



Commonwealth Scholarship Commission in the UK

Business plan 2018-2019

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1. Foreword

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

The CSC is a non-departmental public body, for which the Department for International Development (DFID) is the lead department and main sponsor, funding awards exclusively for candidates from low and middle income countries. Scholarships funded by DFID are offered under 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

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.

This business plan indicates the objectives and priorities for the CSC during the 2018-2019 financial year, and its budget for the year. It should be read in conjunction with the corporate plan, which embeds this in our longer-term strategy. Drafts of both plans were approved by the Commission at its meeting in May 2018.

2. Objectives and priorities for 2018-2019

In accordance with the corporate plan, 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
2. To ensure that our programmes promote equity and inclusion, reward merit, and deliver widespread access, especially to those from disadvantaged backgrounds
3. To support and encourage cutting-edge research, innovation, and knowledge exchange across the Commonwealth

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

3. Key performance indicators

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.

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 CSC's 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

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
<i>Agency Master's</i>	4,000	780	6	3,220	125	131	114	17.7%
<i>Shared Scholarship</i>	4,050	190	3	3,860	218	221	200	17.9%
<i>Distance Learning</i>	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%
	22,600	10,400	922	12,200	740	1,662	774	100% of £22.6m

5. Membership

Under the terms of the International Development Act of 2002, the CSC comprises up to 14 members, in addition to the Chair. The Commission aspires to a gender balance in its membership.

Membership of the CSC during 2018-2019 will be:

Name	Appointed	Appointed to	Comments
Mr Richard Middleton	Jan 2015	End Dec 2020	Chair
Professor Anne Anderson	Jan 2015	End Dec 2020	2nd term
Mr Sandy Balfour	May 2014	End April 2020	2nd term
Dr Nick Brown	Nov 2013	End Oct 2019	2nd term
Mr Richard Burge	July 2012	End June 2018	2nd term
Mr Anthony Cary	July 2012	End June 2018	2nd term
Professor David Cope	Nov 2013	End Oct 2019	2nd term
Professor Brian Faragher	Jan 2015	End Dec 2020	2nd term
Professor Claire Heffernan	May 2017	End April 2020	
Ms Sarah Laessig	May 2014	End April 2020	2nd term
Professor Nuala McGrath	Jan 2017	End Dec 2019	
Dr Jennie Robinson	Jan 2017	End Dec 2019	
Dr Mary Stiasny	Jan 2015	End Dec 2020	2nd term

Members and the Chair are normally permitted to serve up to two three-year terms, depending on renewal by the Secretary of State for International Development. It will be noted that two members will reach the end of their second term and will leave the CSC during the year.

All appointments to the CSC are publicly advertised, in accordance with the regulations of the Office of Public Appointments.

6. Published information

As laid out in its publication scheme, the CSC publishes the following information:¹

Class of information	Location
<i>Who we are and what we do</i>	
List of all Commission members	www.gov.uk/cscuk
Location and contact details	www.gov.uk/cscuk
Annual Report: Governance statement	www.gov.uk/cscuk
<i>What we spend and how we spend it</i>	
Financial memorandum	www.gov.uk/cscuk
Annual Report: Statement of income and expenditure	www.gov.uk/cscuk
<i>How we make decisions</i>	
Award eligibility and selection criteria	www.dfid.gov.uk/cscuk
Minutes of Commission meetings	Available for inspection on request
<i>What our priorities are and how we are doing</i>	
Business plan	www.gov.uk/cscuk
Corporate plan	www.gov.uk/cscuk
Annual Report: Statement of income and expenditure	www.gov.uk/cscuk
Evaluation and monitoring programme results	www.dfid.gov.uk/cscuk
<i>Our policies and procedures</i>	
Award terms and conditions	www.dfid.gov.uk/cscuk
Handbook for Commonwealth Scholars and Fellows	www.dfid.gov.uk/cscuk
Guidance on how to apply	www.dfid.gov.uk/cscuk
<i>Information to be published</i>	
Commission code of conduct	www.gov.uk/cscuk
Rules on conflicts of interest	www.gov.uk/cscuk
Complaints procedure	www.gov.uk/cscuk
Anti-fraud policy and procedure	www.gov.uk/cscuk
Travel policy	www.gov.uk/cscuk
<i>Lists and registers</i>	
Register of interests	Available for inspection on request
Risk register	Available for inspection on request
<i>The services we offer</i>	

¹ www.gov.uk/government/organisations/commonwealth-scholarship-commission-in-the-uk/about/publication-scheme

The awards we offer and how to apply	www.dfid.gov.uk/cscuk
Information for current award holders	www.dfid.gov.uk/cscuk
Information for alumni	www.dfid.gov.uk/cscuk
<i>Organisations that we work in partnership with</i>	
Department for International Development	www.gov.uk/dfid
Department for Education	www.gov.uk/dfes
Department for Business, Energy and Industrial Strategy	www.gov.uk/beis
National nominating agencies	www.dfid.gov.uk/cscuk
UK universities	www.dfid.gov.uk/cscuk