,060	217,155
Training	246,773	13,746	260,519	183,614
	441,703	28,876	470,579	400,769

6. Management and Administration of the Company

	Unrestricted	Restricted	Total	Total
	Funds	Funds	1996	1995
	£	£	£	£
Salaries and office costs	42,757	4,124	46,881	46,780
Legal and professional fees	6,770	-	6,770	7,634
Audit fees	2,200	-	2,200	2,000
Cost of Trustees' Meetings	653	-	653	2,702
Cost of moving premises	<u>52,380</u>	4,124	<u>56,504</u>	8,328 <u>67,444</u>

7. Total Resources Expended

	External Evaluation/ ning Costs	Staff Costs	Other Costs	Total 1996	Total 1995
Direct charitable	£	£	£	£	£
expenditure	198,469	207,785	64,325	470,579	400,769
Fundraising and publicity Management and administration	-	-	2,325	2,325	-
of the Company	-	36,668	19,836	56,504	67,444
	198,469	<u>244,453</u>	86,486	<u>529,408</u>	4 <u>68,213</u>

7. Total Resources Expended (continued)

	1996	1995
	£	£
Staff Costs:		
Wages and salaries	213,448	217,249
Social security costs	21,507	20,918
Pension costs	9,498	7,778
	244,453	245,945

No employee earned £40,000 p.a. or more.

The average monthly number of employees, analysed by function, was:

	1996	1995
Administration Evaluation and training	3 6	3 6
	<u></u>	<u>_</u>

The above numbers do not take account of Trustees as they do not receive any emoluments from the company.

Other Costs:

	1996	1995
	£	£
Property costs	29,762	17,273
Telephone and fax	6,443	5,361
Postage and stationery	6,717	6,924
Advertising and marketing	7,155	6,843
Legal and professional charges	6,770	7,634
Audit fees	2,200	2,000
Professional fundraising charges	2,325	-
Irrecoverable VAT	4,411	2,676
Depreciation	4,454	4,135
Travel and meetings	2,693	8,120
Publications	1,765	1,826
Cost of moving premises	-	8,328
Miscellaneous	11,791	12,452
	<u>86,486</u>	83,572

8. Net Incoming/(Outgoing) Resources for the Year

	This is stated after charging:-		1996 £	1995 £
	Auditor's remuneration Depreciation of owned fixed assets Operating lease rentals:-		2,200 4,454	2,000 4,135
	Land and buildings Hire of plant and machinery		19,984 -	11,870 1,212
9.	Tangible Fixed Assets	Fixtures, fittings and equipment	Computer equipment	Total
		£	£	£
	Cost:			
	At 1 January 1996 Additions	21,746 707	31,027 2,561	52,773 3,268
	At 31 December 1996	22,453	33,588	<u>56,041</u>
	Depreciation:			
	At 1 January 1996 Charge for year	16,610 2,804	30,225 1,650	46,835 4,454
	At 31 December 1996	<u>19,414</u>	31,875	<u>51,289</u>
	Net book value at 31 December 1996	<u>3,039</u>	<u>1,713</u>	<u>4,752</u>
	Net book value at 31 December 1995	<u>5,136</u>	<u>802</u>	<u>5,938</u>

A Company Limited by Guarantee and not having a Share Capital Notes to the Financial Statements for the year ended 31 December 1996

10.	Stocks	1996 £	1995 £
	Publication stocks	<u>10,913</u>	<u>7,026</u>
11.	Debtors	1996 £	1995 £
	Trade debtors Other debtors Prepayments and accrued income	66,575 772 6,994 74,341	43,226 10,898 7,284 61,408
	Debtors: Amounts due after more than one year	74,541	01,400
	Rent deposit	12,000	12,000
		<u>86,341</u>	<u>73,408</u>
12.	Creditors: Amounts falling due within one year	1996 £	1995 £
	Taxation and social security Accruals and deferred income	10,433 62,520	7,443 70,135
		72,953	77,578

13. Financial Commitments

At 31 December 1996, the company had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings 1996 £	Land and Buildings 1995 £
Over 5 years	<u>19,833</u>	<u>19,000</u>

A Company Limited by Guarantee and not having a Share Capital Notes to the Financial Statements for the year ended 31 December 1996

14. Pension Fund

The company operates a defined contribution pension scheme. Contributions payable for the year are charged to the income and expenditure account.