



College of Engineering and Technology
Visca, Baybay City, Leyte 6521-A, Philippines
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SUMMARY OF INDIVIDUAL RATINGS OF FACULTY MEMBERS WITH MULTIPLE FUNCTIONS

Name of Faculty Member: Dr. Roberto C. Guarte

Program Involvement (1)	Percentage Weight of Involvement	Numerical Rating (Rating x %)	Equivalent Numerical Rating
(1)	(2)	(3)	(2x3)
1. Instruction			
a. Head/Dean/VPI (50%)	4.94	2.47	
b. Students (50%)	5.00	2.50	
TOTAL for Instruction	70%	4.97	3.48
2. Research	10%	5.00	0.50
3. Extension	10%	5.00	0.50
4. Administration	10%	5.00	0.50
5. Production			
TOTAL	·		4.98

EQUIVALENT NUMERICAL

RATING:

4.98

Additional Points:

Chairman of CHED TCABE

0.1

TOTAL NUMERICAL RATING:

5.00

ADJECTIVAL RATING:

Outstanding

Prepared by:

Reviewed by:

ROBERTO C.

Name of Faculty

BEATRIZ S. BELONIAS

Department Head

Approved:

BEATRIZ S. BELØNIAS VP for Academic Affairs



College of Engineering and Technology

Visca, Baybay City, Leyte 6521-A, Philippines

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INDIVIDUAL PERFORMANCE COMMITMENT & REVIEW FORM (IPCR)

I, ROBERTO C. GUARTE, faculty member of the Department of Agricult	tural and Biosystems Engineering and Dean of the College of Engineering
and Technology commits to deliver and agree to be rated on the attainment	of the following targets in accordance with the indicated measures for the
period January to December 2020.	11.

Approved:

Professor and Dean
Date: As of June 30, 2020

BEATRIZ S. BELONIAS
Professor III/VP for Instruction

Date:_

Date:

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				Rating			REMARKS (Indicators in
				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
UMFO	1. ADVANCED EDU	CATION SERVICES								
OVPI I	MFO 2. Graduate St	udent Management Service	s							
	PI 4: Total FTE coordinated, implemented & monitored*	A1. Actual Faculty's FTE	Handles subjects/courses assigned							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 8: Number of graduate students advised *	A2. Number of students advised	Acts as academic adviser to graduate students	2	2	5	5	4	4.67	Timeliness is affected due to COVID-19
		A3 . Number of students advised on thesis/special problem/dissertation								
		As GAC Chairman	Advises and corrects research outline and thesis/SP/dissertation manuscript	2	2	5	5	4	4.67	Timeliness is affected due to COVID-19
		AS GAC Member	Advises and corrects research outline and thesis/SP/dissertation manuscript							
		<u>A4</u> . Number of students entertained for consultation purposes	Entertains students seeking consultation with faculty							
	PI 9: Number of instructional materials developed *	A5. Number of on-line ready coursewares developed and submitted for review	Converts the existing instructional materials into flexible learning systems							
		On-line ready courseware	Prepares Instructional module/laboratory guide/workbook or a combination thereof							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
NO.	WI 0 3/1 Al 3	mulcutors (11)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		Supplemental learning resources	Prepares Power Point presentation, video clips, movie clips, reading assignments depending on course taught							
		Assessment tools	Prepares assessment tools such as long exam, quizzes, problems sets, etc.							
		A 6 : Number of on-line course ware reviewed by TRP & edited by MMDC editor	Submits the course ware duly reviewed by TRP for editing by MMDC editor							
		A 7 : Number of virtual classroom created and operational	Creates virtual classroom using either Moddle or Google Classroom							
	<u>PI 10</u> . Additional outputs:	A 8. Other outputs implementing the new normal due to covid 19	Designs experiential learning activities and other outputs to implement new normal							2.9
UMFO	2. HIGHER EDUCA	TION SERVICES								
OVPI L	JMFO 3. Higher Edu	ıcation Management Service								

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 5: Total FTE, coordinated, implemented and monitored *	A9. Actual Faculty's FTE	Handles and teaches courses assigned	2	2.9	5	5	5	5.00	
		A10 . Number of grade sheets submitted within prescribed period	Prepares gradesheet and submits on or before deadline	2	2	5	5	5	5.00	
		A 11 . Number of INC forms with grade submitted within prescribed period	Facilitates students in their completion of the subject and submits completion forms with grade within prescribed period	0	0	5	5	5	5.00	I don't have students with INC
		A12. Number of trainings attended related to instruction	Attend mandated trainings	2	3	5	5	5	5.00	Attended 2x Google Classroom, 2x MOODLE Trainings
		A13. Number of long examinations administered and checked	Administers and checks long examination for subjects taught	2	2	5	5	5	5.00	One (1) Long Exams Each of 2 Clssess with 58 students
		A14. Number of quizzes administered and checked	Prepares and checks quizzes for lec and lab	3	6	5	5	5	5.00	Three (3) Quizzes for ach of 2 Classess with 58 students

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
140.	WI 0 3/1 AI 3			Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		A15. Number of lab reports and term papers checked and graded	Checks lab reports and term papers submitted as required	4	14	5	5	5	5.00	Six (6) Individual Report and one (1) Group Reports for 2 Classes with 58 studetns
	PI 8: Number of students advised: *	A16. Number of students advised:	Acts as academic adviserto students							
		A17. Number of students advised on thesis/ field practice/special problem:								
		As SRC Chairman	Advises, and corrects research outline and thesis/SP manuscript							
		As SRC Member	Advises and corrects research outline and thesis/SP manuscript							
		A18 . Number of students entertained for consultation purposes	Entertains students consulting on subject taught, thesis and grades							
	PI 9: Number of student organizations advised/ assisted *	A19. Number of Student organizations advised	Advises student organizations recognized by USSO							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
140.	WITO S/PAPS	mulcators (F1)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage shoul be supported wit numerical values in numerators an denominators)
		A20. Number of Student organizations assisted on student related activities	Assists student organizations in implementing student related activities	2	5	5	5	5	5.00	Directly assisted and supported CE SSC with 5 department-base Organizations
	PI 10: Number of instructional materials developed *	A 21 : Number of on-line course ware developed and submitted :	Prepares and submits for review by the Technical Review Panel							
		On-line ready courseware	Prepares Instructional module/laboratory guide/workbook or a combination thereof	2	2	5	5	5	5.00	Prepared one (1 Module each for Esci 110, ABEn 1 and two (2) revise Flxible Learning OBE Syllabus-or (1) for each cours
		Supplemental learning resources	Prepares Power Point presentation, video clips, movie clips, reading assignments depending on course taught	2						For July to Dec 2020 evaluation
			Prepares assessment tools such as long exam, quizzes, problems sets, etc.	4						For July to Dec 2020 evaluation

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
NO.	WII O S/PAPS	mulcators (F1)	9	Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		A 23 : Number of on-line course ware reviewed by TRP & edited by MMDC editor	Submits the course ware duly reviewed by TRP for editing by MMDC editor	2						For July to Dec 2020 evaluation
		A 24 : Number of virtual classroom created and operational	Creates virtual classroom using either Moddle or Google Classroom	2						For July to Dec 2020 evaluation
	PI 11. Additional outputs	A 25. Number of Additional outputs accomplished:								
		Program accreditation/evaluation	Prepares documents and /or program profile and other materials required during program/institutional accreditation and/or evaluation							
		Agency/firm/Industry linkages	Coordinates with potential firms and maintains linkages with firms willing to accept OJT students from VSU							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
No.	WIFO S/PAFS	illulcators (FI)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		A 26. Other outputs implementing the new normal due to covid 19	Designs experiential learning activities and other outputs to implement new normal	2						For July-Dec Evaluation
UMFO	3 . RESEARCH SE	RVICES							0.00	
	PI 1. Number of research outputs in the last three (3) years utilized by the industry or by other beneficiaries *	A27. Number of research outputs in the last three (3) years utilized by the industry or by other beneficiaries *	Conducts research for possible utilization by industry or other beneficiaries	2	3	5	5	5	5.00	Curently Implementing three(3) research activties with potential for industry adoption: 1) Biodiesel production from Chicken Fat, 2) Evaporative Storafe for Fruits and Vegetable, 3) RAM Pump
	PI 2. Number of research outputs completed within the year *	A 28. Number of research outputs completed within the year *	Conducts and completes research oroject within the year							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 3. Percentage of research outputs published in internationally-referred or CHED recognized journal within the year (2%)	A 29. Percentage of research outputs published in internationally-refereed or CHED recognized journal within the year	Writes publishable materials out of research outputs and submits for publication							
		In refereed int'l journals								
		In refereed nat'l/regional journals								
	PI 4. Number of research outputs presented in regional/national/int'l fora/conferences	A 30. Number of research outputs presented in regional/national/ int'l fora/conferences *	Prepares, submits and presents research paper in scienfic for a/conferences							
		In int'l fora/conferences								
		In nat'l/regional fora/conferences								
	PI 5. Percent of research proposals approved *	, ,	Prepares research proposals, submits and follows up its approval for immediate implementation							

	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				Rating			REMARKS (Indicators in
No.				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 6. Additional	A 32. No. of research-								
	outputs*	related awards (research								
		conducted by faculty or								
		A 33. Number of journal articles/scientific paper received and reviewed as peer-reviewer A 34. Number of UMs	Acts as peer reviewer of journal articles/scientific papers, reviews the paper received and returns duly reviewed paper							
		submitted to ITSO, VSU	Prepares and submits application for UM of technology generated out of research output							
	4. EXTENSION SER	A 35.Other outputs implementing the new normal due to covid 19	Designs research related activities and other outputs to implement new normal							

MFO No.	Description of MFO's/PAPs	Success/ Performance	Tasks Assigned				R	ating		REMARKS (Indicators in
NO.	WIFO S/PAPS	Indicators (PI)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 1. Number of active partnerships with LGUs, industries, NGOs, NGAs, SMEs, and other stakeholders as a result of extension activities	A 36. Number of active partnerships with LGUs, industries, NGOs, NGAs, SMEs, and other stakeholders facilitated and maintained	Identifies and links with probable partners for extension activities and maintains this active partnership							
	PI 2. Number of trainees weighted by the length of training	<u>A 37</u> . Number of trainees weighted by the length of training	Conducts trainings among beneficiaries of technologies for transfer							
	PI 3. Number of extension programs organized and supported consistent with the SUC's mandated and priority programs	<u>A 38</u> . Number of extension programs/projects implemented	Implementes duly approved extension projects							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
NO.	MI O S/FAI S	mulcators (11)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	beneficiaries who rated the training course/s and advisory services as satisfactory or	A 39. Percentage of beneficiaries who rated the training course/s and advisory services as satisfactory or higher in terms of quality and relevance	Provides quality and relevant training courses and advisory services					2		
	PI 5. Number of technical/expert services	A 40 . Number of technical/expert services as/in:	Provides the technical and expert services requested by beneficiaries							
	Research Mentoring	Research Mentor								
	Peer reviewers/Panelists	Peer reviewers/Panelists								
	Resource Persons	Resource Persons								
	Convenor/Organize r	Convenor/Organizer								
	Consultancy	Consultant								

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
NO.	WIFOSIFAFS	mulcators (FI)		Target	Actual Accomplishment	ouality Average Average Average Average Average	percentage should be supported with numerical values in numerators and denominators)			
	Evaluator	Evaluator								
	PI 8. Percent of extension proposals approved *	A 41. Percent of extension proposals approved *	Prepares extension project proposals, submits and follow up its approval for immediate implementation							
	<u>PI 11</u> . Additional outputs *	A 42. No. of extension- related awards (extn. conducted by faculty or student & faculty) *								
		A 43.Other outputs implementing the new normal due to covid 19	Designs extension related activities and other outputs to implement new normal							
		Number of RE Demo Unit maintained for educational purposes		9	9	5	5	5	5.00	RE Demo Units are located at the Renewable Energy Research Center
UMFO	5. SUPPORT TO OF									
	OVPI MFO 4. Progr	ram and Institutional Accred	litation Services							

MFO No.	Description of MFO's/PAPs	Success/ Performance	Tasks Assigned				R	ating		REMARKS (Indicators in
10.	MIFO S/PAPS	Indicators (PI)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		A 44. Compliance to all requirements of theQMS core processes of the university under ISO 9001:2015*	Ensures that all the QMS core processes of the university are complied with in the performance of his/her functions as faculty member	zero non- conform ity	zero non- conformity	5	5	5	5.00	
	I .	A 45. Compliance to all requirements of the program and institutional accreditations:	Prepares required documents and complies all requirements as prescribed in the accreditation tools							
		On program accreditations On institutional								
	PI 9. Additional Outputs	Number of in-house seminars/trainings/ workshops/reviews conducted	Spearhead and facilitates the Conduct of College Seminars/Workshops/ Trainings							

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating	·	REMARKS (Indicators in
No.	IVII O S/I AI S	indicators (11)		Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
	PI 2. Zero percent complaint from clients served	A 46. Customerly friendly frontline services	Provides customer friendly frontline services to clients	0% Complai nt	0% Complaint					
	PI 3: Additional Outputs	A 47. Number of /new initiatives introduced resulting to best practice replicated/benchmarked by other depts/agencies *	Initiates/introduces improvements in performfing functions resulting to best practice	2	4	5	5	5	5.00	OBE-Syllabus and Modules, 5S Practices, Record Management, ISO- based Forms
		A 48.Other outputs implementing the new normal due to covid 19	Designs administration/manag ement related activities and other outputs to implement new normal							
		Number of departments and/or service units supervised and monitored	Supervising and monitoring	9	18	5	5	5	5.00	Released 18 Supervising and Monitoring Memos
		No. of management meetings conducted	Preside at least one (1) college-wide meeting per semester; at least once every month for CET ManCom Meeting	6	7	5	5	5	5.00	Conducted two (2) Collegewide Meetings (Jan and June) and five (5) ManCom Meetings (3 regular and 2 special)
		Number of documents attended and served	Review and Approve documents	1,000	1000	5	5	5	5.00	

MFO No.	Description of MFO's/PAPs	Success/ Performance Indicators (PI)	Tasks Assigned				R	ating		REMARKS (Indicators in
				Target	Actual Accomplishment	Quality	Eficiency	Timeliness	Average	percentage should be supported with numerical values in numerators and denominators)
		Number of academic lecture/laboratory rooms supervised	Supervises the maintenance of lecture/ laboratory/ comfort rooms and	13	13	5	5	5	5.00	Engineering Building and CET Annex
		Area of lawn supervised (sq.m, approx.)	Supervises the maintenance of lawn	5,000	5000	5	5	5	5.00	Engineering Building and CET Annex
		Number of office and laboratory equipment purchased	Approved request to purchase laboratory/office equipment	5	5	5	5	5	5.00	Dean's Office supplies and laboratory equipment across engineering programs
	Total Over-all Ratin	g						04.33		
	Average Rating							4.97		
	Adjectival Rating						Outs	tand	ing	
Comm	ents & Recommenda	tions for Development Purpo	se: icited Pean 11	He is	very forms	f o	n	mj	noni	y his assege

Evaluated & Rated by:

BEATRIZ S. BELØNIAS

Immediate Supervisor

Date:

Recommending Approval

BEATRIZ S/BELONIAS

VP for Instruction

Date:

Approved by:

BEATRIZ S. BELONIAS

Vice President for Academic Affairs

Date:

PERFORMANCE MONITORING FORM

Name of Employee: Roberto C. Guarte

Task No.	Task Description	Expected Output	Date Assigned	Expected Date to Accomplish	Actual Date accomplished	Quality of Output*	Over-all assessment of output**	Remarks/ Recommen -dation
1	Monitors graduate degree specialization offered under the college	1	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
2	Advises graduate student/s on MS Program	2	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
3	Advises student/s on thesis	2	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
4	Teaches BSABE subjects (FTE Implemented)	2	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
5	Ensures that the degree program under the College of Engineering is compliant to CHED CMO	5	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
6	Encourage and assists graduating students for them to graduate on time	55%	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
7	Supervision as Dean in the licensure examinations in mandated programs	100% (Higher than National average)	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
8	Screens, monitors & evaluates students under the BSAE Financial Assistance Program (FAP)	12	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
9	Establishes linkage with academe / industry	30	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	
10	Consultation of engineering students	20	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory	

11	Supervise student organization	5	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
12	Supervise student-related activities	6	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
13	Spearheading the conduct of series of seminars/ trainings/workshops/ reviews on the Outcomes-Based Education	1	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
15	Evaluating HEI BS Degree Programs in Agricultural and Biosystems Engineering	3	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
16	Formulate guidelines and policies in the implementation of engineering degree programs in the Philippines	3	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
17	Conduct research projects	3	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
18	Prepare and submit research projects for continuation this year	3	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
19	Prepares and submits project proposal for funding	2	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
20	Supervision of IEC materials/techno guides development	5	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
21	Monitoring of SHS units in Leyte, Southern Leyte, and Biliran	50	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
	Assessment of Solar Power Associations (SoPA) in Leyte, Southern Leyte, and Biliran	4	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
22	Supervise/ Monitor Solar Home System beneficiaries	210	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
23	Spearhead at least two (2) project and/or completed on schedule	2	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
24	Prepares and submits extension project proposal funding	250K	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory

25	Ensures that all faculty has at least very satisfactory rating in 50% of the subjects evaluated by students	60%	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
26	Spearhead and facilitates the Conduct of College RDE In-House Review	5	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
27	Supervising and monitoring of departments and/or service units	9	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
28	Presides at least one (1) college- wide meeting per semester; at least once every month for CoE ManCom Meeting	6	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
29	Reviews and approve documents for signature	1000	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
30	Supervises the maintenance of lecture/ laboratory/ comfort rooms and facilities	13	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
31	Supervises the maintenance of lawn	5000 sq.m.	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory
32	Approves request to purchase laboratory/office equipment	5	Jan. 2, 2020	Jun 30, 2020	Jun 30, 2020	Impressive	Very Satisfactory

^{*} Either very impressive, impressive, needs improvement, poor, very poor
** Outstanding, very satisfactory, satisfactory, unsatisfactory, poor

Prepared by:

BEATRIZ S. BELONIAS Immediate Supervisor