



Commonwealth Scholarship Commission in the UK

Business Plan 2020-2021

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1. Foreword

The Commonwealth Scholarship Commission in the UK (CSC) provides the 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, along with at least £4.5 million in matching contributions generated through partnerships with UK universities.

This Business Plan indicates the objectives and priorities for the CSC during the 2020-2021 financial year, and its budget for the year. 2020-21 is the final year of the CSC's current three-year strategy which will see the CSC make 2,250 awards. The Strategy for 2021-2024 is currently being developed by the Commission.

A draft of this Plan was approved by the Commission at its meeting in December 2019.

2. Objectives and priorities for 2020 - 2021

Between 2018/19 – 2020/21, the CSC's objectives are:

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 2020-21 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 maintain selection procedures that ensure that 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 during selection
- C. To achieve the 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 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 'SDG 17: Partnerships for Development Project Plan' Professional Fellowships in Equity and Access in Girls' Education
- G. To further refine application materials and processes to ensure that awards are fully accessible to those qualified to benefit from them
- H. To continue 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
- I. To explore alternative recruitment methods to ensure that the Commission has robust application and selection methods in place
- J. To deliver a comprehensive Engagement Strategy
- K. To fully integrate the online development module into the CSC's refreshed Development Training Programme.
- L. To deliver the CSC's Alumni Strategy and to set up measures to demonstrate its outputs and outcomes

3. Key performance indicators

The CSC has agreed seven 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. 90-95% 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. Selection committees will ensure that, all other things being equal, excellent candidates demonstrating social or economic disadvantage or who are from marginalised or underrepresented communities receive preference, with an increased proportion of candidates from a disadvantaged background being selected year on year.
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 2020/21 in matching contributions will be generated through partnerships with UK universities.
7. The Alumni Strategy will ensure alumni are engaged in activities designed to demonstrate their impact at a local, national, and international level and the contribution of their Commonwealth Scholarship or Fellowship in achieving positive change for the intended beneficiaries and end users.

4. Budget and resources 2020-2021

A budget is illustrated, based upon the award of **£28.203m** by DFID in March 2020. The CSC's administration resource will be £424,000 at the 2019/20 level. The Table below shows the full budget illustrated for 2020/21. Expenditure is projected to be £33,000 in excess of income, which will be met from cash/equivalents held on 31 March 2020.

CSC Income and Expenditure 2018-20	20/21 Budget	(Direct Costs) 20/21 Budget	(ACU service provision) 20/21 Budget	(BC service provision) 20/21 Budget	(VAT) 20/21 Budget
	£000	£000	£000	£000	£000
DFID Grant-in-aid programme	27,779				
DFID Grant-in-aid admin	424				
DFE Grant-in-aid programme	415				
BEIS Grant-in-aid programme					
Total Grant-in-aid to CSC	28,618				
DFID Programme Expenditure					
Scholarships					
PhD research	8,302	8,302			
Agency Master's	4,698	4,698			
Split-site PhD	1,812	1,812			
Shared Scholarships	4,817	4,817			
Distance Learning	2,951	2,951			
Scholar support	524	524			
Total	23,102	23,102			
Fellowships					
Medical	138	138			
Professional	436	436			
Total	574	574			
Other Programme Expenditure (DFID)					
Evaluation	364	28	280	0	56
Engagement	1,371	575	455	208	133
Recruitment and Outreach	772	470	252	0	50
Time Limited Project	430	400	25	0	5
British Council					
VAT					
Total	2,937	1,473	1,012	208	244
DFID Programme Expenditure	26,613	25,149	1,012	208	244
OGD Programme Expenditure					
DFE Grant-in-aid (PhD research)	375	375			
BEIS Grant-in-aid (Postdoc research)					
OGD Programme Expenditure (Total)	375	375			
CSC Administrative Expenditure (DFID)					
Commission Costs via ACU	126	114	10		2
ACU Management Fees	212		177		35
BC Management Fees	85			71	14
VAT					
Total	424	114	187	71	52
Programme Management Costs					
Programme Management Costs DFID	1,200		1,000		200
Programme Management Costs BEIS	0				
Programme Management Costs DFE	40		33		7
VAT					
Total	1,240		1,033		207
DFID Programme Expenditure	26,613	25,149	1,012	208	244
OGD Programme Expenditure	375	375			
CSC Administrative Expenditure (DFID)	424	114	187	71	52
Programme Management Costs	1,240		1,033		207
Total CSC Expenditure	28,651	25,638	2,232	279	502

Table 2: DFID programme (awards) budget 2020/21, January 2020

Programme	Budget / 000s all awards	Committed costs / 000s	2020 academic year continuers	New award costs	2020 intake (projected)	2020 total awards held (projected)	2019 intake	Allocation / % programme
Agency Master's	4,698	1,009	1	3,689	138	139	142	19.84%
Shared Scholarship	4,817	332	0	4,485	216	216	221	20.34%
Distance Learning	2,951	1,796	776	1,155	220	996	220	12.46%
Master's Aggregate	12,465	3,137	777	9,329	574	1,351	583	52.65%
PhDs	8,826	6,628	173	2,197	80	253	75	37.28%
Split-site PhDs	1,812	433	16	1,378	54	70	55	7.65%
Medical Fellows	138	0	0	138	9	9	8	0.58%
Professional Fellows	436	0	0	436	48	48	48	1.84%
	23,676	10,199	966	13,477	765	1,731	769	100% of £23.7m

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 2020 - 2021 will be:

Name	Appointed	Appointed to	Comments
Mr Richard Middleton	Jan 2015	End Dec 2020	Chair, 2 nd term
Professor Anne Anderson	Jan 2015	End Dec 2020	2 nd term
Professor Madeleine Arnot	Oct 2018	End Sep 2021	1 st term
*Mr Sandy Balfour	May 2014	End April 2020	2 nd term
Professor Brian Faragher	Jan 2015	End Dec 2020	2 nd term
Professor Claire Heffernan	May 2017	End May 2020	1 st term
Professor Paul Jackson	Oct 2018	End Sep 2021	1 st term
Ms Emma Judge	Oct 2018	End Sep 2021	1 st term
*Ms Sarah Laessig	May 2014	End April 2020	2 nd term
**Professor Nuala McGrath	Jan 2017	End April 2023	2 nd term
Professor Alfredo Saad Filho	Oct 2018	End Sep 2021	1 st term
Professor Mary Stiasny	Jan 2015	End Dec 2020	2 nd term

*Members for part year (until the 30 April 2020)

**Delay in re-appointment

Five new members will be appointed from from May 2020.

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 OCPA.

6. Published information

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

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
Safeguarding policy	www.gov.uk/cscuk

¹ 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	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