

Project Administration Instructions

PAI 6.03
Revised in June 2023
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REPORTS BY PROJECT AND TECHNICAL ASSISTANCE ADMINISTRATION MISSIONS¹

1. This Project Administration Instruction (PAI) describes the required reports after fielding project administration missions for loans and technical assistance (TA).
2. All project administration missions prepare either an aide-mémoire or memorandum of understanding (MOU) as appropriate prior to completion of the mission to reflect the discussions held between the borrower² and Asian Development Bank (ADB). Project administration missions submit back-to-office reports (BTOR) to the respective authority after the mission. The project team captures key information from the BTORs, aide-mémoires, and MOUs as appropriate, and updates the project record in eOperations.
3. The mission leader should submit BTORs normally within five working days of the mission's return. BTOR requirements, timing of submissions, and guidelines on the project administration documentation are in Appendix 1. Except for country portfolio review missions (CPRMs) and loan disbursement missions, the mission leader submits the BTOR to the sector director (SD)/TA supervising unit (TASU) director or head through the regional sector project administration unit (PAU) head/TASU PAU head. BTORs for CPRMs are submitted by the mission leader after consultations with relevant regional sector PAU heads and regional head, operations coordination to the regional director general for approval. Copies of the BTOR are sent to all concerned for information.³
4. The BTOR (no longer than three pages) for project administration missions should include the project's: (i) brief description, (ii) mission composition including its duration, (iii) implementation status including compliance with covenants, (iv) project rating, (v) mission findings, and (vi) issue requiring guidance or approval, and (vii) recommended action plan and next steps, if any. The key officials met, updated project record from eOperations and aide-mémoire or MOU are attached to the BTOR. The mission leader uses judgement in deciding items covered. The BTOR should clearly indicate project implementation issues and proposed remedial actions to resolve the issues. BTORs of CPRMs and midterm review missions may extend to five pages.

¹ In this PAI, the term "loan(s)" includes grant(s) and the term "project(s)" includes program(s), unless the context requires otherwise. This PAI also applies to loans from external sources that are administered by ADB, unless agreed otherwise between ADB and cofinancier(s).

² In this PAI, the term "borrower" also refers to recipients of grants, executing agencies, and/or implementing agencies, unless the context requires otherwise.

³ For loans, copies are provided to Vice-President (to be decided by the regional head, operations coordination); Director General, Sectors Group; Director General, Regional Department; Deputy Director General, Sectors Group; Deputy Director General, Regional Department; Assistant Controller, Loan Administration Division; Assistant General Counsel, Office of General Counsel; Director, Procurement Division 1 or 2; Director, Public Financial Management Division; Director, Portfolio Management Division; Regional Head, Operations Coordination; relevant country and/or sector directors; relevant country operations heads; Director, Partner Funds Division of the Climate Change and Sustainable Development Department (if project is cofinanced); mission members. The mission leader has flexibility to include other staff. For developing member country (DMC)-specific and regional TAs, copies are provided to regional head, operations coordination, country operations head, and country director and relevant departments/offices. For multi-region TAs, the mission leader will decide on the relevant departments/offices to be copied.

5. Draft letter(s) that remind the borrower and executing agency of any key issues and problems contained in the aide-mémoire or MOU, and the agreed remedial actions required by the borrower may be attached to the BTOR. The SD will issue the letter, in consultation with the country operations head. However, if the issues and remedial actions are substantive, the SD needs to consult with the senior sector director before issuing the letter.

6. The BTOR for the project inception mission attaches a revised project administration manual that was discussed and finalized during the mission. BTORs for special project administration missions and other missions deal with matters discussed with the borrower and give recommendations on actions needed by the borrower and ADB.

7. **Country Portfolio Review Mission.** BTORs for CPRMs follow the framework outlined below. Expected actions to be taken by the regional department, resident mission, and sector offices should be clearly indicated.

a. Introduction

- (i) timing and duration of the CPRM (including date of the final wrap-up meeting and senior government officials attending);
- (ii) if the CPRM was coordinated with other international financing institutions (IFIs) in the country, include names, positions, and IFI at each joint meeting (in an appendix);
- (iii) objectives of the CPRM;
- (iv) names, positions, and units of mission members (to be included in footnote); and
- (v) names, positions, and agencies of all government officials met (in an appendix).

b. Background

- (i) background paper, highlighting key performance indicators and issues, is prepared in advance of the CPRM and made available to the developing member countries (DMC) government and agencies for review and comments prior to the CPRM;⁴
- (ii) brief details of when the last CPRM was held and a brief summary of its findings; and
- (iii) description of how the CPRM was structured and approached its work.

c. Mission Findings

- (i) key finding(s) on ADB's portfolio performance and how it compares with the previous year;

⁴ Attached as an appendix.

- (ii) if other IFIs were involved, a brief overview of the joint official development assistance portfolio performance in comparison with the previous year;
 - (iii) brief details of country-specific common project implementation problems and joint initiatives agreed between ADB, other IFIs, and the DMC government to remedy the situation; and
 - (iv) brief details of sector-specific problems associated with ADB-funded projects and initiatives agreed between ADB and the DMC government to remedy the situation.
- d. Recommendations and Follow-up Actions
- (i) a summary of quantifiable targets and time-bound remedial action plan agreed with the DMC government; and
 - (ii) if, as a result of the agreed action plan, ADB requires specific measures which require approval of higher authorities, make such recommendations accordingly.

Guidelines on Documentations Prepared after Project Administration Mission¹

Type of Mission	Documentation Prepared After the Mission
A. LOANS	
Project inception	A back-to-office report (BTOR) (not more than 3 pages) with the memorandum of understanding (MOU)/aide-mémoire, updated project record, and revised project administration manual (PAM) attached. The BTOR is submitted by the mission leader to the sector director (SD) through the regional sector project administration unit (PAU) head with copies to all concerned within 5 working days of the mission's return. The mission finalizes the PAM immediately after its return (PAI 1.06: Project Administration Manual).
Project review	A BTOR (not more than 3 pages) with the MOU/aide-mémoire, updated project record and PAM, as necessary, attached. It is submitted by the mission leader to the SD through the regional sector PAU head with copies to all concerned within 5 working days of the mission's return. Appendixes and attachments need not be circulated but made available upon request.
Midterm review	A BTOR (not more than 5 pages) with the MOU/aide-mémoire, updated project record and PAM, as necessary, attached, is submitted by the mission leader to the SD through the regional sector PAU head with copies to all concerned within 10 working days of the mission's return. It highlights mission findings, recommendations, and time-bound action plan.
Special project administration	A BTOR (not more than 3 pages) is submitted by the mission leader to the SD through the regional sector PAU head with copies to all concerned within 5 working days of the mission's return.
Project completion review	A BTOR (not more than 3 pages) is submitted by the mission leader in consultation with the country operations head to the SD through the regional sector PAU head with copies to all concerned within 10 working days of the mission's return. The Mission should subsequently finalize the project completion report.
Country portfolio review	A BTOR (not more than 5 pages; with attached MOU and time-bound action plan) is submitted by the mission leader in consultation with relevant SDs to the regional director general through the regional head, operations coordination for approval with copies to all concerned within 15 working days of the mission's return.
Loan disbursement	A BTOR (not more than 3 pages) is submitted by the mission leader to the Controller with copies to all concerned within 5 working days of the mission's return.

¹ For documentation prepared prior to the mission, refer to PAI 6.02 (Project Administration Missions).

Type of Mission	Documentation Prepared After the Mission
B. TECHNICAL ASSISTANCE	
Technical assistance (TA) inception	A BTOR (not more than 3 pages) indicating the results of tripartite discussions and final work program of all concerned parties. It is submitted by the mission leader in consultation with the country operations head (where the mission was fielded for single country and regional TAs) to the TA supervising unit (TASU) director or head through the TASU PAU head with copies to all concerned within 5 working days of the mission's return. Only one BTOR is prepared if the TA is implemented together with the loan.
TA review	A BTOR (not more than 3 pages) indicating the progress of activities, problems, and issues on TA implementation based on the discussions with executing agencies ² and the consultants on a tripartite or bilateral basis is submitted by the mission leader to the TASU director or head through the TASU PAU head with copies to all concerned within 5 working days of the mission's return. Only one BTOR is prepared if the TA is implemented together with the loan.
Special TA administration	A BTOR (not more than 3 pages) indicating the agreement and or remedies to major problems and issues of TA implementation is submitted by the mission leader to the TASU director or head through the TASU PAU head with copies to all concerned within 5 working days of the mission's return. Only one BTOR is prepared if the TA is implemented together with the loan.
Regional training and program activities	A BTOR (not more than 3 pages) is prepared. The BTOR is submitted by the mission leader to Director General, Procurement, Portfolio, and Financial Management Department; Controller; or TASU director or head within 5 working days of the mission's return with copies to all concerned.

² In this PAI, the term "executing agency" also refers to implementing agencies, unless the context requires otherwise.