

PROJECT PROPOSAL FORM

NOTE THIS IS AN EXAMPLE – CAN BE USED FOR GUIDANCE ON THE BID FORM FOR PROJECTS £80,000 AND UNDER, AND THE BID FORM FOR PROJECTS OVER £80,000

Project Title	Working with the bank and banking regulator to develop green finance policy incentives (SHORT AND SIMPLE TITLE)		
Which Programme is the funding being sought from * <i>Policy Programme title or Bilateral Programme Budget</i>	Prosperity Fund		
Project Code * <i>To be added once the Project has been approved and the code is provided by the Programme Team</i>	Embassy to Complete		
Is the Project ODA eligible * Yes/No	Embassy to Complete		
ODA Codes * <i>To be added by Post using guidance in Annex 2 and 3 of “ODA Project Reporting Template – Technical Instructions” here: http://ubs.sharepoint.fco.gov.uk/sites/finance/strategicfinance/oda/Guidance%20on%20completing%20ODA%20template/Forms/AllItems.aspx</i>	Input Sector Code	Embassy to Complete	
	Channel of Delivery Code	Embassy to Complete	
Cost <i>-What is the TOTAL cost of the Project</i> <i>-Please detail the cost to the FCO and, if relevant the cost to co-funders</i> <i>-If relevant, please provide costs for future Financial years. Please note, the cannot guarantee funding for future years</i> <i>-Project funds are paid quarterly in arrears.</i>	FY15/16	£87,500	
	<i>Cost to FCO</i>	£70,000	<i>Cost to Co-funders</i> £17,500
	FY 16/17	£	
	<i>Cost to FCO</i>	£N/A	<i>Cost to Co-funders</i> £N/A

Part A: To be completed by the Project Implementer

<p>Project Title</p>	<p>Working with the banks and the banking regulator to develop green finance incentives.</p>
<p>Purpose <i>This must be NO MORE than one sentence, clearly setting out the immediate change to be delivered (3 months after the project completion as maximum)</i></p>	<p>By June 2016, Chinese banking policy makers and major commercial banks have adopted effective and practical green finance incentives.</p>
<p>Context and Need for the Project <i>In no more than 200 words, provide the background to the issue this project will change, what the expected final Outcome will be, and (where applicable) why the UK should fund this project</i></p>	<p>Banking sector plays a pivotal role within the economy, with the ability to leverage many other industries in China's transition to a more sustainable, low carbon economy. Government energy efficiency and carbon intensity targets mean industries will soon be facing greater scrutiny regarding energy consumption and carbon emissions performance, and the investor community will have to weigh up the associated risks and opportunities in their investment decisions. Policy makers and major commercial banks have already begun to introduce green finance activities, which mainly focus on the control and reduction of "high pollution, energy intensive, and over-capacity" industries. At the end of this project, policy makers will have understanding and adopted the most effective policies. The banks will understand the impact of legislations to their existing business operations and the new risks and opportunities (see indicators of success for more detail on outcomes). The UK has a strong green finance sector, including banks and consultancies. The project will bring together UK and Chinese experts to support the development of policy incentives and increase capacity of banks. The project will provide basis for future UK-China cooperation.</p>
<p>Short Project Summary <i>In no more than 200 words explain what the project plans to achieve and how (setting out how the Outputs will deliver the Purpose/Objective, and how the activities will deliver each relevant Output), and what difference will it make on the ground over the next few years?</i></p>	<p>We will carry out desk-based research, interviews and workshops with banks and policy makers to do an analysis of current status and potential future green finance policy options. We will support development of policy suggestions working with Ministry A. Incentives/policies may be in the forms of relevant clauses in new policies, implementation notes for existing policies, and local level guidelines. The training, practical case studies and reports will support banks to have a better understanding of green finance and how it will impact its business operations. Following this, the bank will take</p>

This question will be looked at again during any Evaluation of this project, and when an Impact Report is done. The success of the project will largely be judged on what is said here

actions to streamline green finance into its corporate strategy and business operations.

At the end of this project we aim to see adoption of policy by policy makers to incentivise green financing by banks and banks incorporating actions into their business planning strategy and operations. Over a few years we aim to see an increase in the number of banks that consider green finance in their lending decisions and their performance assessed on this.

<p>Cost What is the TOTAL cost of the Project</p> <p>Please detail the cost to the FCO and, if relevant the cost to co-funders</p> <p>If relevant, please provide costs for future Financial years. Please note, the cannot guarantee funding for future years</p> <p>Project funds are paid quarterly in arrears.</p>	FY15/16	£87,500		
	Cost to FCO	£70,000	Cost to Co-funders	£17,500
	FY 15/16	£		
	Cost to FCO	£	Cost to Co-funders	£
<p>Co-Funding Has funding for this project been sought from other donors (EU, DfID, other countries), Private institutions or the host government? If Yes, please provide details including source and amount. If No, why not, and were options for doing so explored?</p>	Yes - co-funding has been provided by Ministry A to fund the venue hire and all training costs for Chinese banks and policy makers.			
Timing	Planned start date:	May 2015	Planned completion date:	March 2016
<p>PLEASE ATTACH A FULL ACTIVITY BASED BUDGET (in Excel). Proposals without an activity based budget will not be considered The Activity Based Budget must match the activities and timings set out below</p>				

<p>Implementing Agency <i>Name; Address; Telephone Numbers; Email; Website</i></p>	<p>Chinese implementer: (CONTRACT HOLDER) Wang Liyan The China Banking Research Institute 110 Jianguomen, Beijing 100555 010 5192 4456 www.bankingresearchinstitute.com wang.liyan@bri.com</p> <p>UK implementer: Roger Moore UK Green Finance Support Alliance 10 St James Square 0044 207 5192 4406 www.greenfinancesupport.com roger.moore@greenfinancesupport.com</p>
<p>Will the Implementing Partner be sub-contracting any other agencies to carry out elements of the project activities? If Yes, please provide details <i>Good procurement procedures must be followed – please refer to the FCO Grant Contract</i></p>	<p>No</p>
<p>Country or countries covered</p>	<p>China</p>
<p>Have you bid for funding from the FCO in the past three years? <i>Please provide details of any bids made and/or projects implemented</i></p>	<p>Yes. Last year, the Embassy funded a small project to discuss the green finance policy area with Ministry A and other key policy makers.</p>

Project Plan

Based on the information provided in the Summary, use the table below to set out the Purpose, Outputs and Activities to be delivered. Give the Indicator(s) for the Purpose and each Output, along with the Baseline information, what the target to be reached is, and when it will be delivered by, along with milestones (checkpoints) at which progress will be measured.

This will allow you to monitor and measure progress throughout the Project, and provide clear evidence of the Project's success

Indicator = what will be measured (eg the number of people who will be trained; the increase in positive perceptions of an issue)

Baseline = the current status (eg no training exists; current perceptions are x% positive)

Sources = where will the information on the baseline data and targets come from (eg data from research carried out by the implementer; open source data)

Milestones = the key points at which progress will be tracked (can be specific dates/events or the regular quarterly reports – but provide indicative dates for the latter)

Target = what the project will deliver (eg 100 people trained; 50% increase in positive perceptions) THIS IS WHERE YOU MAKE THE INDICATORS SMART

Date = the date by which the output will be delivered

Purpose/Objective:

By June 2015, Chinese banking policy makers and major commercial banks have adopted effective and practical green finance policy incentives.

Indicator(s)	Baseline	Sources	Milestones	Target & Date (SMART)
Amendments to banking regulatory framework to include assessment of banks performance on green financing	Currently regulatory framework does not include banks assessment on green financing	Ministry A		By March 2016, banking regulatory framework to include assessment of banks on green finance.
Increase in adoption of green finance policies by policy makers XX including Policy Maker A.	One green finance policy – green credit.	Policy publications Meeting with experts	<ol style="list-style-type: none"> 1. By December 2015 two new policies have been drafted by Ministry A working with and experts. 2. End of December Q3 progress report shows that Ministry A demonstrate plans to publish two new policies in June. 	By June 2016 two new green finance incentives published by policy maker XX and XX.

Increase in green finance policies adopted within the commercial banks.	Only one commercial bank with green policy in corporate strategy. Most banks already have a “one veto vote” policy for projects without environmental impact assessments. However, these practices mostly focus on pre-lending approval and banks have not yet established a strategic, cross-functional process to manage green finance activities.	<ul style="list-style-type: none"> Public information disclosure from the banks Project case studies Insights with the participating banks (upon agreement by the banks) 	<ol style="list-style-type: none"> In Q4 progress report in March 2016 implementer demonstrates evidence that banks have plans to adopt policies. Final project event in March 2016, 5 banks present on their plans for adopting green finance policies into their business planning. 	By June 2016, 5 banks have incorporated green finance policies into their corporate strategy and business operations.
XXXX	.XXXX	XXXXXX	XXXXXXXX	XXXXXX

PLEASE NOTE THAT INDICATORS AGAINST OUTPUTS DO NOT EXIST IN THE '£80,000 AND BELOW' BID FORM.

**Output 1:
Analysis paper for potential green financing policies for China based on current Chinese policy and international policy (by July 2015)**

Indicator(s)	Baseline	Sources	Milestones	Target & Date
Publication of report	<i>No current analysis report</i>	<i>Ministry A Banking Research Institute</i>	<i>Draft paper produced by May 2015 Final paper produced by July 2015 and submitted to Ministry A and MEP by July 2015</i>	By July 2015 analysis paper finalised and submitted to Ministry A and MEP. Content includes current China context, international experience relevant to China and barriers.
Activities linked to Output 1	1.1 Desktop research of international green financing experience and best practices, focusing on what China could learn/leverage. 1.2 Desktop research and interviews to obtain an overview of existing green finance activities and policies in China, and identify unique Chinese circumstances that need particular attention to develop practical green			

	<p>finance solutions.</p> <p>1.3 Perform a gap analysis for the future development of green finance in China, in particular any barriers that have to be overcome and policy supports Chinese banks needed to promote such development.</p> <p>1.4 Draft an analysis paper based on 1.1-1.3.</p> <p>1.5 Submit paper to be reviewed by Ministry A.</p>			
<p>Output 2. Domestic business cases for low carbon finance, demonstrating the attractiveness of developing low carbon finance solutions for Chinese banks, focusing on both the greening of existing portfolio and new market developments. (by September 2015)</p>				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
Publication of case studies	No current case studies	Banking research Institute Ministry A Banks Interim workshops	By August 2015, interviews carried out with 5 banks and 5 other experts.	By September 2015 case studies published and inserts into final project report
Activities linked to Output 2	<p>2.1 Interview with key Chinese financial experts and leading institutions for Chinese low carbon finance business cases, and identify key aspects that can be disseminated to a wider range of audiences and incentivise other banks to develop their own low carbon finance products and services. The business cases will come from different banks/institutions and each demonstrates different aspects of green finance innovation, e.g. managing low carbon related risks, solving guarantee difficulties emerging green sectors often face, product innovation around valuation and asset management of greenhouse emissions etc. We will also seek case studies at both national and provincial level (Beijing and Yunnan).</p> <p>2.2 Draft a paper for the business cases which will be disseminated in the project interim workshops and also forms a chapter in the final report.</p>			
<p>Output 3: A final project report that depicts the current status of low carbon finance in China, development outlook, barriers to overcome and incentives/policies the policy makers and banks could adopt to facilitate the process. The report will also provide the banks with a methodology to identify the most appropriate strategy to start their actions (by March 2016)</p>				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
Publication of final project report	No final report	Banking Research Institute	1. Two workshops carried out by January 2016 attended by at least 10 commercial	By March 2016, final project report produced which includes: current status of low carbon finance in

			banks, and DG level policy makers from Ministry A. 2. By January 2016 interviews with 5 experts including XX XX	China, development outlook, barriers, policies for policy makers and banks to adopt and methodology for banks to use.
Activities linked to Output 3	<p>3.1 Organise at least 2 workshops (one kick-off workshop and an interim workshop) attended by international and domestic low carbon finance experts, major commercial banks and wider range of institutions in this area to share experience, steer project research and present interim outputs of the project.</p> <p>3.2 Interview with selected international and Chinese financial experts focusing on policy aspects the government could adopt to promote low carbon finance in China. This process will pay particular attention to a) the Chinese uniqueness identified in 1.2, b) Provide solutions to specific issues rather than overarching frameworks, c) if possible, also look at provincial level policies (Beijing and Yunnan) that could supplement national policies and d) full reference on the findings of case studies in 2.1 and feedbacks from the banks.</p> <p>3.3 Develop an analytical methodology for the Chinese banks to identify the most appropriate strategy to start their actions in green finance. The methodology will help the banks to consider their corporate governance, risk management and project appraisal system, existing portfolio related to green sectors, and potential new markets/sectors/products they are most competitive in. The banks will be able to find appropriate starting points, either top-down (e.g. develop strategy) or bottom-up (specific risk management policies, improving project appraisal processes etc)</p> <p>3.4 Based on 3.1 and 3.2, develop a series of policy incentives and recommendations.</p> <p>3.5 Draft a project final report including all project outputs and policy incentives/recommendations</p>			
<p><i>Output 4. Raised awareness and improved capacity amongst policy makers and Chinese banks to adopt the project outcomes and start actions to promote low carbon finance in the Chinese banking sector. (by March 2016)</i></p>				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
Increased capacity of policy makers and banks to adopt green finance policies	Only one green finance policy currently – green credit.	Statements made by policy makers and banks in final project activities (recorded in final project completion report and also measured through conversations	Final workshop to be held in March 2016. Ministry A, and DG level to attend, at least 10 commercial banks.	By June 2016, policy makers and banks show increased capacity to adopt green finance incentives.

		by the embassy with stakeholders). .	2 communication sessions to be held by March 2016 for banks and policy makers. B	
Activities linked to Output 4	<p>4.1 Organise a final workshop to disseminate project outputs to all participating institutions and key players in Chinese banking sector.</p> <p>4.2 Organise communication sessions to disseminate the policy briefs to key banking sector policy makers, obtain feedbacks, and provide support in adopting the recommendations.</p> <p>4.3 Organise communications sessions for the participating banks to provide support regarding how they could react to develop their green finance activities.</p> <p>4.4 Seek opportunities to further disseminate the project outcomes in sectoral conferences and client presentations.</p>			
<i>ADD MORE LINES AS NEEDED</i>				
<p>Sustainability <i>How will the project ensure benefits are sustained once the project funding ends?</i></p>	<p>The outcomes of this project are feeding directly into the Ministry A policy process to develop green finance incentives by June 2016. They have committed XX funding to do this. The Banking Research Institute (implementer) has been given the remit to work with them on this project to develop policy incentives.</p> <p>Ministry A who regulate the banks have already selected 10 banks who should adopt green finance policies produced.</p> <p>£30,000 co-funding from Ministry A also demonstrates their commitment to work in this area and use the outcomes.</p>			

Monitoring

Please note that the Grant Contract specifies the need for (at least) quarterly reporting on progress and finances

The banking research institute (implementer) will submit quarterly progress reports to the Embassy. In addition to involving banks and Ministry A in the project activities, we will arrange to meet with Ministry A policy makers and Embassy every 6 months to discuss progress on project outcomes.

Risks <i>What are the key risks in implementing this project and how are you going to manage them</i>	Risk	Impact Low/ Medium/ High	Like-likelihood L/M/H	Management <i>How will the risk be managed and monitored, what are the mitigating actions, and who is the risk owner</i>	Escalation Point <i>At what stage will the management of this risk need to be escalated to the embassy or CG.</i>
	1. Policy makers and banks unwilling to contribute to this project	Low	High	Risk Owner = Banking Research Institute. The Banking Research Institute has been give the remit to work on this project and so already has close collaboration with banks and policy makers. We will keep contact with the stakeholders throughout the project to make sure our work is closely linked to their needs and to secure contributions.	If we are unable to secure meetings with the policy makers or the policy makers are not satisfied with the project progress then we will inform the Embassy.
	2. International best practices identified by this project not useful for Chinese banks.	Low	High	Risk Owner = Banking Research Institute. The China Banking Research Institute and UK Green Finance Support Alliance will work together to ensure that useful case studies are used that are relevant to China. We will perform activity 1.1 and 1.2 in parallel and make sure the best practices identified have practical value for the Chinese banks.	When we present draft case studies to the banks if they do not find these useful we will notify the Embassy

	<p>3. The project deliverables and outcomes are duplicated with existing policies, in particular the Ministry A <Green Credit Guidelines></p>	<p>Medium</p>	<p>High</p>	<p>The China Banking research Institute has extensive contact and collaboration with Ministry A, and this project is designed not to develop another policy framework but to compliment Ministry A's existing policy from Chinese bank's perspectives.</p> <p>The China Banking Research Institute also has long term relationships with major Chinese banks on green finance, broader sustainability issues and other financial aspects of the bank's operations. We therefore will be able to obtain insightful understanding of the barriers the banks are facing in green finance and feed this into the project analysis and communicate with the policy makers.</p>	<p>This will be raised in meeting with us, Ministry A and Embassy</p>
	<p>4. The project does not progress as scheduled</p>	<p>Low</p>	<p>Medium</p>	<p>The China Banking Research Institute will effectively manage the progress of this project at various levels, including good project implementation and monitoring plans, setting realistic timetable and milestones, and assigning specific project</p>	<p>We will notify the Embassy as soon as we know the project activities are likely to be delayed.</p>

				manager to track project progress etc, so that project progress can be ensured.	
Stakeholders <i>Who are the people or groups with an interest in this project and who will be affected by it and/or can influence its success either positively or negatively? How will you manage your engagement with them</i>	Stakeholders	Interest L/M/H	Influence L/M/H	Engagement / Communications plan (How to engage, how often and who by/who to)	Owner
	Ministry A and MEP (beneficiaries of the project)	H	H	Ministry A and MEP to participate in all workshops and provide steering speeches to endorse the project. Arrange Invite interviews with Ministry A officials Deliver project reports and policy briefs Support Ministry A's policy development process through existing and future collaboration	China Banking Research Institute
	Chinese Commercial Banks Including: A XXX B XXXXX CXXXXX DXXXXX	H	H	Invite the banks to participate project workshops and contribute to the discussions Arrange interviews with relevant departments of the banks Obtain their feedback regarding project analysis and policy recommendations	China Banking Research Institute

	UK banks and finance regulators	M	M	Invite the banks to workshops and comment on reports.	China Banking research Institute
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<p>Beneficiary Groups <i>Describe the level of participation of beneficiary group(s) in planning the project</i> <i>Does the plan reflect the wishes/needs of the beneficiaries</i></p> <p><i>[Beneficiaries are those organisations, groups or individuals who are benefitting from the change that the project will deliver]</i></p>	<p>Ministry A and MEP: Have been very engaged in the development of the project proposal. Ministry A are contributing £30,000 co-funding which demonstrates their engagement.</p> <p>Chinese commercial banks: Ministry A has been coordinating with banks and informed several banks including XXX, XX, XX, that they will be involved in the project. We have had a meeting with all the banks to ensure they are satisfied with the project design and their involvement.</p>
<p>Signature of Implementing Agency Lead Contact</p>	<p>The China Banking Research Institute</p>
<p>Date</p>	<p>24/03/2015</p>

Part B: To be completed by Post

What Programme or CBP Objective does this project help meet	Programme	PROJECT MANAGER TO INSERT OBJECTIVE FROM STRATEGY
	CBP	n/a
How will this project help to deliver that Objective		

Contact name and details at Post	
In addition to the “need for the Project” set out above, what benefit will the Project deliver for the UK? <i>Please note that if the Project is ODA eligible the primary purpose of the Project <u>must</u> be the development of the host country.</i>	TO BE COPIED FROM BOARD APPAISAL SHEET.
How have lessons learned from previous similar projects been taken into consideration in the development of this idea	PROJECT MANAGER TO DISCUSS WITH POLICY LEAD AND COMPLETE
What consideration has been given to an exit strategy to ensure that the project does not create dependence? Please provide details	PROJECT MANAGER TO DISCUSS WITH POLICY LEAD AND COMPLETE.
Evaluation <i>Will this project be evaluated?</i> <i>Projects over £500,000 must be evaluated, and this should happen within 6-12 months of the Project Completion Report being submitted to London</i> <i>For Projects between £100,000 and £500,000 please highlight to the Programme Team if you think it would be useful for this Project to be evaluated.</i>	Yes / No: TO BE DECIDED
	When:
	Yes / No: TO BE DECIDED
<i>Please ensure that a decision is made <u>with</u> the Programme Team and the evaluation is <u>added to the evaluation plan</u>. Funding for Project Evaluations will have to come from the Programme budget</i>	
The Implementer <i>Provide details of any previous work with the Implementing Agency, and relevant background information on financial, reputational, organisational etc issues</i>	PROJECT MANAGER TO COMPLETE

<p>Cross Cutting Issues <i>What additional impact will the project have on issues such as the environment, diversity, gender, and human rights? Please note both positive and negative possible impacts</i></p>	<p>E.G. Environment: project activities e.g. workshops, travel, accommodation, will inevitably have environmental impacts. We are aware of the potential impacts and will look at options to minimise such impact.</p>
<p>Human rights (HR) assessment <i>For projects in the security and justice sectors: Have you completed an assessment under the Overseas Security & Justice Assistance Guidance?</i></p>	<p>N/A</p>
<p>Please summarise the results including the key risks and mitigation measures and overall rating</p>	<p>N/A</p>
<p><i>For other projects: Do you consider that there is a serious risk that the assistance might directly or significantly contribute to a violation of human rights and/or IHL?</i></p>	<p>N/A</p>
<p>CHECKLIST</p>	
<p>Consultancy Value Programme <i>Are consultants being used in the delivery of this Project? If yes, please ensure that you check the requirements within the CVP on Corporate Procurement Group's Sharepoint site</i></p>	<p>N/A</p>
<p>Marketing & Advertising Freeze <i>Will elements of the Project include Marketing or Advertising products and services that are externally procured i.e. will incur cost to FCO. If yes, refer to the guidance on the Comms & Engagement Sharepoint site and complete the necessary clearance forms</i></p>	<p>Yes/No Implementers have been asked to submit details on this and programme team will decide if this needs to be sent to London and complete this box.</p>
<p>TV & Film Production <i>Is the project producing any television programmes or films (including documentaries)? If yes, you must seek approval from Baroness Warsi's office in advance of the activities (see Programme Office's Sharepoint site)</i></p>	<p>Yes/No As above</p>
<p>Pre-Payments <i>Will the implementer require payments in advance? If Yes, please complete the Pre-Payment request Form (Programme Office's Sharepoint site) as early as possible. Please note, pre-payments will ONLY be made where there is a clear justification</i></p>	<p>N/A</p>
<p>Single Source Justification <i>Has the project been part of an open Bidding Round or Tender process? If not you may need to complete an SSJ. Please refer to Corporate Procurement Group</i></p>	<p>No</p>
<p>Gifting <i>Will any of the goods procured during the project become the property of the implementer or beneficiary? If Yes, please consult the Gifting & Granting Guidance (Programme Office's Sharepoint site). Please note, goods purchased during a project will usually remain the property of HMG and will need to be disposed of in accordance with guidance</i></p>	<p>No</p>
<p>Contract <i>There must be a signed contract in place between FCO and the implementer, prior to any activities commencing. Please ensure that the</i></p>	

<p><i>implementer is aware of the content of the Contract well in advance of having to sign. Please refer to guidance on Grant Contracts (Programme Office's Sharepoint site). If the project is being implemented by a commercial organisation/ business, please see CPG's Sharepoint site for guidance on Commercial Contracts.</i></p>	
<p>Due Diligence <i>Reasonable checks must be made on the potential implementing organisation prior to initiating the project. Please detail what checks will/have been carried out, and the findings, on at least:</i></p> <ul style="list-style-type: none"> • <i>Financial position (you can ask to see their books)</i> • <i>Capacity to carry out work</i> • <i>Local reputation for delivery</i> 	<p>PROJECT MANAGER to complete. Write a couple of lines on implementer's capacity and reputation.</p>
<p>Can this project be referred to publicly, or are there sensitivities that would preclude publicity. If public, please provide an unclassified form of words describing the project, which can be used in briefing materials.</p>	<p>PROJECT MANAGER TO DISCUSS WITH POLICY LEAD AND COMPLETE</p>
<p>Comments from Policy Desk either geographical or thematic <i>Does the project have the support of the relevant desk?</i></p>	<p>PROJECT MANAGER TO DISCUSS WITH POLICY LEAD AND COMPLETE</p>
<p>Date of Post Programme Board at which the bid was discussed</p>	
<p>Comments from Post Programme Board <i>[Note: <u>All</u> bids <u>must</u> be appraised by the Post Programme Board] Include here, information on why the Project was approved, what additional work was needed prior to approval, further information for the Strategic Programme Board in London</i></p>	<p>PROGRAMME TEAM TO COMPLETE</p>
<p>Signature of Board Chair</p>	<p>PROGRAMME TEAM TO COMPLETE</p>
<p>Date</p>	<p>PROGRAMME TEAM TO COMPLETE</p>
<p>Once approved by the Post Programme Board, non-Bilateral and non-devolved Programme Budget projects should be forwarded to the Programme Team in London for discussion at the Strategic Programme Board</p>	
<p>Comments from Strategic Programme Board</p>	<p>N/a</p>
<p>Date</p>	<p>n/a</p>

Useful links:

Programme Office: <http://ubs.sharepoint.fco.gov.uk/sites/finance/po/default.aspx>

Corporate Procurement: <http://ubs.sharepoint.fc.gov.uk/sites/finance/procurement/default.aspx>
Comms & Engagement: <http://restricted.sharepoint.fc.gov.uk/sites/comms/default.aspx>