



# Commonwealth Scholarship Commission in the UK

16 May 2017

## Corporate plan – May 2017

### Contents

1. Mission statement	2
2. Background and history	3
3. Current environment	5
4. Aims and objectives	6
5. Review of recent activities	7
6. Planned activities for 2017-2018	9
7. Activities and objectives beyond 2017-2018	13
8. Financial plan	20
9. Risk management	22
Appendix 1: Founding principles of the Commonwealth Scholarship and Fellowship Plan	23
Appendix 2: CSC programme descriptors, May 2017	24
Appendix 3: Budget and resources for 2017-2018	28

## **1. Mission statement**

The Commonwealth Scholarship Commission in the UK provides the main HMG scholarship scheme led by international development objectives, and offers a vivid demonstration of the UK's enduring commitment to the Commonwealth. Our work combines development with UK national interest, by forging longstanding relationships with future innovators and leaders, and attracting high quality talent to Britain's universities. We pursue these objectives through rigorous procedures which reward merit and provide widespread access, within the framework of the international Commonwealth Scholarship and Fellowship Plan.

## 2. Background and history

For nearly 60 years, Commonwealth Scholarships have provided opportunities for exceptional students and mid-career professionals to study and learn in other Commonwealth states. This investment has proved a spectacular success. Our evaluations show that the overwhelming majority have returned to contribute to their home countries, with many reaching the highest levels of their profession. In most countries where they operate, Commonwealth Scholarships are the most popular and prestigious of all the opportunities available for overseas study.

The Commonwealth Scholarship Commission in the UK (CSC) is the non-departmental public body (NDPB) responsible for managing UK Commonwealth Scholarships. The CSC is also one of HMG's most visible channels of support for the Commonwealth. It operates completely independently of the Commonwealth Secretariat, but in close collaboration with other Commonwealth governments, who assist in identifying suitable candidates for awards. The support offered by the CSC combines scholarships at UK universities with a range of programmes, introduced in recent years, to provide targeted study and mid-career professional development opportunities. These include Split-site doctoral Scholarships for students without access to high level facilities in their own country.

Development funding organisations seeking to create significant change need highly skilled, knowledgeable, and 'northern-connected' local people on the ground in key positions, so that their programmes can be anchored locally and grounded, and therefore their chances of success increased: CSC alumni are those people. Low and middle income countries seeking to develop economically need the framework and infrastructure of policies that provoke and enable change, as well as people qualified to implement those policies nationally: CSC alumni learn in the UK how to create and draft such policies, and evidence shows that they have the integrity and competence to implement them. Such countries also require a population skilled in ways to understand and exploit new technologies and new systems (for example, for healthcare): CSC alumni build knowledge systems and teaching institutions that cascade learning to thousands.

Our work remains guided by the five principles of the Commonwealth Scholarship and Fellowship Plan (CSFP), which can be found in Appendix 1. These were established by Commonwealth education ministers at their first conference in 1959, and were reaffirmed by their successors at the 19th such conference in 2015.

The CSC applies these principles informed by consideration of changing conditions and new opportunities. The Commission has undergone radical change in recent years, designed to ensure that its work reflects the UK international development agenda. We regard this as an ongoing process. New strands of awards have included Distance Learning Scholarships to enable developing country students to obtain UK awards in targeted subjects without leaving their own countries, short periods of mid-career training for staff working in development-related professions, skills enhancement of award holders while in the UK to help ensure development impact on their return, the establishment of clear selection criteria to balance development impact with academic merit, and increased accessibility of awards through additional recruitment mechanisms. In recent years, we have also expanded our alumni activity and advanced our focus on evaluation.

Today, the CSC's work plays a distinctive and significant role in the UK's commitment to international development and the Commonwealth, while contributing to public diplomacy objectives and excellence in British higher education. Our principal sources of funding remain the Department for International Development (DFID), which funds candidates from developing Commonwealth countries, and UK universities, which share the cost of awards.

Also in conjunction with support from UK universities, and through a budget of £0.42 million per annum that has been confirmed until 2020, the Department for Business, Energy and Industrial Strategy (BEIS) supports a small number of awards for candidates from developed countries. These awards to non-overseas development assistance (ODA) eligible Commonwealth countries were funded by the Foreign and Commonwealth Office (FCO) until 2008. All DFID support is spent on beneficiaries from ODA eligible countries.

The CSC was established by the Commonwealth Scholarships Act, 1959. The constitution and responsibilities of the CSC are set out in Chapter 6 of that Act and successor legislation, most notably the International Development Act, 2002. The practical operation of the CSC is guided by a framework document and associated financial memorandum, copies of which can be found at [www.gov.uk/government/organisations/commonwealth-scholarship-commission-in-the-uk/about](http://www.gov.uk/government/organisations/commonwealth-scholarship-commission-in-the-uk/about)

As is the case for all non-departmental public bodies, our work is subject to triennial review by the Cabinet Office. The last such review, in 2013, confirmed both the need for our work and the CSC as the appropriate form of delivery. The 2015 Cabinet Office cluster review of the Commonwealth, Chevening, and Marshall Scholarship schemes in 2015 concluded that the Commonwealth Scholarships brand remains strong, and our delivery methods are efficient and cost effective. In addition to development impact, the review concluded that scholarships also have a wider beneficial impact on UK national interests:

*'Scholarship schemes build soft power, in the short and long term; they promote international development; they enhance the reputation of UK universities; they recognise and promote the highest standards of intellectual achievement; they build international academic communities; they recognise and promote the highest standards of intellectual achievement; and they project British excellence abroad, promoting the UK internationally as a place to visit, study and do business.'*

### 3. Current environment

Planning our work requires an understanding of the needs of our stakeholders, and the impact of our programmes in meeting them. The CSC seeks to acquire this through internal and external reviews, active alumni and evaluation programmes, and regular dialogue with nominating agencies, governments, and universities throughout the Commonwealth.

Current issues which will impact on the CSC's planning during the period of this corporate plan include:

1. Publication of new HMG priorities, including a stronger focus for development expenditure on promoting peace, fragile states and strengthening their resilience to crises, and prosperity; greater integration between international development and UK national interests including business and trade; and reinforced concern to ensure that expenditure is targeted on areas of maximum impact.
2. The greater spread of ODA expenditure across government, providing stronger opportunities for collaboration between the CSC and other HMG agencies.
3. Inclusion of a specific target for international scholarships by 2020 in the Sustainable Development Goals (SDGs), providing welcome recognition of the role they can play in international development. Equally, it should focus attention on which type of scholarships have most impact, and how this can be measured. Scholarships strengthen education systems in developing countries, but should be seen beyond SDG 4; they build knowledge economies that address and contribute at a high level to all 17 SDGs.
4. Establishment of a cross-government group to explore synergies between HMG scholarships, following publication of the 2015 cluster review of the Commonwealth, Chevening, and Marshall schemes. This will allow for even stronger collaboration between the schemes for mutual benefit.
5. Increased prominence of the Commonwealth, particularly in light of Brexit and, in early 2017, the publication of the report of a taskforce, established by Commonwealth education ministers, that is likely to provide strong endorsement of Commonwealth Scholarships as a vehicle for Commonwealth collaboration, and support their greater use throughout the Commonwealth.

Other aspects of our environment remain the same. The overwhelming majority of our awards go to recipients from developing countries, which continue to experience shortages of highly-educated and highly-skilled people that their own higher education systems are not yet able to produce in sufficient numbers. There is a lack of skilled professionals in key areas of government and other institutions which drive development, and there is insufficient capacity within higher education establishments to undertake top quality research into effective solutions to development problems. Those skilled professionals who are available are insufficiently exposed to international networks in their areas of knowledge.

Equity continues to be undermined by the limited access of certain groups to international higher education and scholarships. The limited pool of skilled professionals that exists in many developing countries has a male bias, which can hamper gender balance in the labour force, and constrains their ability to devise and implement gender-inclusive policies.

As a result of our work, a large proportion of awardees enhance their skills and knowledge, are employed in development-relevant occupations, and are motivated to contribute to the development efforts of their countries. This, together with more gender-balanced access, helps developing countries meet their skilled labour force requirements, and address medical, public health, agricultural, and other critical challenges. A further catalytic effect is in building domestic capacity for high level teaching and research, attracting international contracts, and engaging effectively in international processes.

The plans that follow seek to address all of these issues. These combine our role as the only international development scholarship scheme offered by the UK with recognition of the contribution that our work makes to UK diplomatic and higher education interests. Our plan focuses on activities that are distinctive among the HMG scholarship schemes – such as our emphasis on research and distance learning – and reinforces activities that ensure access and partnership with developing countries and the Commonwealth, and maintain the tight control of administrative costs that has been a characteristic of our work in recent years.

## 4. Aims and objectives

The short and long term policies identified in sections 6 and 7 are guided by our aim to be:

- **Relevant** – by providing opportunities that meet a range of academic and professional needs
- **Distinctive** – by developing programmes which add value to and complement other HMG initiatives
- **Development-focused** – by placing the needs of international development at the heart of our activities in low and middle income Commonwealth countries
- **Collaborative** – by working in conjunction with a range of stakeholders, including other HMG schemes, nominating agencies, universities, and governments throughout the Commonwealth, to ensure that our provision meets international development and wider HMG interests
- **Accessible** – by ensuring that our portfolio of awards offers opportunities to all who are capable of benefiting from them, and qualified to do so
- **Accountable** – by ensuring that our work is effectively, rigorously, and proportionately reviewed, and that emerging findings are used in our future planning
- **Inclusive** – by engaging with a distinctive Commonwealth Scholarships community of alumni, award holders and other stakeholders who collaborate to ensure the success of our work, and by making the best use of available expertise from Commissioners and specialist advisers
- **Efficient** – by maintaining robust methods of governance, in line with current good practice for non-departmental public bodies
- **Value for money** – by attracting contributions from external stakeholders and minimising the proportion of expenditure devoted to administration costs
- **Commonwealth-wide** – by contributing to a vibrant Commonwealth-wide plan, and encouraging the development of awards in other parts of the Commonwealth

These aims are pursued through three distinct objectives, as follows:

1. To enhance individual research excellence and teaching capacity and to strengthen capacity development of academic and non-academic professionals through scholarships and fellowships awarded to people from all Commonwealth countries
2. To expand the involvement of all award holders and alumni in CSC activities, maintaining a coherent network that actively supports benefits international development, UK, and Commonwealth interests
3. To maintain an informed, effective, efficient, and transparent Commission that provides value for money in delivering its objectives

## 5. Review of recent activities

The CSC's 2015-2016 business plan identified several key performance indicators, performance against which is shown in Table 1 below.

**Table 1: Performance against key performance indicators**

Key performance indicator	End of year report
a) Selection of at least 124 recipients from developing Commonwealth countries to commence doctoral studies at UK institutions	<b>KPI met</b> 156 doctoral selections for PhD and split-site study (plus 13 candidates upgraded from reserve status)
b) Selection of at least 586 recipients from developing Commonwealth countries to commence Master's level studies at UK institutions	<b>KPI met</b> 646 Master's selections (plus 79 candidates upgraded from reserve status)
c) A selection breakdown that comprises at least 45% of each gender	<b>KPI met</b> 48% of all DFID-funded scholarship selections were female candidates
d) Confirmation that all applications for doctoral and Master's programmes in the UK selected by the Commission are possible through electronic means, and that 99% of intended applications are received by the Electronic Application System (EAS)	<b>KPI met</b> All 2015 applications were submitted via the EAS
e) Confirmation, through an anonymous survey open to all Scholars and Fellows in the UK, that at least 90% of Scholars responding regard support from the Commission to be 'good' or 'excellent' (out of categories: excellent, good, average, poor, very poor in 2015)	<b>KPI met</b> 92% of respondents reported that they felt the support from the CSC was 'excellent' or 'good' pre-award. 95% reported that support was 'excellent' or 'good' for the overall administration of their award.
f) Selection of at least 178 recipients from developing Commonwealth countries to take up professional or academic fellowships at UK institutions	<b>KPI met</b> 191 Academic, Medical, and Professional Fellows selected
g) Addition of a further 750 alumni to the CSC alumni database, with contact details being maintained for at least 8,500 alumni in total	<b>KPI met</b> 850 alumni were added in 2015-2016. The CSC has email addresses for 8,500 alumni, and hard copy addresses for 9,400.
h) A package of alumni activities including at least one hard copy magazine, participation of at least 1,250 alumni in LinkedIn networks and at least ten alumni events in different countries	<b>KPI met</b> The new enhanced CSC magazine <i>Common Knowledge</i> was launched in December 2015 and sent to 12,000 alumni, award holders, and contacts. The Commonwealth Scholarships LinkedIn group had 3,260 members as of March 2016. There are regular posts on the Professional Networks groups. 27 alumni events were held in 2015-2016: Canada (6), Cyprus, India (2), Ghana, Kenya, Lesotho, Malta, Mauritius, Nigeria, Sierra Leone, Sri Lanka, Pakistan, Bangladesh, Singapore, Uganda (3), Zambia, Zimbabwe, Papua New Guinea, Guyana

i)	Evidence from alumni surveys that at least 90% of completing alumni from DFID sponsored-countries completing awards are living/working in developing countries, and/or development related organisations	<b>KPI met</b> 97% of known completing alumni during the period are living/working in developing countries, and/or development related organisations
j)	Collection of at least 150 new examples of alumni who report a personal contribution to government policies or wider socio-economic impact in key development fields	<b>KPI met</b> 230 respondents to the 2015 evaluation survey reported a personal contribution to government policies or wider socioeconomic impact in key development fields
k)	Ensuring that Commission administrative costs should form less than 10% of total expenditure during the year including applicable VAT	<b>KPI met</b> Administration costs were 5.9%
l)	Generation of matching contributions of at least £3.5 million from UK universities or other donors to the cost of Commission awards	<b>KPI met</b> The contribution of UK universities to CSC programmes, through maintenance payments and tuition fees, was £4.79m
m)	Completion of all recommendations for administrative reforms made by the NDPB review of the Commission and subsequent internal audit reviews, which reported from 2013	N/A

In addition to the above, the CSC's agenda has been influenced by the four external factors highlighted in section 3:

- The increased attention given to scholarships in the development agenda
- The desire of HMG to see greater synergy between its international scholarship schemes
- Strong endorsement of scholarships by Commonwealth education ministers, combined with the demand to ensure access
- The need to further reduce administrative costs

Proposals in response to these are included in the priorities identified in sections 6 and 7.



## 6. Planned activities for 2017-2018

The CSC's 2017-2018 business plan identifies the following programme of activities for the year. These reflect the objectives identified in section 4, and the longer term direction of work outlined in section 7. In accordance with the provisions of our framework document, the work programme is based on indicative budgets supplied by DFID in January 2016, and may be subject to change should this vary. The plan is also based on the premise of the eight programmes currently offered by the CSC being available to new entrants in 2017; recruitment processes for these have commenced at the time of writing. A draft budget was approved by the Commission at its meeting in December 2016, and revised in conjunction with DFID in January 2017. It is included as Appendix 3.

Our plan includes several areas of reform, continuing the ongoing process described above. Particular highlights for 2017-2018 (subject to resource availability) include the following:

- Leverage of increased joint funding from UK universities, thereby maximising the number of awards that the CSC can support
- Stronger liaison with DFID and other research funders across government to ensure that the development impact of the research degrees funded by the CSC is maximised
- Review of the relationship with national nominating agencies to ensure that nominated candidates fully reflect the development priorities of the countries concerned, as well as DFID priorities
- Further enhancement of the benefit of the CSC's work to HMG, by strengthening in-country collaboration with British High Commissions and our alumni network

## **Objective 1**

**To enhance individual research excellence and teaching capacity and to strengthen capacity development of academic and non-academic professionals through scholarships and fellowships awarded to people from all Commonwealth countries**

In pursuing **Objective 1**, the CSC will undertake the following **activities**:

- a) Select candidates nominated to the CSC for scholarships and fellowships, based on the criteria of academic excellence, development potential (for those from developing Commonwealth countries), research and impact potential (for those from developed Commonwealth countries), and the quality of their research or study plans
- b) Develop greater understanding and recognition of the ways in which research supported as part of CSC awards contributes to development and other HMG objectives, and continue to pilot a programme to establish the viability and impact of four-year doctoral awards
- c) Monitor award publicity, nomination arrangements, and selection criteria, to ensure that awards are fully accessible to candidates from all areas of society who are qualified to benefit, through the ongoing work of the Equity and Access Working Group
- d) Undertake a review of the balance and categories of awards provided by the CSC, and their relative effectiveness in meeting the Commission's objectives, in time for any changes to be implemented in the 2018 or 2019 selection rounds
- e) Publicise and make new awards of Professional Fellowships and appropriate Master's scholarships to deliver on the commitment to support capacity development in non-academic professions
- f) Ensure, through ongoing monitoring, that the CSC's selection procedures and criteria, and support to award holders remain fair, open, transparent, and able to draw on independent, expert advice from the UK academic community
- g) Subject to funding, expand the Shared Scholarships and Distance Learning Scholarships programmes, in ways that match unutilised funding from UK universities, targeted on DFID and wider HMG interests

## Objective 2

**To expand the involvement of all award holders and alumni in CSC activities, and to maintain a coherent network that benefits international development, and UK and Commonwealth interests**

In pursuing **Objective 2**, the CSC will undertake the following **activities**:

- a) Increase our provision for communicating the work of the CSC to current award holders and other stakeholders, with a view to securing greater participation in, and understanding of, our work
- b) Continue to improve mechanisms to ensure that all award holders have opportunities to engage fully with the CSC's activities, paying particular attention to those on distance learning awards and those who are administered jointly with host universities
- c) Develop specific activities and events for research students, as part of the CSC's intention to forge a common identity within this group
- d) Expand post-award activities (profile updates, events, receptions at British High Commissions/British Council offices) to support the engagement of alumni in activities contributing to development, UK interests, and Commonwealth values
- e) Expand the reach of the CSC's programme of evaluation and monitoring, including developing new survey frameworks, undertaking studies relating to themes emerging from the doctoral award review, and maintaining relations with other scholarship providers to ensure that the Commission remains at the cutting edge of practice in this area
- f) Work with the FCO to increase the role of British High Commissions in Commonwealth Scholarships, for example, through pre-departure and alumni activities, in accordance with the recommendations of the 2015 cluster review of HMG scholarships
- g) Increase the number and proportion of alumni with whom the CSC is in contact, including through tracing activity
- h) Effectively manage and support networks for the continued professional development of alumni, thereby enhancing the development impact of the CSC
- i) Promote opportunities for alumni to become engaged in relevant development, Commonwealth, and UK-related activities, including establishing and supporting alumni associations with the capacity to become self-sustaining, encouraging contact between alumni across national borders, and involving alumni in promotion of the CSC's programmes
- j) Engage with Commonwealth organisations and other member states to promote and develop the CSFP as a Commonwealth-wide scheme, including implementation of the findings of the CSFP Taskforce and planning for the 2018 Conference of Commonwealth Education Ministers and the Commonwealth Heads of Government Meeting

### **Objective 3**

#### **To maintain an informed, effective, efficient, and transparent Commission that provides value for money in delivering its objectives**

In pursuing **Objective 3**, the CSC will undertake the following **activities**:

- a) Monitor procedures and actively benchmark activities against other relevant scholarship providers, to ensure a robust value-for-money administration that is efficient, transparent, and accountable, so as to maximise funding available for awards and to ensure that arrangements with current service providers represent good value for money.
- b) Consider current sources of partnership and other external funding accessed by the CSC and identify any opportunities for increasing this, where compatible with other policies of the Commission and avoiding competition with other HMG scholarship schemes
- c) Ensure, through regular monitoring and a programme of audit, that the CSC's governance is of the highest and most transparent standard, and that its committee structures are fit for purpose, with provision for issues of sufficient strategic importance to be addressed between regular Commission meetings, including developing the role of Lead Commissioners to provide an overview of work in specific areas
- d) Monitor regulations and procedures to ensure that these do not disadvantage any group of potential applicants, drawing, where possible, on comparison with good practice from other scholarship and fellowship programmes
- e) Develop closer working relationships with UK government departments and relevant Commonwealth organisations to ensure that the CSC delivers on their intentions and values
- f) Support DFID to ensure selection of an effective balance of Commissioners, providing the expertise, skills, and continuity necessary for effective decision-making

## 7. Activities and objectives beyond 2017-2018

Continuity is important for scholarship schemes. The international reputation of Commonwealth Scholarships has developed over more than 50 years, maintained by successive cohorts of talented alumni. For this reason, the CSC seeks to maintain a time horizon of at least three years in its planning. Our projected activities beyond 2017-2018 are therefore based on an assumption that funding will continue at at least the same real terms level, and may be adjusted in the light of any upwards or downwards movement; the CSC has provided separate advice to DFID modelling its programmes for 2018-2019 and beyond. In addition to HMG funding, we will also be proactive in seeking additional funds where need is identified, maximising available contributions from UK universities, and being flexible in order to deploy additional funding should this become available.

Our priorities for years 2 and 3 of this plan are as follows:

**1. Maintain a portfolio of awards which meets diverse needs, while consistent with the need for administrative efficiency**

This is likely to include Master's, doctoral, distance learning, and professional awards. In this area, we recognise that any change to the balance of provision will require a timeline of at least 12-18 months. Attention will be particularly paid to enhancing programmes which allow targeting towards HMG priorities, enhance the global reputation of UK universities by promoting collaboration with high quality doctoral candidates throughout the Commonwealth, and fully utilise funding offered by UK universities for shared scholarships in targeted countries or subject disciplines.

**2. Develop the role of the CSC in supporting world class postgraduate research**

The CSC will further develop and promote its distinctive role as the only HMG international scholarship scheme offering PhD support to candidates from low and middle income countries. Past focus has been on future research contribution, but valuable research is also produced during awards. It is important to create links between CSC awards and critical early career, and to develop the potential for stronger collaboration with UK universities as well as between world class institutions in the UK and across the Commonwealth, in order to support future research partnerships. This is likely to involve developing doctoral students as a more visible community and working with external partners with a shared interest in research excellence, contributing directly to HMG objectives to address global challenges through world-class research undertaken in the UK. In addition, subject to funding, seek to expand Split-site Scholarships, providing new opportunities for Scholars studying for relevant doctorates in developing countries to undertake part of their work in the UK. This should enable more middle income country students to combine use of home and UK facilities, strengthen partnerships between UK and other Commonwealth universities.

**3. Ensure that awards are available to candidates from a wide range of backgrounds**

Priority will be given to ongoing consideration of the nomination routes and selection criteria by which award holders are chosen, ensuring that the CSC has adequate information about nomination procedures, maintaining equitable marketing and promotional activity, and considering targets in appropriate cases.

**4. Further enhance our alumni programme, to develop a distinctive community that contributes to the CSFP and HMG's wider international development and public diplomacy objectives**

Activities will include measures to increase the alumni base, and to facilitate opportunities for interaction both within and across national boundaries.

**5. Develop a clear communications strategy and maximise use of Commissioner and stakeholder expertise**

The CSC has access to significant specialist knowledge and goodwill, which can help increase impact and cost effectiveness. Independence and expertise are cited by HMG as key justifications for the CSC's NDPB status. Stronger awareness of our work among stakeholders will provide greater accountability.

**6. Further establish scholarships and fellowships as an important element in wider Commonwealth activity.**

The CSC will develop the Commonwealth-wide profile of the CSFP, through liaison with national nominating agencies, the CSFP endowment fund, other Commonwealth governments, and the Commonwealth Secretariat. We will be particularly active in ensuring a strong presence for Commonwealth Scholarships at both the Conference of Commonwealth Education Ministers and Commonwealth Heads of Government Meeting, scheduled for early 2018.

**7. Consider the development of existing and future partnerships as well as developing partnership funding**

This will include multi-year arrangements, new joint funding models, and arrangements for introducing four-year doctorates, which are being piloted for the first time in 2017.

**8. Continue to develop stronger synergies with other HMG scholarship schemes, to ensure that the UK derives maximum benefit from its investment in international scholarships**

Particular emphasis will be given to continuing to develop closer relations with British High Commissions to facilitate the inclusion of Commonwealth Scholars in their activities, and identifying further ways in which our activities can contribute to HMG international development and higher education strategies. Alumni of all UK government scholarship schemes are a local source of expertise, advice, and advocacy for both development and the interests of the UK.

**9. Ensure the highest and most transparent standards of governance and audit, and that our decision-making is based on the best possible information**

The CSC will adhere to best practice for NDPB governance, and exceed the minimum standards of DFID's departmental oversight of the Commission as its arm's length body, referencing the guidance provided by the Treasury, National Audit Office, and Cabinet Office. In addition, this will be supported by a programme of internal audit as well as a programme of monitoring and evaluation that reflects international good practice, close links with other providers, and the use of Commissioners and advisers to maximum effect.

**Table 2 CSC priorities in the context of current provision, wider aims, and activities in the 2017-2018 business plan**

Priority	Rationale	Long term objective (3 years plus)	Short term activities (business plan)	Activities already being undertaken
1. Maintain a portfolio of awards which meets diverse needs, while consistent with the need for administrative efficiency	In order to ensure that the balance of the CSC's programmes is appropriate to achieve its objectives	Capacity building in support of delivery of HMG strategic objectives for ODA investment	A. Undertake a review of the balance of CSC's programmes based on the work of the Evaluation and Monitoring Committee, in consultation with Awards Policy Committee B. Continue to monitor the balance of awards between low and middle-income countries	i. Evaluation and Monitoring and Awards Policy Committees' work on descriptors and analytic hierarchy process (AHP)
2. Develop the role of the CSC in supporting world class postgraduate research	The CSC's distinctive role as the only HMG international scholarship scheme offering PhD support for candidates from low and middle income countries; valuable research is produced during awards as well as afterwards; link between CSC awards and the critical early career stage; potential for stronger links with UK universities	Recognition of the CSC as a leading funder of research, as well as supporting creation of future research capacity. This expressed through a virtual CSC doctoral school	A. Establish programme of events aimed specifically at researchers B. Raise the profile of research achievements (e.g. in <i>Common Knowledge</i> magazine and on website) C. Enhance links between award holders undertaking research (including Split-site Scholars and Academic Fellows) D. Expand Spit-Site Scholarship route E. Expand sponsored research prize F. Review length and terms of research support following doctoral training centre (DTC) PhDs pilot. G. Take forward existing wider discussions within DFID about CSC role in DFID research funding H. Take forward existing discussions with Research Councils UK to link CSC programmes with the Global Challenges Research Fund (GCRF)	i. Introduction of Development Module ii. Introduction of sponsored prize for best research publication iii. Appointment of Lead Commissioner with research responsibilities iv. Emphasis on quality of the proposal in a robust selection procedure v. Early career Alumni Fellowships for CSC doctoral alumni vi. Review of PhD awards vii. Pilot for DTC PhDs being undertaken for 2017 awards viii. Redesign of <i>Common Knowledge</i> magazine to give higher profile to research ix. 'Doctorates and Development' seminar held in November 2016 x. Programme of meetings with UK universities

Priority	Rationale	Long term objective (3 years plus)	Short term activities (business plan)	Activities already being undertaken
3. Ensure that awards are available to candidates from a wide range of backgrounds	Meets DFID/HMG goals of equity, justice and transparency; recruiting such candidates will assist development impact	A fully inclusive award holder profile, reflecting the composition of society, taking into account the need for applicants to meet certain eligibility criteria.	<p>A. Implement recommendations from the Equity and Access Working Group</p> <p>B. Address widening participation for disadvantaged and under-represented groups</p> <p>C. Identify leadership and initiative in the following contexts, highlighting past innovation or relative disadvantage:</p> <ul style="list-style-type: none"> <li>- Personal challenges</li> <li>- Academic leadership</li> <li>- Non-curricula activities</li> <li>- Organisational influence</li> </ul>	<p>i. Established gender targets</p> <p>ii. Explicit provisions in Shared Scholarships</p> <p>iii. Distance learning opportunities</p> <p>iv. Work with agencies</p> <p>v. Stipend provision for families</p> <p>vi. Support for those with disabilities</p> <p>vii. Professional Fellowships candidates who have not necessarily gone through a traditional university education route</p> <p>viii. Equity and Access Working Group established in 2016 to review provision and look at ways to improve equity and access; report submitted to December 2016 Commission meeting</p>
4. Further enhance our alumni programme, to develop a distinctive community that contributes to the CSFP and HMG's wider international development and public diplomacy objectives	Effective contact with alumni is critical to our ability to evaluate the scheme and demonstrate impact; alumni can be strong advocates for the scheme in their own countries; the CSC may be able to help alumni to increase their development impact	A strong and visible Commonwealth Scholarships community, involving alumni, current award holders, potential applicants, and other stakeholders	<p>A. Continue alumni tracing activity</p> <p>B. Expand inclusion of alumni in promoting awards and pre-departure events</p> <p>C. Support self-sustaining alumni associations</p> <p>D. Increase contact between alumni across national borders, through the CSC LinkedIn group and other mechanisms</p> <p>E. Review CSC Professional Networks</p> <p>F. Recognise alumni activities through international impact awards</p> <p>G. Increase involvement of alumni in UK-based Scholar events</p> <p>H. Obtain sponsorship for impact and achievement awards</p>	<p>i. Over 10,000 traced CSC alumni</p> <p>ii. Established communication mechanisms, which are being developed (redesigned alumni webpages; new promotional materials)</p> <p>iii. Increased number of alumni associations in recent years</p> <p>iv. Alumni links used extensively to support evaluation work</p> <p>v. Professional Networks for alumni with subject focus</p> <p>vi. Advice to new award holders from alumni with some attendance at pre-departure briefings to share their experiences</p> <p>vii. Significant increase in engagement with alumni offices at UK universities; contacts established with over 50% of institutions</p> <p>viii. First three editions of redesigned <i>Common Knowledge</i> magazine published, with strong feedback and more focus on alumni</p> <p>ix. Budget increase for direct alumni support in country from £67,000 to £100,000 in 2016-2017</p>



Priority	Rationale	Long term objective (3 years plus)	Short term activities (business plan)	Activities already being undertaken
5. Develop a clear communications strategy and maximise use of Commissioner and stakeholder expertise	The CSC has access to significant expertise and goodwill, which can help increase impact and cost effectiveness; independence and expertise are cited by HMG as key justifications for our NDPB status; stronger awareness of CSC work amongst stakeholders will provide greater accountability	A well informed Commission, which fully utilises available expertise in making policy; a proactive communications agenda which includes regular stakeholder events and wider Commonwealth presence, including engagement with CHOGM and CCEM	A. Further develop the role of Lead Commissioners B. Increase the role of advisers, for example, through an annual event C. Engage more widely with the research community D. Broaden stakeholder involvement through a Friends of Commonwealth Scholarships group E. Redevelop website and expand social media activity and marketing platforms F. Enhance engagement with the Commonwealth Secretariat and its Secretary General	i. Substantial goodwill already exists amongst key groups ii. Existing communication mechanisms that can be built on iii. Increased Commissioner involvement in events in the UK and overseas iv. Meeting with Commonwealth Secretary General confirmed the role of Commonwealth Scholarships in meeting strategic Commonwealth goals
6. Further establish scholarships and fellowships as an important element in wider Commonwealth activity	Support for the Commonwealth remains a UK diplomatic priority; the large network of Commonwealth professional and civil society organisations is a huge untapped resource for award holders and alumni; the Commonwealth has a role in development	Scholarships and fellowships are regarded as an integral part of the Commonwealth 'offer' – both at policy level and in civil society activity. Flexibility of scholarship models such as split-site research degrees and distance learning used by other host countries. The CSC explores new opportunities which might present themselves as a result of Brexit	A. Actively promote links between current students and Commonwealth organisations or other in-country groups B. Enhance engagement with the Commonwealth Secretariat and its Secretary General, including at least one event at Marlborough House annually C. Encourage more countries to host CSFP awards, and to support the work of the CSFP endowment fund D. Commence preparation for the CHOGM (UK) and CCEM (Fiji) in 2018 E. Plan a schedule of activities for the 60th anniversary of the CSFP and the CSC F. Focus on north-north mobility, including BEIS funding of Commonwealth Scholars to the UK as part of anniversary activities	i. The CSC's active participation and influence in 19CCEM ii. Development of the CSFP Endowment Fund in recent years iii. Commonwealth civil society bodies already benefit from Professional Fellowships iv. CSFP is often referenced by the Secretary General and Deputy Secretary General in speeches v. The CSC is represented on the CSFP Taskforce set up by Commonwealth education ministers vi. Involvement of CSC award holders in events arranged by Commonwealth organisations, for example, Commonwealth Service, Commonwealth Parliamentary reception

Priority	Rationale	Long term objective (3 years plus)	Short term activities (business plan)	Activities already being undertaken
7. Consider the development of existing and future partnerships as well as developing partnership funding	Desire to provide more awards within budget; desire to strengthen partnerships, particularly with nominators such as national agencies and UK universities; HMG support for partnership and joint funding models; desire to work with other HMG scholarship schemes, while avoiding duplication and damaging competition	A cost effective CSC that delivers maximum value for money, within its academic and development objectives, and maintains effective relationships with its partners	<ul style="list-style-type: none"> <li>A. Review of balance of awards between programmes</li> <li>B. Consider shared cost contributions in the context of any expansion of doctoral support and in particular through DTC PhDs pilot</li> <li>C. Seek to further develop partnerships with national agencies and UK institutions</li> <li>D. Consider the options for fundraising with other HMG scholarship schemes, as proposed by the cluster review, while recognising distinctive strengths of each</li> <li>E. Review of balance of joint funding model with universities for awards to developed Commonwealth countries</li> <li>F. Awards Policy Committee to consider issue of partnership funding and co-branding with UK universities</li> </ul>	<ul style="list-style-type: none"> <li>i. The CSC already attracts some 20-25% of funding from external sources, as well as significant levels of in-kind contribution from Professional Fellowship host organisations</li> <li>ii. Review undertaken of the balance of costs within the Shared Scholarships programme, in particular the university contribution to tuition fees</li> <li>iii. Shared Scholarships remain oversubscribed and are an area of expansion, since they attract matching funding from universities</li> <li>iv. Funding models for four-year PhDs being considered</li> <li>v. Proposal for funding of UK postgraduate and postdoctoral Scholars to teach or study in universities in developing Commonwealth countries</li> </ul>
8. Continue to develop stronger synergies with other HMG scholarship schemes	Maximise collective impact and value for public money; implement findings from the HMG cluster review; better understand the areas in which CSC makes a distinctive contribution	The CSC makes a distinctive contribution towards a robust, internationally recognised HMG portfolio of international scholarships	<ul style="list-style-type: none"> <li>A. Seek to expand number of Commonwealth Scholars invited to attend British High Commission pre-departure/ alumni events</li> <li>B. Participate in the cross-government body established by HMG</li> <li>C. Include references to other HMG schemes in CSC materials</li> <li>D. Collaborate with HMG (and other) programmes to effectively evaluate impact</li> <li>E. Review possible development of technology for working with alumni, from annual update of Directory to interactive profiles linked to social media platforms in a new online environment</li> </ul>	<ul style="list-style-type: none"> <li>i. Three HMG departments are invited to attend Commission meetings</li> <li>ii. Cluster review found that CSC is run effectively and realises economies of scale</li> <li>iii. Briefings and mailings are sent regularly to BHCs, and High Commissioners are invited to CSC events where feasible</li> <li>iv. Commonwealth Scholars and alumni included in BHC events in 2016</li> <li>v. Common scholar and alumni database in operation</li> <li>vi. Joint student activity takes place while retaining the distinctive brands</li> <li>vii. Meeting with representatives of UKVI for HMG schemes to discuss operational immigration issues</li> </ul>

Priority	Rationale	Long term objective (3 years plus)	Short term activities (business plan)	Activities already being undertaken
9. Ensure the highest and most transparent standards of governance and audit	Meet best practice of NDPB governance and exceed minimum standards for DFID's departmental oversight of the CSC as its arm's length body, referencing guidance of the Treasury, National Audit Office, and Cabinet Office	The CSC continues to meet the requirements of, and justifies its status as, a non-departmental public body. The CSC continues to demonstrate relevance, efficiency and value for money	A. Review of legal status of the Commission	<ul style="list-style-type: none"> <li>i. Established and ongoing programme of audit by DFID Internal Audit Department (IAD)</li> <li>ii. Established governance policies, procedures, and reporting in place</li> <li>iii. Review of arrangement for service provision and appointment of service provider beyond December 2017</li> </ul>

## **8. Financial plan**

The budget for the CSC in 2017-2018 was finalised in March 2017 and can be found in the CSC business plan. Our assumption for future years is of real terms stability, which may be modified in the light of future indicative and actual budgets notified by DFID and other sponsors from time to time. In these circumstances, the figure shown in the business plan may be subject to change. The CSC framework document and financial memorandum outline the procedure and timetable for agreeing budgets for future years.

It should be noted that the budget refers only to direct income and expenditure. In addition, the CSC benefits from the in-kind support of UK universities, nominating agencies, advisers, Commissioners, and others, which, in financial terms based on the programme budget in Appendix 3, we estimate to have a value of around £5 million per annum (equivalent to 20% of the expected grant).

Against this background, the main components of our financial planning will be as follows.

### **Annual budgeting and budget review**

The framework document and financial memorandum agreed by the CSC and DFID in December 2013 established a procedure for the formulation of a detailed expenditure budget in advance of each financial year, and follow a transparent process. Commission Committees are asked to contribute ideas and priorities by mid-September. These are incorporated into a draft budget, to be considered by the Finance Committee at its autumn meeting, followed by a budget that is presented to the full Commission at its December meeting. This budget is reflected in recommendations for the number of selections to be made by Commission selection committees in the following February and March. The agreed budgets run in financial years, from 1 April to 31 March, and are reviewed by the Finance Committee at its meeting in June. In addition, the Chair of the Finance Committee and the Director of Operations meet on a monthly basis to review recent developments and propose any modifications necessary.

### **Supplementation with income from external sources**

The CSC will seek to add value to HMG support wherever possible, by attracting contributions and support from third parties. Such support should, however, be consistent with the principle that candidates are selected on merit, and in accordance with the CSC's criteria. It will not normally be CSC policy to allocate awards to particular sponsors or candidates where these would not otherwise have been selected, or to agree jointly funded programmes where these involve a disproportionate increase in administration costs.

It is expected that the main source of such contributions during the funding period will be UK universities, with which agreement has been reached for tuition fee waivers of at least 20% on selections under the CSC's current Master's and doctoral competitions. In some areas of our work, it has been possible to arrange even higher university contributions. In particular, for doctoral awards to developed countries and the Shared Scholarships programme, UK universities typically meet between 30-40% of the total cost of scholarships. In addition, the CSC seeks to negotiate advantageous tuition fee rates with suppliers of distance learning courses, reflecting the fact that groups of students are normally being supported. The CSC also recognises that hosts of Academic and Professional Fellowships make significant in-kind contributions to these schemes. The CSC receives further substantial in-kind benefit from the work of Commissioners, academic advisers, nominating agencies, and others, who provide their time without payment or at rates significantly below their market value.

### **Matching income with expenditure in each financial year**

As an NDPB, the CSC seeks to spend its annual budget as exactly as possible in the year of allocation, and does not aim to accumulate reserves between financial years. Our target is for expenditure to come within 2% of budget in each financial year – a figure that was met for each financial year since its introduction in 2011. It is recognised, however, that some safeguard is necessary against uncertainty and to maintain cash flow. In this regard, the CSC framework document and financial memorandum provide for the possibility of cash balances being maintained. However, funds shall be kept at a minimum level consistent with the efficient operation of the Commission. We believe that the availability of such funds is critical to our ability to be a well-governed organisation.

## **Supporting strategic priorities**

The allocation of funds will reflect the priorities of the CSC as identified in this corporate plan, and, where appropriate, the financial objectives of funding bodies.

## **Rigorous control of administration costs**

Efficient and streamlined administration is a critical element in our current strategy, which committed the CSC to ensure that its administrative costs do not account for more than 10% of total expenditure. The CSC does, however, view this figure as a maximum, rather than a target, and has reduced the rate to significantly lower than this level, through successive reductions in each of the past four years.

The CSC's financial memorandum provides mechanisms through which it will continue to keep expenditure in this area under review by:

- a) Ensuring that administration fees are approved annually as part of the budgeting process for the following financial year. This involves detailed discussion of proposals by the Finance Committee at its October meeting, and the necessity for administrative fees to be approved explicitly (rather than simply as part of the overall budget) by the full Commission
- b) Undertaking periodic comparison between the administrative costs of the CSC and those of other comparable scholarship schemes funded by HMG, and other international programmes

## 9. Risk management

The CSC has an Audit and Risk Management (ARM) Committee, in line with recommendations in the Cabinet Office document *Managing Public Money (MPM)*. This Committee, whose membership comprises at least three members of the Commission who do not sit on the Finance Committee or serve as Chair or Deputy Chair, reports directly to the Commission at each of its meetings on any aspects that it considers to be of concern. The Committee also maintains (and presents to the Commission for review at regular intervals) a register of risks with the potential to seriously impair the effective performance of the CSC, together with an assessment of the potential impact of each risk, and a list of mitigating measures in each case. In addition to the work of the Committee, the CSC's framework document includes other measures to mitigate and ensure transparency in its policies towards risk. These can be found, in particular, in paragraphs 4.6, 4.7, and 5.1.

In addition to external financial inspection, the CSC benefits from reviews of its operation by a programme of internal audit, currently provided by the DFID Internal Audit Department. This programme is managed by the ARM Committee, which determines the list of topics to be reviewed on an annual basis. By agreement with the Association of Commonwealth Universities, their internal reports which relate specifically to work undertaken for the CSC are also made available to the ARM Committee.

## **Appendix 1: Founding principles of the Commonwealth Scholarship and Fellowship Plan**

The Plan should be additional to, and distinct from, any other plan in operation.

The Plan should be based on mutual cooperation and the sharing of educational experience among the countries of the Commonwealth.

The Plan should be sufficiently flexible to take account of the diverse and changing needs of the countries of the Commonwealth.

While the Plan will be Commonwealth-wide, it is operated through a series of bilateral arrangements, to allow for the necessary flexibility.

Awards should be designed to recognise and promote the highest standards of intellectual achievement as well as technical and professional performance, and have regard to any expressed human resource or development needs of nominating countries.

## Appendix 2: CSC programme descriptors, March 2017

The CSC's eight programmes are set out in the following descriptors, with objectives identified for each. 'Development' is viewed as being associated with the next level of 'impacts'.

### Objectives of all schemes – common desired outcomes

- Implementation of new skills and content knowledge, and skills and technology transfer in the workplace (new or better practices, methods and tools, increased individual productivity and efficiency)
- Professional development (higher standards and ethics, external recognition, promotion, increased earnings, further study or career development)
- Leadership and the capacity to influence and disseminate knowledge
- Improved teaching quality, capacity, and outputs
- Improved research quality, capacity, and outputs (critical thinking, awareness of current research challenges, capacity to develop new content knowledge)
- Improved networks, partnerships, and international links

### Commonwealth PhD Scholarships

**Purpose:** To enhance individual teaching and research capacity leading to increased institutional capacity in academic and other sectors in nominating countries, and to contribute to UK higher education and research by attracting high calibre international candidates and encouraging links and collaboration

**Intended beneficiaries:** High quality graduates who have the potential to become influential leaders, teachers, or researchers in their home countries, and whose proposed research topic has been described to the satisfaction of the selection committee as having a developmental and leadership focus

**Focus sector(s):** All sectors. A number of awards are specifically offered to academic staff, in all disciplines, from selected Commonwealth universities

**Award duration:** Typically three years, with awards offered for an initial tenure of 22 months and extended following confirmation of upgrade to PhD status

**Invitation/application process:** Applications are accepted directly from national nominating agencies, invited NGOs, and selected developing country universities. Nominating institutions and agencies are encouraged to identify their own priority areas and nominate accordingly

#### Objectives of the scheme (desired outputs):

- Gain of research skills for future application
- Gain of technical and other skills relevant to Scholars' work
- With:
  - Increased numbers of highly qualified and skilled researchers working in home country universities, or
  - Increased numbers of highly qualified and skilled researchers working in home country research institutes or industry, or
  - Increased numbers of highly qualified and skilled research graduates working in a policy or implementation role in their home countries
- Networking and links made with UK institutions

### Commonwealth Split-site Scholarships

**Purpose:** To widen access to UK equipment and expertise for quality doctoral candidates from Commonwealth countries, as well as to contribute to UK and Commonwealth higher education and research through collaboration and partnerships

**Intended beneficiaries:** High quality graduates who have the potential to become influential leaders, teachers, or researchers in their home countries, and whose proposed research has a developmental and leadership focus



**Focus sector(s):** All sectors. All awards are offered to students, in all disciplines, registered for PhDs in universities in developing Commonwealth countries

**Award duration:** 12 months, which can be taken as one 12-month period or separated into two six-month periods

**Invitation/application process:** Direct application

**Objectives of the scheme (desired outputs):**

- Gain of technical and other skills relevant to Scholars' work, and skills and knowledge transfer
- Use of resources (academic expertise, laboratory facilities, archive material) not available in the Scholars' home countries
- With:
  - Increased numbers of locally trained, highly qualified and skilled researchers working in home country universities, or
  - Increased numbers of locally trained, highly qualified and skilled researchers working in home country research institutes or industries, or
  - Increased numbers of locally trained, highly qualified and skilled research graduates working in a policy or implementation role in home country universities

## **Commonwealth Master's Scholarships**

**Purpose:** To contribute to development needs of Commonwealth countries by providing training for skilled and qualified professionals and academics, and to contribute to UK higher education and foreign policy aims by encouraging collaboration and links

**Intended beneficiaries:** High quality postgraduate students who have the potential to enhance the development of their home countries with the knowledge and leadership skills they acquire

**Focus sector(s):** All sectors. Courses provide knowledge and skills likely to have a significant development impact

**Award duration:** 12 months. Awards are wholly tenable at institutions in the UK

**Invitation/application process:** Applications are accepted directly from national nominating agencies and invited NGOs

**Objectives of the scheme (desired outputs):**

- Gain of technical, policy, or other skills relevant to academic or non-academic career paths
- With:
  - Increased numbers of highly qualified and skilled doctoral level researchers working in home country universities or qualified to continue UK study, or
  - Increased numbers of highly qualified and skilled professionals working in home countries, or
  - Increased numbers of technical or policy experts working in home countries
- Links established or strengthened with UK institutions

## **Commonwealth Shared Scholarships**

**Purpose:** To contribute to development needs of Commonwealth countries by providing training for skilled and qualified professionals and academics who would not otherwise have been able to study in the UK

**Intended beneficiaries:** High quality postgraduate students who have not studied extensively overseas before and who would not otherwise have the opportunity to study in the UK, and who have the potential to enhance the development of their home countries with the knowledge and leadership skills they acquire

**Focus sector(s):** All sectors. Courses provide knowledge and skills likely to have a significant development impact, and must be approved as having a development focus

**Award duration:** Typically 12 months or the length of the specific qualification (exceptionally up to 24 months). Awards are wholly tenable at institutions in the UK

**Invitation/application process:** Commissioners select those courses that will receive support. Institutions must agree to fund living cost component of scholarship. Successful UK institutions make the initial selection of students, which is subsequently approved by the CSC. Applicants should not have studied in a developed

country for a period of longer than one year previously and are explicitly asked to declare that neither they nor their families have the funds to undertake the course without a scholarship

**Objectives of the scheme (desired outputs):**

- Increase in the number of students able to study in the UK by sharing scholarship costs with UK institutions.
- Gain of technical, policy, or other skills relevant to academic or non-academic career paths
- With:
  - Increased numbers of highly qualified and skilled doctoral level researchers working or studying in home country universities or qualified to continue UK study, or
  - Increased numbers of highly qualified and skilled professionals working in home countries, or
  - Increased numbers of highly qualified and skilled technical or policy experts working in home countries

## **Commonwealth Distance Learning Scholarships**

**Purpose:** To contribute to development needs of Commonwealth countries by providing training for skilled and qualified professionals in key development areas

**Intended beneficiaries:** High quality postgraduate students who wish to access training not available in their country and who wish or need to remain in their home country while they study, and who have the potential to enhance the development of their home countries with the knowledge and leadership skills they acquire

**Focus sector(s):** All sectors. Courses provide knowledge and skills likely to have a significant development impact, and must be approved as having a development focus

**Award duration:** Awards are tenable for six years. However, the modular nature of the courses means that awards are funded on an ongoing basis

**Invitation/application process:** Commissioners select those courses that will receive support. Successful UK institutions make the initial selection of students, which is subsequently approved by the CSC

**Objectives of the scheme (desired outputs):**

- Gain of technical, policy, or other skills relevant to graduate career paths, for immediate application in the workplace
- Increased numbers of highly qualified and skilled technical or policy experts working in home countries.
- Access to CSC awards for high quality individuals who might otherwise have been unable to benefit.

## **Commonwealth Academic Fellowships**

**Purpose:** To provide early career academics with the opportunity to plan, conduct, or write research, to encourage applications from institutions where capacity building is a priority, and to enhance knowledge, skills, and contacts in Fellows' given disciplines

**Intended beneficiaries:** Early career academics (with no less than two years' and no more than ten years' postdoctoral academic experience) working in developing country Commonwealth universities

**Focus sector(s):** Higher education, all disciplines

**Award duration:** Three to ten months

**Invitation/application process:** Nominations are invited from selected sub-Saharan African universities. CSC doctoral alumni from all countries may apply direct to the CSC

**Objectives of the scheme (desired outputs):**

- Research outputs developed, helping Fellows to build their CV
- Relevant skills and knowledge gained
- Contacts made with colleagues in relevant disciplines

## Commonwealth Professional Fellowships

**Purpose:** To provide professionals with the opportunity to enhance knowledge and skills in their given sector and to have catalytic effects on their workplaces

**Intended beneficiaries:** Mid-career professionals (defined by the CSC as having five years' relevant work experience) working in development-related organisations in developing Commonwealth countries

**Focus sector(s):** Agriculture/fisheries/forestry, economic growth, education, engineering/science/technology, environment, governance, and public health

**Award duration:** Typically three months (one to six months possible)

**Invitation/application process:** Applications are accepted directly from organisations in the UK willing to set up a programme of activity and either host the Fellow themselves or provide a link to a host. Organisations wishing to apply are required to set up a suitable programme and identify the Fellow(s) themselves

**Objectives of the scheme (desired outputs):**

- Gain of professional, technical, and other skills relevant to Fellows' work
- Enhanced collaboration and links between UK hosts and overseas partners

## Commonwealth Medical Fellowships

**Purpose:** To provide mid-career medics and dentists with the opportunity to enhance their clinical skills and to have catalytic effects on their workplaces

**Intended beneficiaries:** Mid-career medics and dentists working in developing country Commonwealth universities or affiliated teaching hospitals

**Focus sector(s):** Health

**Award duration:** Typically six months

**Invitation/application process:** Applications are invited from nominating universities in selected Commonwealth countries, and from inter-university bodies in south Asia

**Objectives of the scheme (desired outputs):**

- Gain of technical and other skills relevant to Fellows' clinical work
- Networking with others in the same or related specialties

## Appendix 3: Budget and resources for 2017-2018

A budget has been set, based upon the award of **£25.25m** by DFID in March 2017 through grant-in-aid. Individual programme allocations were made following discussions of the Commission Selection and Awards Policy Committees, and after discussion with DFID. The CSC's administration resource will be held at the 2016-17 level.

Table 1 shows the full budget for 2017-2018. Table 2 details the programme budgets.

**Table 1: All costs 2017-2018, May 2017**

Year	Allocation 2017-2018, May 2017 / 000s
Awards programmes (DFID)	22,240
Awards programmes (BEIS)	415
Administration	1,624
Non-award programmes	1,236
Immigration health surcharge	150
Expenditure/allocation	25,665

### Award expenditure 2017-2018

**Table 2: DFID programme (awards) budget 2017-2018, May 2017**

Programme	Allocation / 000s (all awards)	Committed costs / 000s	2017 Academic Year continuers	New award costs	2017 intake (projected)	2017 Awards Held (projected)	2016 intake	Allocation / % programme
Agency Master's	3,982	1,140	6	2,842	119	125	178	17.9%
Shared Scholarships	3,710	100	3	3,610	210	213	200	16.7%
Distance Learning	2,250	1,050	675	1,200	225	900	188	10.1%
PhDs	10,336	8,170	260	2,166	89	349	118	46.4%
Split-site PhDs	940	180	8	760	34	42	31	4.2%
Academic Fellows	290	80	0	210	16	16	19	1.3%
Medical Fellows	125	0	0	125	9	9	8	0.6%
Professional Fellows	635	250	0	385	100	100	91	2.9%
	<b>22,268</b>	<b>10,970</b>	<b>952</b>	<b>11,298</b>	<b>802</b>	<b>1,754</b>	<b>833</b>	<b>100% of £22.24m</b>