



Foreign &
Commonwealth
Office

Marshall Aid Commemoration Commission Annual Performance Review

November 2019

Christopher Fisher, Chair, Marshall Aid Commemoration Commission





Marshall Scholarships

- The Marshall Aid Commemoration Commission (MACC) has funded over 2000 Scholars since its creation and was, until recent years, fully funded by the FCO. Annex 1 sets out the governance arrangements for the MACC.
- The MACC received £2.65 million grant in aid from the FCO for 2019/20 and this, in combination with third party funding, allowed the Commission to fund **48 Scholars this year**, making this **the largest class** in the Scholarship programme's 66-year history and the third year in which the number of awards has grown, and a 50 percent uplift compared with 2016.
- The 2019 Class is also the **most diverse**: over 40% of the 2019 class are from minority backgrounds and as many as 29 women received awards.
- Marshall Scholars, selected for their leadership and ambassadorial potential as well as their academic ability, **create lasting bridges between the United States and the United Kingdom** and become advocates for greater depth and breadth of interaction, co-operation and mutual understanding between the UK and USA.
- Scholars also participate in activities which make them effective spokespeople for the best in British society and education and, once they have completed their studies, **alumni continue to support international co-operation** in the spirit of the Marshall Plan and the bilateral relationship with the USA.

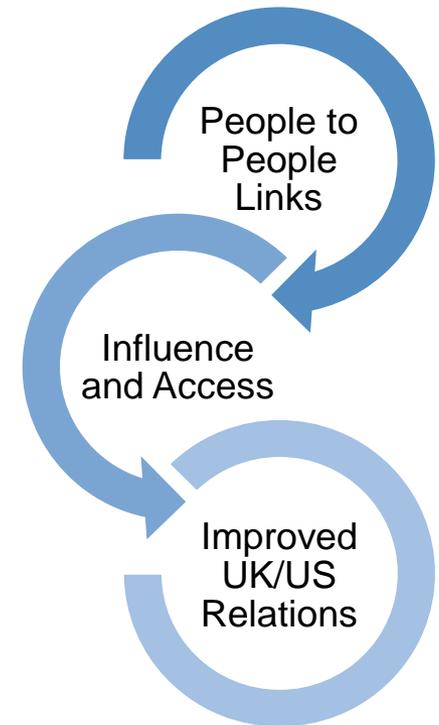


How the Programme Supports FCO Priorities

Over the past year, MACC and FCO have worked collaboratively on a new strategy which articulates a narrative for the value and impact of the programme, on US/UK relations.

The Marshall Programme supports bilateral US/UK relations by:

- Demonstrating UK investment and commitment to young, aspiring US leaders.
- Showcasing the UK as a destination for study to US students.
- Developing meaningful relationships with a cohort of future leaders, building goodwill, closer understanding and positive feelings towards the UK and maintaining these links with them as their career progresses.
- Providing a network of influential and positively inclined alumni through which our diplomatic efforts can be enhanced and facilitated.





Marshalls in Action

Current Scholars

- Whilst in the UK, Scholars get involved in a range of events, from visits to Parliament and the Supreme Court to regional visits around the UK, many hosted by leading UK figures.
- Earlier this month the Commission formally launched Marshall Connect with the support of the Cabinet Office, creating an International Talent Partnership between second year Civil Service Fast Streamers and Marshall Scholars. This new initiative is intended to enhance the UK experience of Scholars and foster current and enduring connections between talented young Americans and Britons. It is planned that each Autumn a new set of connections will be formed.

Alumni

- The Association of Marshall Scholars (AMS) is run by the alumni themselves and is an active and vibrant network. Of the living Scholars the AMS has contact details for **88%** of the over 2000 alumni and sends regular mailings to all of these.
- Marshall Scholars go on to take up leading positions in government, law, academia, civil society, journalism and business.
- Some high profile alumni include **Reid Hoffman**, Chairman and co-founder of LinkedIn; **Stephen Breyer** and **Neil Gorsuch**, US Supreme Court Justices; **Anne McClain**, NASA Astronaut; **Derek Kilmer**, Congressman Washington 6th District as well as a Nobel Prize winner and Pulitzer Prize Winners.
- The FCO will host the AMS Alumni Forum in London in November 2020. This will include high profile speakers from the UK and the US.



Financial context

- Until 2016 the real value of the FCO grant had fallen significantly with a largely corresponding reduction in the numbers of awards which could be made. However, thanks to an increase of the FCO Grant in 2016 and the catalytic effect this had on attracting third party funding, the Scholarship now stands in good shape:

	Scholars	Grant £m
2019	48	2.65
2018	43	2.55
2017	40	2.25
2016	32	2
2015	31	2

2014	32	2
2013	34	2
2012	36	2
2011	33	1.9
2010	36	2.2
2009	40	2.2

- The new model, agreed in 2016, was based on the FCO grant funding 32 new awards per year.
- Over the past 5 years, following a concerted effort by the Commission, university fee-waiver partnerships support has been significantly broadened and deepened. This, alongside income from grants, including some provided by alumni, has increased the value of third party support from £563,000 in 2015/16 to over £1.2m in 2018/19.
- Of the 48 awards made in 2019, 32 were effectively funded by HMG and 16 by third parties.



Financial Performance 2018/19

- In December 2016 the FCO increased funding for the programme by one third spread over three years as part of a new award model based on 32 students. This was an important statement of the FCO's commitment to the programme and its importance to UK/US relations.
- Marshall, unlike Chevening, usually makes awards for two academic years meaning that the costs associated with each year's award decisions arise over the following three financial years. The three year settlement in 2016 allowed MACC to plan more effectively than previous one year settlements.
- FCO Grant-In-Aid has increased in recent years: £2.0 million in 2016/17, £2.25 million in 2017/18; £2.55 million in 2018/19 and £2.65 million 2019/20. This, alongside increases in partnerships and grants has allowed 48 awards to be made for Scholars starting in September 2019, up from 43 the year before.
- The National Audit Office found no concerns as to the financial performance or management of MACC in 2018/19.



Funding Sources

- The FCO Grant-In-Aid is supplemented by third party support which the Commissioners work hard to generate and have been very successful in doing so.
- In 2018/19 overall third party support grew by £387k to £1,226m comprising of fee-waivers from universities and grants and donations, including an endowed Scholarship from the AMS and other alumni donations.

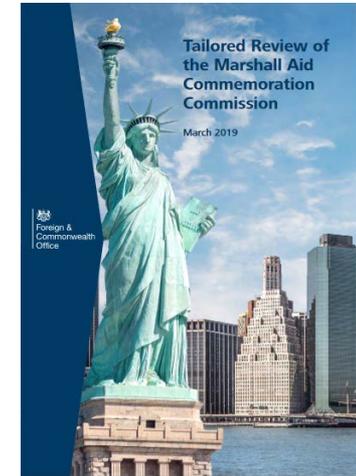
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5 Year Growth
FCO Grant in Aid £000	2,000	2,000	2,250	2,550	2,650	2,700	35%
Third party funding £000	563	752	839	1,226	1450 (est)	1,550 (est)	275%
Total £000	2,563	2,752	3,089	3,776	4,100	4,250	65%
Third party funding % of Total	22%	27%	27%	32%	35%	36%	
Number of Awards	31	32	40	43	48	(46)	

- The FCO Grant for 2020/21 is a one year roll over with inflation – flat real. A full 3 year spending review is anticipated in 2020 and will present an opportunity for the Commission and the FCO to argue for a more ambitious settlement, commensurate with the 2016 trajectory and agreed funding model.



2019 Tailored Review

“We judge that the function of the Marshall Scholarship Programme is still needed. Proportionate to its size, it plays a small but important part in maintaining and strengthening the UK’s relationship with the US, which is of vital importance to the UK’s national interest. The programme is not only important from a political perspective. It also builds people-to-people links and collaborative endeavour which spans a broad range of issues and sectors, which are often well aligned with HMG priorities. It is a valuable soft power asset, from which the UK extracts a disproportionately good return on its relatively small financial investment. Beyond the immediate political prism of bilateral relationships, the Marshall Programme also fits into the broader strategic context of HMG’s Global Britain agenda and its fledgling International Education Strategy”



Tailored Review of the Marshall Aid Commemoration Commission March 2019

- The review made 24 recommendations to be implemented by the first quarter of 2020. The delivery of these recommendations falls to different stakeholders, depending on the scope. Good progress has been made in implementing these recommendations, with 80% either already complete or close to completion in October 2019. See Annex 2 for key examples of work in this area.
- The Commission welcomed the findings of the Review which were strongly supportive of the work of the Scholarship Programme. It is positively engaged in meeting the recommendations for which it is responsible.



Output metrics – Scholar selection

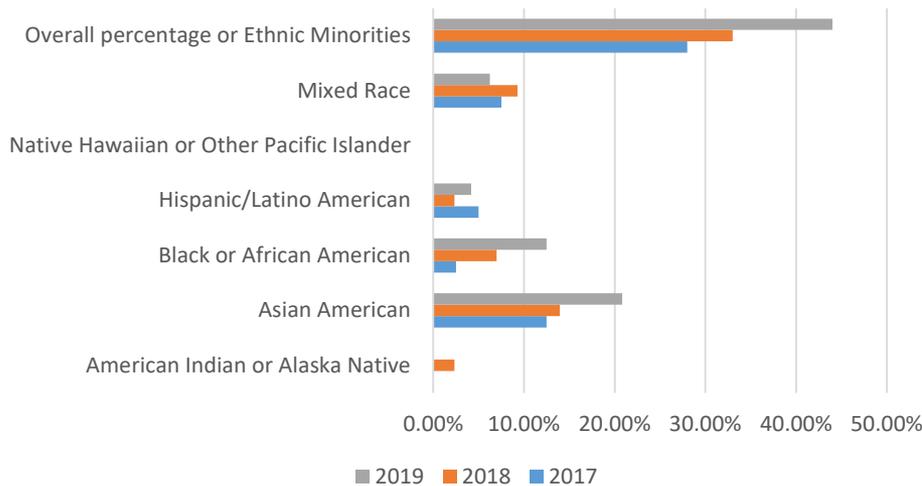
As part of the Tailored Review, the FCO and Commission have developed metrics for programme outputs, outcomes and impacts which link back to the MACC strategy. These are still being developed through close collaboration between the MACC and FCO, and in response to the Tailored Review’s recommendations.

Output: the product of the programme activities

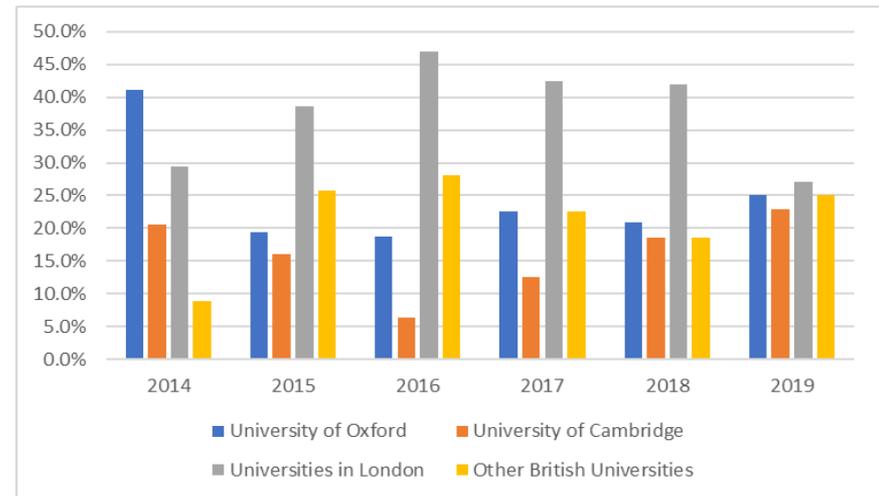
Young Americans with academic, leadership and ambassadorial potential, and from a diverse array of backgrounds, study in UK higher education institutions, completing postgraduate degrees in a range of fields.

Diversity metrics:

Ethnic Minorities – Selected Scholars



Distribution of Scholars at British universities 2014-19





Outcome metrics: Scholarship benefits

Outcomes: the benefits the output is designed to achieve

- Scholars gain a lasting understanding and appreciation of contemporary Britain.
- Scholars develop professionally and academically and make connections and friendships during their time in the UK.

Quantitative evaluation:

- End of Scholarship questionnaire: **87%** Scholars rated their academic experience in the UK excellent or good (**51%** rating it excellent) and **97%** of Scholars rated their overall experience in the UK as excellent or good (**79%** rating it excellent).

Qualitative feedback from recent scholars:

- *“The Marshall has been one of the most formative experiences of my life -- both personally and academically. I have new knowledge and perspectives, but I also have new friends and love for the UK. One of the best parts has been studying and living in two different parts of the country. This has dramatically enriched my experience, allowed me to meet more people, and explore different aspects of graduate education in the UK.”*
- *“I will always treasure the years I lived in the UK. As I conclude my program I feel fortunate to not only have become a much better scientist but also culturally enriched through the time spent with British and European friends. Despite being a nation of immigrants, the US can be culturally insular due to its size and geographic isolation.”*



Impact metrics: Alumni

Impact: the higher-level goals the programme contributes towards achieving

- Alumni act effectively as UK ambassadors in the US and vice versa throughout their lives. They become influential advocates for greater depth and breadth of interaction, cooperation and mutual understanding and trust between the two countries, strengthening the Special Relationship.
- Alumni facilitate, directly or indirectly (eg advising US businesses on the UK), both inward and outward UK investment, including in institutions and business across all sectors (eg higher education and research and innovation), Alumni provide a people-to-people link that opens diplomatic doors for HMG, facilitating access to strategically important US contacts and institutions.

Examples of impact:

- Two Alumni have together donated over £148m to the University of Cambridge.
- The Association of Marshall Scholars (AMS) donates > £200k to the Scholarship Programme. This includes income from a \$1.2m endowment set up to fully fund a Marshall Scholar for two years as well as funding for Marshall Xtra.
- Annual Forums are held by the AMS:-
 - 2019 US-UK Strategic and Economic Dialogue – speakers included Mark Carney, Governor of the Bank of England, Sir Kim Darroch, William J Burns, 1978 Marshall Scholar and Former Deputy Secretary of State.
 - 2018 Marshall Forum on Innovation – speakers included Andrew Whittaker, British Consul General San Francisco, Reid Hoffman CBE, 1990 Marshall Scholar, co-founder of LinkedIn.
 - 2017 Harvard Marshall Forum, Legacy of the Marshall Plan – Speakers included Rt Hon Sir Malcolm Rifkind, Supreme Court Justices Stephen Breyer, 1959 Marshall Scholar, and Neil Gorsuch, 1992 Marshall Scholar and Madeleine Albright, former Secretary of State.



Programme Priorities

The Commission propose that the FCO should prioritise:

- Programme funding beyond 2020/21
- Follow through on the Tailored Review recommendations for action by the FCO.
- Promoting the Programme to a wider UK audience
- Alumni engagement
- High level stipend value review
- Appointment of a new Chair in 2020



Annex 1: Governance

- The Corporate Plan (2019 – 2022) sets out the vision, aims and priorities of the Commission over the next 3 years. The governance and accountability of the Commission is set out each year in the Grant-In-Aid letter and the Chair of the Commission has been designated as an Accounting Officer on behalf of the Permanent Under-Secretary.
- The Commission is made up of ten volunteer Commissioners who meet formally 4 times a year. An Audit and Risk Committee helps to provide assurance to the Commission on financial and governance matters. The Commission is also supported by an Education Committee and a new Scholar Experience Committee
- The Commission is a virtual organisation and is supported by a small secretariat function provided by the Association of Commonwealth Universities, who have a contract for the administration of the Programme.
- The Commission's Annual Report is laid before Parliament with a Written Ministerial Statement in March each year, with the Accounts laid separately by the NAO in July. The Accounts for 2018/19 were commended by the NAO and signed off by the Comptroller General.
- In 2019 four new Commissioners were appointed as part of orderly succession planning. The current Chair will step down in the summer of 2020.



Annex 2: Response to key Tailored Review recommendations

- **The Commission, in consultation with the British Embassy and the FCO, develop a shared communications strategy, and that the FCO ensures communications around the Marshall Programme are incorporated into the FCO's communication work, including the effective use of digital platforms. (paragraph 6.4.6)** The British Embassy, Commission and the Association of Marshall Scholars have discussed a shared communications strategy around the announcement of the 2020 class, incorporating media engagement and the effective use of digital platforms to promote the Marshall Scholarship to an external audience. Work still being done to finalise this strategy. The FCO will need to agree this shared communications strategy. For the longer term a communications group will be set up with representation from the Commission, Embassy, AMS, Scholars and the FCO.
- **The Commission and the FCO, with support of delivery partners, develop a clear set of metrics with which to evaluate the impact of the Marshall Programme, which builds on existing work. (paragraph 6.7.8)** In response to a request from the Commission, the sponsor team at the FCO have developed a strategy setting out the outcomes that the FCO believes are achieved through the Marshall programme, and a series of metrics by which the delivery of these outcomes can be measured. This has been agreed and will form the basis of monitoring and evaluation efforts in order to report against the metrics. (See Slide 10).
- **The FCO secures a three-year funding settlement for the MACC for 2020-21 to 2022-23, subject to the timing of the next UK Government Spending Round. (paragraph 7.2.5)** The sponsor team at the FCO have worked with the Commission Chair to identify MACC's future funding requirements ahead of a proposed Spending Review. As this Review has now been postponed to 2020, the Commission has accepted a one-year funding settlement for 2020/2021 with the intention of agreeing a three year funding settlement when the Spending Review takes place in 2020.