



Corporate Plan 2019 - 2020

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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 attracting individuals with outstanding talent and identifiable potential to become leaders and innovators on returning to their home countries, 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 delivers value for money, is effectively 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 normally comprises 15 members, including the Chair, who are appointed in accordance with the principles of the Code of Practice for Ministerial Appointments to Public Bodies. Commissioners 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 and other relevant officials normally meet with relevant Ministers at least annually to discuss the work of the CSC. The Chair of the Commission is the Accounting Officer for the CSC, with responsibility to the Secretary of State for its conduct and performance.

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.

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 £4.5 million of partnership funding. Further information on the Commonwealth Scholarships and Fellowships offered by the CSC can be found in Appendix 2.

This corporate plan outlines the activity to be undertaken from the second year of 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 now 60-year history, the CSFP has supported over 36,000 individuals, with over 28,600 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. In the 60th anniversary year of Commonwealth Scholarships, the CSC is proud to reaffirm its commitment to development, equity and access, and relevance and activity in this anniversary year will highlight the Commission's successes in these areas.

4. Objectives

Over 2018/19 – 2020/21, 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 circumstances in all applications** to ensure that, all other things being equal, candidates from disadvantaged or marginalised backgrounds are chosen
- b) **Work with our nominating partners** to ensure that their processes are robust and transparent in order that we are able to attract high quality candidates including those from disadvantaged or marginalised backgrounds
- c) **Review our policies for delivering our awards** to ensure that they are inclusive and don't impose significant barriers to particular groups
- d) **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
- e) **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 in order to encourage new and support existing collaboration and research
- 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 2019-2020

Over 2018/19 – 2020/21, 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 2019 - 2020 will be:

A. To ensure that all DFID-funded scholarships are focused on six development-related themes and that prominence is given to 'Science and technology for development' and 'Strengthening health systems and capacity'

B. To implement selection procedures that ensure that all DFID-funded scholarships are awarded to candidates who would not otherwise be able to undertake the programme of study, and that, all other things being equal, 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 monitor and evaluate its scholarship programmes, and to be guided by the evidence in determining the proper allocation of resources between countries and between programmes

E. To increase the aggregate number of Commonwealth Split-site, Master's, Shared, and Distance Learning Scholarships

F. To deliver a time limited-programme to assess and support outreach activities and to offer scholarships for people with disabilities and in subject areas related to the rights of people with disabilities

G. To further refine application materials and processes to ensure that awards are fully accessible to those qualified to benefit from them

H. To provide selection committees with evidence-based best practice guidance on considering disadvantage in scholarship and fellowship assessment

I. To strengthen our relationship with nominating bodies, to ensure that processes are robust and transparent, and that the programme continues to attract the best candidates, whose work is relevant to national needs

J. To explore alternative recruitment methods to ensure that the Commission has robust application and selection methods in place

K. To deliver a holistic Engagement Strategy

L. To fully operationalise the CSC's Alumni strategy

M. To deliver a programme of events and activities to mark the CSC's 60th anniversary year, including an event showcasing the impact of CSC-funded research

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 90% of new DFID-funded awards will be made to citizens of least developed and lower middle income countries and fragile states as recognised by DFID.
3. Specialised advice to be provided to selection committees to ensure that, all other things being equal, excellent candidates demonstrating social or economic disadvantage or who are from marginalised or underrepresented communities receive preference.
4. There will be an aggregate 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. That the gender balance of candidates selected for a DFID-funded scholarship will be at least 45% female and 45% male.
6. At least £4.5 million in matching contributions will be generated through partnerships with UK universities.

6. Financial plan

The budget for the CSC in 2019-2020 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. In financial terms based on the programme budget in Appendix 4, we estimate the aggregate UK university contribution 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 40-50% 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 November 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 CSC operates a risk management framework that overarches the full programme cycle and joins up risk management activity at Commissioner and Secretariat levels. This provides assurance but doesn't add extra burden or unnecessary process. Within the framework the Committee 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.

CSC's most significant risks and mitigations or controls in place in delivering the activities within the Corporate Plan are:

- Loss of support from funding bodies could impact on CSC's ability to deliver its strategy. To mitigate this risk, CSC undertakes regular meetings with funding bodies at operational, senior and Ministerial level to ensure that its strategy remains closely aligned with that of its funders. CSC's evaluation programme demonstrates the development benefits of its awards.
- Failure to attract a sufficient number of applicants in line with its stated strategy. To mitigate this, CSC regularly reviews its publicity materials including feedback from Scholars; has developed a new more accessible online application system and has put in place an engagement strategy to ensure that Commonwealth Scholarships are widely known and respected.
- It's relationship with nominating bodies. To mitigate risks the CSC has developed closer relations with home country agencies and other nominators including the introduction of MOUs, along with requirements for them to adhere to CSC's Anti-Fraud Policy.

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 could not otherwise afford to study in the UK but 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 focus.

Focus sector(s): CSC's six development themes. A number of scholarships are offered specifically to academic staff from selected universities in low and middle income 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 low and middle income 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 could not otherwise afford to study in the UK but 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): CSC's six development themes. The scholarships are offered to students, in all disciplines, registered for PhDs at universities in low and middle income 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 could not otherwise afford to study in the UK but who have the potential to enhance the development of their home countries with the knowledge and leadership skills they acquire.

Focus sector(s): CSC's six development themes. Courses provide knowledge and skills likely to have a significant development impact.

Award duration: 12 months. The scholarships are wholly tenable at universities in the UK.

Application process: Applications are accepted via national nominating agencies and invited NGOs. Nominating bodies are encouraged to identify their own priority areas and nominate candidates accordingly

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 afford 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): CSC's six development themes. 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 or worked in a high income country for a period of longer than one year.

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): CSC's six development themes. 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 from high income Commonwealth countries 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 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 low and middle income Commonwealth countries.

Focus sector(s): CSC's six development themes

Award duration: Applications between six weeks and three months will be considered).

Application process: Applications are accepted from UK organisations willing to set up a programme of activity. Applying organisations must plan a suitable programme and identify the Fellows themselves.

Commonwealth Medical Fellowships

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

Intended beneficiaries: Mid-career medics working in universities or affiliated teaching hospitals in low and middle income Commonwealth countries.

Focus sector(s): Strengthening health systems and capacity

Award duration: Typically six months.

Application process: Applications are accepted via nominating universities/medical schools in selected Commonwealth countries, and inter-university 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

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

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 2017-18 business plan identified 13 key performance indicators (KPIs), performance against which is shown in the table below:

	KPI	Performance at end of Business Plan Period 2017-18
1	At least 110 recipients from developing Commonwealth countries to take up Scholarships for doctoral (including split-site) study at UK institutions	KPI Met: 118 awards taken up.
2	At least 499 recipients from developing Commonwealth countries to take up scholarships for Master's level study registered at a UK institutions	KPI Met: 506 taken up.
3	At least 113 recipients from developing Commonwealth countries to take up awards to commence Academic, Professional or Medical fellowships at UK institutions	KPI Met: 120 awards taken up
4	A selection breakdown of Scholarships candidates that comprises at least 45% of each gender	KPI Met: 49% of selected Scholars were female (48% in 2016/17)
5	At least 90% of respondents to an anonymous survey open to Scholars and Academic and Medical Fellows in the UK to rate support from the CSC as 'good or excellent (the top two categories available)	KPI Met: 95% of Scholars responding to the 2017 anonymous survey rated the support from the CSC to be Excellent or good (the top two categories)
6	900 alumni members added to the CSC alumni database, with contact details maintained for at least 11,000 alumni in total	KPI Met: A total of 114 members have been added through ad-hoc CSC tracing since April 2017 (47 added since December) and 800 on-award Scholars automatically opted in to the Alumni Network. KPI Met: Contact details held for 12,007 alumni
7	A package of alumni activities including at least two hard copy magazines, more than 4,000 members of the Commonwealth Scholarships LinkedIn group and at least 28 alumni events held in different countries.	KPI Met: 52 alumni events held since April 2017 with 31 alumni events held since December 2017. KPI Met: Common Knowledge #4 and #5 distributed within the period KPI Not Met: Commonwealth Scholarships LinkedIn group membership at 3,964
8	At least 90% of alumni across programmes finishing awards in the report year to return to live/work in developing countries, or in development organisations, disaggregated by gender	KPI Met: 95% of alumni finishing awards in 2017-18 return to developing countries (initial figure, to be updated if necessary for final reporting on this period for the Evaluation & Monitoring committee and the CSC Annual Report)

9	At least 90% of alumni surveyed to report ability to use skills and knowledge acquired on award and/or make changes in workplace.	KPI Met: Over 90% of alumni surveyed in the report year reported ability to use skills and knowledge acquired on award and/or make changes in workplace.
10	At least £4.2m generated in matching contributions to the cost of CSC awards from UK universities or other donors	KPI Met: £4.65m
11	Demonstrably increased collaboration with other HMG scholarship schemes, including proposals for joint alumni and pre-award activity involving British High Commissions and others	KPI met: <ul style="list-style-type: none"> • CSC represented alongside Chevening at an event for Commonwealth High Commissioners in July • Meeting held with High Commissioner to Fiji to discuss Scholarships and CCEM • Bangladeshi alumni met with Lord Ahmad during his visit in August at a Chevening Reception hosted at the British High Commission • Alumni were invited to attend the awarding of the first Singapore Commonwealth Scholarships and Fellowships in Innovation hosted by the British High Commission • British High Commissions in Fiji, Barbados, Mozambique and Cameroon included Commonwealth Scholars in events alongside Chevening Scholars
12	Communications Strategy completed and Implemented	KPI met: Communications strategy and budget approved at December 2017 Commission meeting. New Communications Officer recruited to start in April 2018
13	Review of Balance of CSC Programmes commenced	KPI met: A review of the balance of CSC's Scholarships programmes was undertaken as part of the review of CSC's Strategy. A separate review of Fellowships programmes has been carried out by the Awards Policy Committee and a review of the Split-Site Scholarship Scheme is underway

Appendix 4: Budget and resources 2019 - 2020

A budget has been set, based upon the award of **£27.319m** by DFID in March 2019 through grant-in-aid. Individual programme allocations were made following discussions of the CSC's Executive Group and Finance and Awards Policy Committees. The CSC's administration resource will be held at the 2018-19 level.

Table 1 shows the full budget for 2019-2020. Table 2 details the programme budgets.

Table 1: All costs 2019-2020, proposed December 2018

Year	Allocation 2019-2020, December 2018 / 000s
Awards programmes (DFID)	23,187
Awards programmes (BEIS)	520
Awards programmes (DfE)	415
Administration	1,624
Recruitment, engagement and evaluation	2,510
Expenditure/allocation	28,256

Table 2: DFID programme (awards) budget 2019-2020, proposed December 2018

Programme	Allocation / 000s (all awards)	Committed costs / 000s	2019 academic year continuers	New award costs	2019 intake (projected)	2019 total awards held (projected)	2018 intake	Allocation / % programme
Agency Master's	4,744	1,000	5	3,744	140	143	146	20.5%
Shared Scholarship	4,455	236	3	4,219	215	218	204	19.2%
Distance Learning	2,688	1,514	700	1,174	200	900	204	11.6%
Master's Aggregate	11,888	2,750	708	9,137	555	1263	554	51.3%
PhDs	8,990	6,788	200	2,203	83	283	83	38.8%
Split-site PhDs	1,864	432	12	1,432	58	70	46	8.0%
Academic Fellows	0	0	0	0	0	0	0	0.0%
Medical Fellows	119	0	0	119	8	8	7	0.5%
Professional Fellows	326	0	0	326	48	48	48	1.4%
	23,187	9,970	920	13,217	752	1,672	738	100% of £23.2m