



# Commonwealth Scholarship Commission in the UK

## **Business Plan 2019-2020**

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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 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.

The CSC is a non-departmental public body, for which the Department for International Development (DFID) is the lead department and main sponsor. DfID funding supports 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 from 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 2019 – 2020 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 December 2018.

## 2. Objectives and priorities 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 60<sup>th</sup> anniversary year, including an event showcasing the impact of CSC-funded research

### 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 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.

## 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 3 sets out the costs for recruitment, engagement and evaluation.

**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
<b>Agency Master's</b>	4,744	1,000	5	3,744	<b>140</b>	<b>143</b>	146	20.5%
<b>Shared Scholarship</b>	4,455	236	3	4,219	<b>215</b>	<b>218</b>	204	19.2%
<b>Distance Learning</b>	2,688	1,514	700	1,174	<b>200</b>	<b>900</b>	204	11.6%
<b>Master's Aggregate</b>	11,888	2,750	708	9,137	<b>555</b>	<b>1263</b>	554	51.3%
<b>PhDs</b>	8,990	6,788	200	2,203	<b>83</b>	<b>283</b>	83	38.8%
<b>Split-site PhDs</b>	1,864	432	12	1,432	<b>58</b>	<b>70</b>	46	8.0%
<b>Academic Fellows</b>	0	0	0	0	<b>0</b>	<b>0</b>	0	0.0%
<b>Medical Fellows</b>	119	0	0	119	<b>8</b>	<b>8</b>	7	0.5%
<b>Professional Fellows</b>	326	0	0	326	<b>48</b>	<b>48</b>	48	1.4%
	<b>23,187</b>	<b>9,970</b>	<b>920</b>	<b>13,217</b>	<b>752</b>	<b>1,672</b>	<b>738</b>	<b>100% of £23.2m</b>

## 5. Membership

Under the terms of the Act, the CSC comprises up to 14 members, in addition to the Chair. Membership of the CSC during 2019 - 2020 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
Professor Madeleine Arnot	Oct 2018	End Sep 2021	1 <sup>st</sup> term
Mr Sandy Balfour	May 2014	End April 2020	2nd term
Dr Nick Brown	Nov 2013	End Oct 2019	2nd term
Professor David Cope	Nov 2013	End Oct 2019	2nd term
Professor Brian Faragher	Jan 2015	End Dec 2020	2 <sup>nd</sup> term
Professor Claire Heffernan	May 2017	End April 2020	1 <sup>st</sup> term
Professor Paul Jackson	Oct 2018	End Sep 2021	1 <sup>st</sup> term
Ms Emma Judge	Oct 2018	End Sep 2021	1 <sup>st</sup> term
Ms Sarah Laessig	May 2014	End April 2020	2nd term
Professor Nuala McGrath	Jan 2017	End Dec 2019	1 <sup>st</sup> term
Dr Jennie Robinson	Jan 2017	End Dec 2019	1 <sup>st</sup> term
Professor Alfredo Saad Filho	Oct 2018	End Sep 2021	1 <sup>st</sup> term
Dr Mary Stiasny	Jan 2015	End Dec 2020	2 <sup>nd</sup> term

Members and the Chair are normally permitted to serve up to two three-year terms, depending on re-appointment by the Secretary of State for International Development. 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,<sup>1</sup> the CSC publishes the following information:

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

<sup>1</sup> [www.gov.uk/government/organisations/commonwealth-scholarship-commission-in-the-uk/about/publication-scheme](http://www.gov.uk/government/organisations/commonwealth-scholarship-commission-in-the-uk/about/publication-scheme)

*Lists and registers*

Register of interests	Available for inspection on request
Risk register	Available for inspection on request
<i>The services we offer</i>	
The awards we offer and how to apply	<a href="http://www.dfid.gov.uk/cscuk">www.dfid.gov.uk/cscuk</a>
Information for current award holders	<a href="http://www.dfid.gov.uk/cscuk">www.dfid.gov.uk/cscuk</a>
Information for alumni	<a href="http://www.dfid.gov.uk/cscuk">www.dfid.gov.uk/cscuk</a>
<i>Organisations that we work in partnership with</i>	
Department for International Development	<a href="http://www.gov.uk/dfid">www.gov.uk/dfid</a>
Department for Education	<a href="http://www.gov.uk/dfes">www.gov.uk/dfes</a>
Department for Business, Energy and Industrial Strategy	<a href="http://www.gov.uk/beis">www.gov.uk/beis</a>
National nominating agencies	<a href="http://www.dfid.gov.uk/cscuk">www.dfid.gov.uk/cscuk</a>
UK universities	<a href="http://www.dfid.gov.uk/cscuk">www.dfid.gov.uk/cscuk</a>