A. Objective and Scope

1. The main objective of a technical assistance (TA) completion report (TCR) is to (i) evaluate the performance of TA operations to enhance its transparency and accountability; and (ii) benefit from the experience gained to improve TA planning, formulation, and implementation. All eligible TCRs are validated by the Independent Evaluation Department (IED). For guidance on evaluation methodologies and ratings, refer to the Technical Assistance Completion Report Validation Guidelines published by the IED.

2. Key points that a TCR includes are to:
   
   (i) evaluate relevance in terms of alignment of the TA with ADB’s strategies and national or regional policies and strategies, TA design in terms of the results chain, and rationale and choice of technical assistance type;
   
   (ii) evaluate outcome in terms of the achievement of the outputs and outcomes, the delivery of inputs and conduct of activities;\(^2\)
   
   (iii) evaluate efficiency in terms of TA extensions, any significant changes, fund utilization, disbursements and savings, consultant recruitment and other process efficiency factors;
   
   (iv) rate the performance of the TA;
   
   (v) assess the sustainability in terms of the underlying technical and institutional benefits supported by the TA; and
   
   (vi) identify lessons learned and recommendations.

B. Preparation

3. The primary TA supervising unit (TASU) is responsible for preparing and circulating the TCR. The TASU should initiate TCR preparation when a TA’s work program and services are nearing completion. The final TA review mission should discuss with the executing agency (EA), if applicable, the likely outcome of the TA, including lessons learned and recommendations. These discussions should be documented in the back-to-office report (BTOR). In general, a separate TCR preparation mission is not required but may be considered in instances where the TA financed a pilot project.

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1 TAs refer to ADB-financed and cofinanced knowledge and support TA (KSTA) and transaction TAs (TRTA). This PAI also applies to TAs from external sources that are administered by ADB unless agreed otherwise between ADB and cofinanciers. The specific requirement agreed between ADB and cofinanciers may supersede the PAI.

2 For a TA without a Design Monitoring Framework, the TCR evaluates whether the TA outputs and outcomes were effectively met in line with the expected TA’s objectives.

3 Refer to PAI 5.09 (Administering Grant-Financed Technical Assistance).

4 In this PAI, the term “executing agency” (EA) also refers to implementing agencies unless the context requires otherwise.
4. The TCR should be concise, not exceeding 4 pages (excluding appendixes). In instances where a TCR with many TA activities which needs to report several lessons and recommendations or a TCR for a cluster TA which covers the entire cluster, the page limit of the main text should not exceed 6 pages. The TCR template is accessible through the Office of the Secretary (SEC) website under Board Documents: Template and Guidelines tab.

5. A draft TCR (after clearance by the primary TASU director or head) is circulated for interdepartmental comments (normally 5 working days) to the concerned departments, offices, and divisions, including the Technical Assistance Section of the Controller’s Department (CTLA-TA), the Sustainable Development and Climate Change Department (SDCC), and the Procurement, Portfolio and Financial Management Department (PPFD). The TCR is finalized upon incorporating the comments received and then circulated to the Board with the approval of the department head. TCRs are not edited by the SEC.

C. Circulation Requirements

6. A TCR should be circulated to the Board within 6 months from the TA financial closing date. Exceptions to this are:

   (i) a TCR for a transaction TA (TRTA) supporting a loan⁶ or attached to a loan⁷ which should be circulated with the corresponding project completion report (PCR) (or an extended annual review report [XARR] for nonsovereign operations).⁸ The main text of the PCR must include the salient features of the TCR, including any variations from approval. The TCR is to be included as an appendix of the PCR (or XARR). When the PCR (or XARR) is circulated to the Board, SEC is to be informed that a TCR is appended to it to ensure it is recorded in SEC’s database and noted in their circulation memo to the Board.

   (ii) if a TRTA⁹ was used for project preparation and the ensuing loan was not approved within 12 months after the TRTA financial closing date, then a stand-alone TCR should be circulated to the Board within 18 months of the TRTA financial closing date.

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⁵ The financial closing date is the actual TA account closing date.

⁶ In this PAI, reference to a “loan” also includes grants, unless the context requires otherwise. A TRTA which supported a loan means a TA which was approved after approval of the supported loan to help deliver outputs or mitigate the project risks of a specific ongoing project through capacity development and/or policy advice. The name of the loan to be supported should be specified in the TA report.

⁷ All TAs attached to a loan or grant are classified as a TRTA. Former capacity development TAs and policy and advisory TAs are classified as TRTAs if these are attached to a loan or a grant. Refer to the Staff Instruction on Business Processes for Transaction Technical Assistance for the scope of the TRTA.

⁸ A TCR is required if the TA was declared effective with disbursement even if the attached loan was not signed.

⁹ This TRTA includes a project preparatory TA (PPTA) which was approved before 25 June 2018.
7. Further to para. 6, a TCR is not required for:

(i) a TRTA (footnote 10) used for project preparation that resulted into a loan. However, the TRTA’s contribution towards delivery of the project should be assessed in the PCR of the resulted project.

(ii) a TA that was cancelled without any disbursement. In such instances, a Board information paper is prepared outlining the reasons for cancellation and lessons learned, if any.

D. Specific Procedures

a. Transaction Technical Assistance Facility

8. The TCR for the facility should be circulated to the Board within 6 months after the financial closing date of the facility. In case all components of a TRTA facility were used for project preparation and resulted into loans, a TCR is not required. Table 1 shows the coverage for a TRTA facility TCR.11

<table>
<thead>
<tr>
<th>Component</th>
<th>Project Preparation</th>
<th>Implementation Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>The TCR should outline the TRTA activities by component and overall cost table should be appended. An overall rating for the TCR is required based on performance of components; (i) project preparation which did not result into a loan and (ii) implementation support. The performance of project preparation components that resulted into a loan is not considered for the overall rating.</td>
<td>The TA’s contribution to each project and lessons from the TA activities should be indicated in the TCR to support the overall rating and should also be indicated briefly in the main text of each relevant PCR and the details should be appended.</td>
</tr>
</tbody>
</table>

PCR = project completion report, TA = technical assistance, TCR = TA completion report, TRTA = transaction TA.

b. Technical Assistance Cluster

9. A TCR is circulated for a cluster knowledge and support TA (KSTA) within 6 months after the financial closing date of the last TA subproject in the cluster. It should cover the entire cluster and indicate activates and results by subproject in a way that one subproject is a stand-alone TA.

10 “Resulted into a loan” means that the TA was used for project preparation and the ensuing loan was approved.

11 If the TRTA facility has expanded knowledge and support component (expanded TRTA), para. 11 and Table 2 should be followed.
Separate TCRs are not required for individual subprojects within the KSTA cluster. An overall rating for the TCR is required.

10. For a TRTA cluster, a single TCR should be circulated following the requirements for TRTA facility within 6 months after the financial closing date of the last TA subproject in the cluster.\textsuperscript{12} In case all subprojects were used for project preparation and resulted into loans, a TCR is not required. An overall rating for the TCR is required.

c. Expanded Technical Assistance

11. A TCR is required for an expanded TA to report how the TA was used by component. Table 2 shows the coverage for an expanded TA TCR.

| Overall | The TCR should outline the TA activities by component and overall cost table should be appended. An overall rating for the TCR is required based on performance of components: (i) project preparation which did not result into a loan, (ii) implementation support and (iii) knowledge and support. The performance of project preparation components that resulted into a loan is not considered for the overall rating.
<table>
<thead>
<tr>
<th>Component</th>
<th>Project Preparation</th>
<th>Implementation Support (i.e., capacity building, policy advice)</th>
<th>Knowledge and Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Preparation</td>
<td>The TA's contribution to each project needs to be indicated in each relevant PCR including lessons learned from the TA activities but not required in the TCR. However, in case a project preparation component did not result in a loan, the performance assessment and lessons learned from the TA activities should be indicated in the TCR.</td>
<td>The TA's contribution to each project and lessons from the TA activities should be indicated in the TCR to support the overall rating and should also be indicated briefly in the main text of each relevant PCR and the details should be appended.</td>
<td>Performance of the knowledge and support component results should be included in the TCR in the same coverage as a TCR for a stand-alone KSTA.</td>
</tr>
<tr>
<td>Knowledge and Support</td>
<td>Performance of the knowledge and support component results should be included in the TCR in the same coverage as a TCR for a stand-alone KSTA.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KSTA = knowledge and support TA, PCR = project completion report, TA = technical assistance, TCR = TA completion report, TRTA = transaction TA.

\textsuperscript{12} Component in the TRTA facility in Table 1 is read as subproject in the TRTA cluster.
d. Technical Assistance Delegated to the Government

12. A TCR is required for a TA that is delegated to the government. The EA prepares the TCR in coordination with the TASU. Exemptions to TCR requirements are similar to those TAs administered by ADB (paras. 6 and 7). The TASU should conduct an interdepartmental review as per para. 5.

E. Disclosure

13. TCRs are disclosed to the Board via the Board Documents System. Subject to the provisions of ADB’s Access to Information Policy, all TCRs are to be posted on the ADB website upon circulation to the Board.

F. Monitoring and Reporting

14. Concerned departments should monitor the status of TCR circulation. The departments should submit their annual TCR circulation schedule to the Portfolio Management Division (PFPM) of PPFD. For TAs which are not included in the circulation schedule, the concerned departments will also submit a list of TAs that (i) were financially closed but the respective TCRs have not yet been circulated, and (ii) are expected to be financially closed within the first 6 months of the calendar year. Reasons for non-inclusion of these TAs in the annual circulation schedule should also be provided. The departments should also submit to PFPM the quarterly status of TCR circulation based on the annual program.

G. Post-TA Completion

15. The TASU or concerned departments monitors actions taken on the TCR’s recommendations and follow-up actions until the main outstanding issues are satisfactorily resolved.