

Project Administration Instructions

PAI 6.08
Revised in June 2023
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TECHNICAL ASSISTANCE COMPLETION REPORT¹

A. Objective and Scope

1. The main objective of a technical assistance (TA)² 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. For guidance on evaluation methodologies and ratings, refer to the [Technical Assistance Completion Report Validation Guidelines](#) published by the Independent Evaluation Department .

2. Key points that a TCR includes are to:

- (i) evaluate relevance in terms of alignment of the TA with Asian Development Bank's (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;³
- (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)⁴ 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),⁵ if applicable, the likely outcome of the TA, including lessons learned and recommendations. These discussions should be documented in the back-to-office report. In general, a separate TCR

¹ In this PAI, the term "loan(s)" includes grant(s) and the term "project(s)" includes program(s), unless the context requires otherwise. "A TRTA which supported a loan" refers to 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.

² TAs refer to ADB-financed and cofinanced knowledge and support TA (KSTA) and transaction TAs (TRTA). This Project Administration Instruction (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.

³ 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.

⁴ Refer to PAI 5.09 (Administering Technical Assistance).

⁵ In this PAI, the term "executing agency" also refers to implementing agencies unless the context requires otherwise.

preparation mission is not required but may be considered in instances where the TA financed a pilot project.

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. The TA team proactively contributes and takes responsibility for the preparation of their respective parts of the TCR within their functional area, ensuring quality in their parts of the TCR. The TA team members will seek guidance and clearance from their functional reporting line, where necessary. The TA team leader has the overall responsibility for TCR preparation, ensuring the quality and completeness of the TCR, and compliance with relevant TCR requirements.

6. In addition to the contribution from the TA team members in their respective functional areas, the TA team leader should consult with the respective country operations head(s) for developing member country (DMC)-specific and regional TAs, the Partner Funds Division of the Climate Change and Sustainable Development Department if the TA is cofinanced. The TA team leader should consult other departments/offices as necessary. The role of other departments/offices is to review the draft TCR, provide advice and support to the TA team in evaluating results of the TA and providing lessons learned if necessary in their respective functional areas.

7. The TA team leader shares the draft TCR (locked to prevent further editing) with the TA team members, the supporting departments/offices, and the heads of their respective divisions for their confirmation within 3–5 business days.

8. If any unresolved issues remain between the TA team leader and the concerned department/office, the TASU director or head convenes a Resolution Meeting based on request from the TA team leader or director from concerned department/office to resolve the issues. The TASU director or head will chair the Resolution Meeting, facilitate the resolutions and make the decision normally within 5 business days to proceed with the TCR or instruct the TA team to take further actions.

9. If no issues remain, the TCR is finalized and then circulated to the Board with the approval of the TASU director or head, with the concurrence of the country director for DMC-specific TAs or regional head, operations coordination for regional and multi-region TAs.⁶ TCRs are not edited by the SEC.

⁶ Multi-region TAs typically include corporate TAs without involvement of any activities in a particular country. For those TAs with involvement of activities in a particular country, concurrence is required from the respective regional heads, operations coordination.

C. Circulation Requirements

10. A TCR should be circulated to the Board within 6 months from the TA financial closing date.⁷ Exceptions to this are:

- (i) a TCR for a transaction TA (TRTA) supporting a loan or attached to a loan⁸ which should be circulated with the corresponding project completion report (PCR) (or an extended annual review report [XARR] for nonsovereign operations).⁹ 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 memorandum to the Board.
- (ii) if a TRTA¹⁰ 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.

11. Further to para. 10, a TCR is not required for:

- (i) a TRTA (footnote 10) used for project preparation that resulted¹¹ 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

12. 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.¹²

⁷ The financial closing date is the actual TA account closing date.

⁸ 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.

⁹ A TCR is required if the TA was declared effective with disbursement even if the attached loan was not signed.

¹⁰ This TRTA includes a project preparatory TA (PPTA) which was approved before 25 June 2018.

¹¹ "Resulted into a loan" means that the TA was used for project preparation and the ensuing loan was approved.

¹² If the TRTA facility has expanded knowledge and support component (expanded TRTA), para. 15 and Table 2 should be followed.

Table 1: TCR Coverage for TRTA Facility

Overall	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.	
Component	Project Preparation	Implementation Support (i.e., capacity building, policy advice)
	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.	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.

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

b. Technical Assistance Cluster

13. 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 activities and results by subproject in a way that one subproject is a stand-alone TA. Separate TCRs are not required for individual subprojects within the KSTA cluster. An overall rating for the TCR is required.

14. 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.¹³ 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

15. 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.

¹³ Component in the TRTA facility in Table 1 is read as subproject in the TRTA cluster.

Table 2: TCR Coverage for Expanded TA

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.		
Component	<p style="text-align: center;">Project Preparation</p> <p>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.</p>	<p style="text-align: center;">Implementation Support (i.e., capacity building, policy advice)</p> <p>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.</p>	<p style="text-align: center;">Knowledge and Support</p> <p>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.</p>

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

d. Technical Assistance Delegated to the Government

16. A TCR is required for a TA that is delegated to the government. The EA prepares the TCR with support of TASU. Exemptions to TCR requirements are similar to those TAs administered by ADB (paras. 10 and 11). The TASU should consult with other departments/offices as needed before approval.

E. Disclosure

17. TCRs are disclosed to the Board via the Board Documents System. In accordance with Operations Manual Section L3 (Access to Information Policy) on 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

18. Concerned departments/offices should monitor the status of TCR circulation. The departments/offices should submit their annual TCR circulation schedule to the Portfolio Management Division (PFPM) of the Procurement, Portfolio, and Financial Management Department. For TAs which are not included in the circulation schedule, the concerned departments/offices 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 TCR program

should also be provided. The departments/offices should also submit to PFPM the quarterly status of TCR circulation based on the annual TCR program. PFPM will share the quarterly status of TCR circulation to the regional head, operations coordination.

G. Post-TA Completion

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