



# Commonwealth Scholarship Commission in the UK

## Corporate plan 2018-2019

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# 1. Mission statement

The Commonwealth Scholarship Commission in the UK (CSC) provides the main UK government scholarship scheme led by international development objectives. It operates within the framework of the Commonwealth Scholarship and Fellowship Plan (CSFP) and offers a vivid demonstration of the UK's enduring commitment to the Commonwealth. By supporting innovators and leaders of the future from across the Commonwealth, and by attracting outstanding talent to Britain's universities, the CSC's work combines sustainable development with the UK national interest. The CSC uses rigorous procedures to ensure that its programmes promote equity and inclusion, reward merit, and deliver widespread access, especially to those from disadvantaged backgrounds.

In everything we do, we aim to be:

- **Development-focused** – by placing the international development agenda at the heart of our activities
- **Collaborative** – by working with a range of stakeholders
- **Inclusive and accessible** – by ensuring that our portfolio of awards offers opportunities to all who are capable of benefiting from them and qualified to do so
- **Relevant** – by providing opportunities that address the evolving development needs of Commonwealth countries
- **Efficient and accountable** – by ensuring that our work is effectively, rigorously, and proportionately reviewed, and that emerging findings are used in our future planning

## 2. Governance statement

The Commonwealth Scholarship Commission in the United Kingdom (CSC) was established by Act of Parliament in 1959 in order to manage the UK contribution to the Commonwealth Scholarship and Fellowship Plan (CSFP), launched by Commonwealth Education Ministers in 1958. Its status was subsequently reaffirmed in the International Development Act of 2002 (the Act).

The CSC is a non-departmental public body, for which the Department for International Development (DFID) is the lead department and main sponsor, focusing exclusively on awards that deliver on poverty reduction. Other financial contributions are received from the Department for Education (DfE), for scholarships for candidates from high income countries, and the Department for Business, Energy and Industrial Strategy (BEIS), for fellowships for postdoctoral researchers. The CSC is independent of Government in its decision-making and operations; the Act legislates that the Secretary of State may not give any direction for the selection or rejection of any particular person for an award or as a candidate for an award. The CSC submits an Annual Report on its work each year to the Secretary of State; this forms the basis of a report submitted by the Secretary of State to Parliament, to which (s)he is ultimately responsible for the work of the CSC.

In addition to regulations provided in the 1959 Act (which have been confirmed in subsequent Development Acts) and subsequent Ministerial Directives, detailed governance arrangements for the CSC have been set out in a framework document. The framework includes an associated financial memorandum and the CSC's three-year corporate and one-year business plans. The DFID Internal Audit Department (IAD) provides the CSC's internal audit function. The CSC's annual income and expenditure are incorporated in the overall accounts of DFID, and the CSC account is held with the Government Banking Service.

The Commission currently comprises 13 members, including the Chair, who are appointed in accordance with the principles of the Code of Practice for Ministerial Appointments to Public Bodies. Members are appointed by the Secretary of State for an initial period of three years, with the possibility of reappointment for one further three-year appointment. The Chair of the Commission is the Accounting Officer for the CSC, with responsibility to the Secretary of State for its conduct and performance. It is expected that the Chair and other relevant officials will meet with relevant Ministers at least annually to discuss the work of the CSC.

The full Commission meets three times per year. It is supported in its work by specialist committees, made up of Commissioners, which deal with Finance, Audit and Risk Management, Awards Policy, and Evaluation and Monitoring. Separate committees of Commissioners are convened to handle the selection of scholarship recipients. The CSC has no employees, contracting out its Secretariat and other management functions to two external bodies: the Association of Commonwealth Universities (ACU) and the British Council. The effectiveness and value for money of these arrangements are formally evaluated annually by the Finance Committee, which recommends appropriate action to the full Commission. The CSC operates an Evaluation and Monitoring Programme which provides evidence of the impact of its work, through interviews and surveys of alumni and other stakeholders. The results of this programme influence the CSC's decision-making processes.

The status of the CSC was subject to an independent assessment by DFID in 2013, as part of the Government's rolling programme of triennial review of public bodies. This review reported in September 2013 that the functions carried out by the CSC are required and that the delivery model is appropriate and offers value for money.

### 3. Context

UK Commonwealth Scholarships empower individuals to tackle global development challenges – helping to transform societies and build a safer, healthier, more prosperous world for all. The CSC is committed to supporting candidates from disadvantaged backgrounds and from low and middle income countries (LMICs) to gain the skills and knowledge required to innovate for and lead sustainable development.

Commonwealth Scholarships were established with the aim of being flexible and demand-led (see Appendix 1 for the five founding principles of the CSFP). Alongside a cutting-edge evaluation programme, innovations such as Shared Scholarships (jointly funded by UK universities), Distance Learning Scholarships, and Split-site Scholarships (for those studying PhDs in their home countries) have ensured that the CSC delivers impact as well as value for money to the UK taxpayer – attracting £4.6 million of partnership funding. Further information on the Commonwealth Scholarships and Fellowships offered by the CSC can be found in Appendix 2.

Following a review process initiated by DFID in May 2017, this corporate plan outlines an ambitious three-year strategy to ensure that Commonwealth Scholarships have maximum impact on achieving the UK Aid Strategy and the UN Sustainable Development Goals (SDGs), while retaining the strengths of the scheme.

In addition to our distinctive contribution to the UK's commitment to international development, the CSC plays an important role in attracting the best and brightest talent to UK universities. The CSC promotes research excellence and innovation through international collaboration, enabling individuals and institutions across the Commonwealth to build sustainable partnerships. In recognition of this, DfE supports a small number of Commonwealth PhD Scholarships for candidates from high income Commonwealth countries. BEIS funds a programme of Commonwealth Rutherford Fellowships for postdoctoral researchers from all Commonwealth countries, launched in 2017-2018.

Commonwealth Scholarships are also one of the Commonwealth's best-known successes. Over its nearly 60-year history, the CSFP has supported over 35,000 individuals, with over 27,500 funded through the CSC. The scheme is a prestigious and well-recognised brand in the Commonwealth and beyond, and its impact was acknowledged by member governments at the 20th Conference of Commonwealth Education Ministers held in February 2018. As we approach the 60th anniversary of Commonwealth Scholarships, the CSC is proud to reaffirm its commitment to development, equity and access, and relevance.

## 4. Objectives

Over the next three years, the CSC's objectives will be:

### 1. To provide a world-class scholarship scheme that contributes to sustainable development across the Commonwealth

In pursuing **Objective 1**, the CSC will:

- a) **Offer scholarships** and fellowships to Commonwealth citizens. We will apply selection criteria which ensure that those chosen are able to demonstrate academic excellence, high-quality research/study plans, and the greatest potential for development impact
- b) **Select candidates** for DFID-funded scholarships on the basis of their specific potential for impact in one of six development-related themes:
  1. Science and technology for development
  2. Strengthening health systems and capacity
  3. Promoting global prosperity
  4. Strengthening global peace, security and governance
  5. Strengthening resilience and response to crises
  6. Access, inclusion and opportunity
- c) Offer **a range of study, research, and professional development options** to maximise the opportunities available to citizens of Commonwealth countries, with a particular focus on the needs of least developed and lower middle income countries
- d) **Build our community of scholars**, alumni, and partners
- e) **Support UK government objectives** in promotion of the Commonwealth

### 2. To ensure that our programmes promote equity and inclusion, reward merit, and deliver widespread access, especially to those from disadvantaged backgrounds

In pursuing **Objective 2**, the CSC will:

- a) **Consider personal statements and personal references in all applications** to ensure that, all other things being equal, candidates from disadvantaged backgrounds are chosen
- b) **Monitor and evaluate our work**, establish best practice, ensure key performance indicators (KPIs) are met, and commission research into the development impact that our scholarships have on recipients' communities and societies
- c) **Adapt our programmes** in line with research findings

### 3. To support and encourage cutting-edge research, innovation, and knowledge exchange throughout the Commonwealth

In pursuing **Objective 3**, the CSC will:

- a) Design and implement **programmes at a range of academic and professional levels** within higher education institutions, public sector bodies, and civil society organisations
- b) Fund award holders to produce **high-quality research with the potential for development impact**
- c) **Build relationships with and between universities** in the UK and throughout the Commonwealth
- d) **Raise additional funds** to supplement UK government contributions
- e) Prioritise applications that demonstrate **the potential to develop existing or new partnerships and international collaboration** between the UK and other Commonwealth countries
- f) **Showcase the achievements** of our Scholars and alumni in **research, innovation, and knowledge exchange**

## 5. Priorities and key performance indicators for 2018-2019

The CSC's priorities during 2018-2019 will be:

- A. To ensure that all DFID-funded scholarships are focused on six development-related themes, and that prominence is given to the 'Science and technology for development' and 'Strengthening health systems and capacity' themes
- B. To work towards ensuring that all DFID-funded scholarships are awarded to candidates without the private means to otherwise undertake the programme of study, and that excellent candidates demonstrating social or economic disadvantage receive preference
- C. To work towards a target that 90-95% of new DFID-funded awards will be for citizens of least developed and lower middle income countries and fragile states by 2020-2021
- D. To seek a stronger evidence base to support the proposal that DFID-funded Commonwealth PhD Scholarships should be focused on citizens of least developed countries and fragile states by 2020-2021
- E. To increase the number of Commonwealth Split-site, Master's, Shared, and Distance Learning Scholarships, and reduce the balance of funding allocated to DFID-funded Commonwealth PhD Scholarships, by 2020-2021
- F. To deliver a programme of scholarships for citizens of the Gambia to support the country's return to the Commonwealth
- G. To review the eligibility and structure of the Commonwealth Professional Fellowships programme in order to ensure that it is aligned with the CSC's strategy
- H. To undertake a review of recruitment and selection methods to ensure that awards are fully accessible to those qualified to benefit from them
- I. To strengthen our relationship with nominating bodies, to ensure that the scheme continues to attract high-quality candidates whose work is relevant to national needs, and that processes are robust and transparent
- J. To review the performance of the interim award application system
- K. To review and develop procedures for offering additional in-country support for Commonwealth Split-site Scholars
- L. To implement and further develop an engagement strategy to demonstrate and maximise the impact of the scheme, through building and maintaining links with external stakeholders, and encouraging award holders and alumni to identify strongly with the scheme, including through an enhanced alumni programme and expanded development training provision
- M. To further develop qualitative methods to assess the impact of our awards
- N. To commission an external study further exploring the social and economic impact of international scholarships

The CSC has agreed six key performance indicators which will be used to measure success against our objectives and priorities:

1. The highest number of DFID-funded scholarships will be awarded under the 'Science and technology for development' and 'Strengthening health systems and capacity' themes, with all DFID-funded scholarships awarded under six development-related themes.
2. At least 85% of new DFID-funded awards will be made to citizens of least developed and lower middle income countries and fragile states.
3. Mechanisms will be put in place to ensure that excellent candidates demonstrating social or economic disadvantage receive preference, with all DFID-funded scholarships awarded to candidates who declare that they could not otherwise afford to undertake the programme of study.
4. There will be an increase in the number of Commonwealth Split-Site, Master's, Shared, and Distance

Learning Scholarships, with a reduction in the balance of funding allocated to DFID-funded Commonwealth PhD Scholarships.

5. The gender balance of candidates selected for a DFID-funded scholarship will be at least 45% female and 45% male.
6. At least £4.3 million in matching contributions will be generated through partnerships with UK universities.

## **6. Financial plan**

The budget for the CSC in 2018-2019 was finalised in May 2018 and can be found in the CSC business plan and in this document as Appendix 4. Our assumption for future years is of real terms stability, in the light of future indicative and actual grants-in-aid notified by DFID and other sponsors. In the circumstance that grants-in-aid are modified, 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 4, we estimate to have a value of around £4.6 million per annum (equivalent to around 17% of the 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, revised by the CSC and DFID in early 2018, reaffirms the procedure and outlines a transparent process for the formulation of a detailed expenditure budget in advance of each financial year. 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, normally 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 government 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 they 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 for Commonwealth PhD and Master's Scholarships for low and middle income countries. In some areas of our work, it has been possible to arrange even higher university contributions. In particular, for Commonwealth PhD Scholarships for high income countries and Commonwealth Shared Scholarships, 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 Commonwealth Medical and Professional Fellowships make significant in-kind contributions to these programmes. 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 target 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 commits 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 decreased the rate to significantly lower than this level through successive annual reductions.

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 the UK government and other international programmes

## 7. 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 paragraph 4.6.

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 should be 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: Commonwealth Scholarships and Fellowships offered by the CSC

### Commonwealth PhD Scholarships (for low and middle income countries)

**Purpose:** To enhance individual teaching and research capacity leading to increased institutional capacity in academic and other sectors in Commonwealth 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 scholarships are offered specifically to academic staff, in all disciplines, from selected universities in developing Commonwealth countries.

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

**Application process:** Applications are accepted via national nominating agencies, invited NGOs, and selected universities in developing Commonwealth countries. Nominating bodies are encouraged to identify their own priority areas and nominate candidates accordingly.

### Commonwealth Split-site Scholarships (for low and middle income countries)

**Purpose:** To widen access to UK equipment and expertise for quality doctoral candidates from Commonwealth countries, and 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. The scholarships are offered to students, in all disciplines, registered for PhDs at universities in developing Commonwealth countries.

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

**Application process:** Applications are accepted directly from candidates.

### 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:** Typically 12 months, or the length of the specific qualification (up to 24 months exceptionally). The scholarships are wholly tenable at universities in the UK.

**Application process:** Applications are accepted via national nominating agencies and invited NGOs.

### Commonwealth Shared Scholarships for Master's study

**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, 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 (up to 24 months exceptionally).

**Application process:** UK universities bid for scholarships for specific courses, and must agree to fund the living cost component of the scholarships. Applications are made via successful universities, which make the initial selection of candidates, who are subsequently approved by the CSC. Applicants must not have previously studied in a developed country for a period of longer than one year, and are explicitly asked to declare that neither they nor their families have the funds to undertake the course without a scholarship.

### **Commonwealth Distance Learning Scholarships for Master's study**

**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 home countries, 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:** Up to six years. The scholarships are funded on an ongoing basis, due to the modular nature of the courses.

**Application process:** UK universities bid for scholarships for specific courses. Applications are made via successful universities, which make the initial selection of candidates, who are subsequently approved by the CSC.

### **Commonwealth PhD Scholarships (for high income countries)**

**Purpose:** To support world-class research and scholarship, 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 focus on innovation and leadership, for the benefit of wider society.

**Focus sector(s):** All sectors.

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

**Application process:** Applications are accepted directly from candidates.

### **Commonwealth Rutherford Fellowships**

**Purpose:** To support world-class research and innovation, and to contribute to the UK's research base by attracting high-calibre international candidates and encouraging links and collaboration.

**Intended beneficiaries:** Highly skilled and highly motivated PhD graduates whose proposed research topic is innovative, timely, and likely to lead to wider impact beyond the academic community and build research collaboration between the UK and other Commonwealth countries.

**Focus sector(s):** Higher education – all disciplines.

**Award duration:** One or two years.

**Application process:** Applications are accepted directly from citizens of any Commonwealth country other than the UK. Selection criteria are: personal and academic background; quality of the proposal; and impact potential

## **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 (with 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 (applications between one to six months will be considered).

**Application process:** Applications are accepted from UK organisations willing to set up a programme of activity and either host the Fellow themselves or provide a link to a host organisation. Applying organisations must plan a suitable programme and identify the Fellow(s) themselves.

## **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 universities or affiliated teaching hospitals in developing Commonwealth countries.

**Focus sector(s):** Health.

**Award duration:** Typically six months.

**Application process:** Applications are accepted via nominating universities in selected Commonwealth countries, and interuniversity bodies in south Asia. Selection criteria are: academic merit of the candidate (including career achievements and publications); quality of the proposal; and likely impact of the work on the development of the candidate's home country

## Appendix 3: Review of recent activities

The normal timetable is for the corporate plan to be produced in December each year, referencing performance against the previous year's business plan (i.e. the one which ended on 31 March that year). The CSC's 2016-2017 business plan identified 14 key performance indicators (KPIs), performance against which is shown in Table 1 below.

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

	KEY PERFORMANCE INDICATOR	END OF YEAR REPORT
1.	Take up of at least 125 recipients from developing Commonwealth countries to commence doctoral study at UK institutions	<b>KPI met</b> 148 doctoral (including split-site) awards taken up by recipients from developing Commonwealth countries (funded by DFID) 4 doctoral awards taken up by recipients from developed Commonwealth countries (funded by BEIS)
2.	Take up of at least 550 recipients from developing Commonwealth countries to commence Master's level study at UK institutions	<b>KPI met</b> 556 Master's awards taken up
3.	A scholar selection breakdown that comprises at least 45% of each gender	<b>KPI met</b> 48% of candidates selected for a DFID-funded scholarship were women
4.	Confirmation that all applications for doctoral and Master's programmes in the UK selected by the CSC are possible through electronic means, and that 99% of intended applications are received via the Electronic Application System (EAS)	<b>KPI met</b> All 2016 applications submitted via the EAS
5.	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 CSC to be 'good' or 'very good' (the top two categories available)	<b>KPI met</b> 94% of respondents rated support from the CSC as 'excellent' or 'good' (the top two categories available)
6.	Take up of at least 125 recipients from developing Commonwealth countries to commence professional, [medical] or academic fellowships at UK institutions	<b>KPI not met</b> 118 fellowships taken up (94%), due to higher than anticipated slippage
7.	Addition of a further 850 alumni to the CSC alumni database, with contact details being maintained for at least 9,500 alumni in total	<b>KPI met</b> 1,127 alumni added to the database, with contact details maintained for 10,683 alumni
8.	A package of alumni activities including at least two hard copy magazines, membership of the Commonwealth Scholarships LinkedIn group to exceed 4,000 people, at least 14 alumni events to be held in different countries.	<b>KPI met</b> Two issues of <i>Common Knowledge</i> (the CSC's magazine) published, and 38 alumni events held in 24 countries; the Commonwealth Scholarships LinkedIn group had 3,670 members
9.	Evidence from alumni surveys that at least 90% of alumni from DFID- sponsored countries completing awards are living/working in developing countries, and/or development related organisations	<b>KPI met</b> 97% of alumni who completed their awards during the period returned to a developing country

10.	Collection of at least 150 new examples of alumni who report a personal contribution to government policies or wider socioeconomic impact in key development fields	<b>KPI met</b> 475 examples collected
11.	Generation of matching contributions of at least £3.5 million from UK universities or other donors to the cost of CSC awards	<b>KPI met</b> £4.73m of matching contributions generated
12.	Demonstrably increased collaboration with other HMG scholarship schemes, reflecting proposals in the HMG cluster review of scholarships, which reported in 2015; development of materials for common marketing and proposals for joint alumni activity, to involve British High Commissions and others	<b>KPI met</b> Activity included: 2 cross-government scholarships strategy group meetings held Regular liaison between staff working on different schemes, on areas of mutual interest Cross-government scholarships meeting with UK Visas and Immigration A paper on HMG collaboration submitted to the May 2016 Commission meeting FCO agreement for the CSC to communicate 2016 selections to British High Commissions (BHCs), so award holders can be invited to events Written communication with all BHCs three times a year Common Knowledge sent to BHCs twice a year with update on new alumni Discussions on involving Commonwealth and other HMG alumni in 'welcome home' events Direct contact with 6 BHCs about collaboration 5 BHCs attended the CSC Farewell Event in July 2016 2 BHCs included Commonwealth Scholars in pre-departure events held for Chevening Scholars Commissioner attended joint Commonwealth/Chevening events hosted by BHC in Nigeria
13	Production of a report by a working group of Commissioners on the issue of access, and consideration by the Commission of any changes proposed in time for 2017 or 2018 entry	<b>KPI met</b> Report from the Equity and Access working group submitted to the December 2016 Commission meeting
14	Production of a review of doctoral length, and staging at least one event that focuses on doctoral students	<b>KPI met</b> Option for candidates to apply for four-year PhDs within doctoral training centres introduced for 2017 entry, and a 'Doctorates and Development' seminar held in November 2016

## Appendix 4: Budget and resources 2018-2019

A budget has been set, based upon the award of **£26.44m** by DFID in March 2018 through grant-in-aid. Individual programme allocations were made following discussions of the Commission Executive Group and Awards Policy Committee. The CSC's administration resource will be held at the 2017-2018 level.

Table 1 shows the full budget for 2018-2019. Table 2 details the programme budgets.

**Table 1: All costs 2018-2019, May 2018**

Year	Allocation 2018-2019, May 2018 / 000s
Awards programmes (DFID)	22,600
Awards programmes (BEIS)	1,186
Awards programmes (DfE)	415
Administration	1,624
Recruitment, engagement and evaluation	2,220
Expenditure/allocation	28,045

### Award expenditure 2018-2019

**Table 2: DFID programme (awards) budget 2018-2019, May 2018**

Programme	Allocation / 000s (all awards)	Committed costs / 000s	2018 academic year continuers	New award costs	2018 intake (projected)	2018 total awards held (projected)	2017 intake	Allocation / % programme
Agency Master's	4,000	780	6	3,220	125	131	114	17.7%
Shared Scholarship	4,050	190	3	3,860	218	221	200	17.9%
Distance Learning	2,550	1,430	675	1,120	198	873	222	11.3%
Master's Aggregate	10,600	2,400	684	8,200	541	1225	536	46.9%
PhDs	9,785	7,700	230	2,085	82	312	84	43.3%
Split-site PhDs	1,765	300	8	1,465	60	68	34	7.8%
Medical Fellows	130	0	0	130	9	9	8	0.6%
Professional Fellows	320	0	0	320	48	48	94	1.4%
	<b>22,600</b>	<b>10,400</b>	<b>922</b>	<b>12,200</b>	<b>740</b>	<b>1,662</b>	<b>774</b>	<b>100% of £22.6m</b>