

PROJECT IMPACT ASSESSMENT
Systems and Procedure

Project Impact Assessment Division
Foreign-Assisted & Special Projects Office
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PROJECT IMPACT ASSESSMENT

Systems and Procedure

I. Introduction

On the basis of the Department of Environment and Natural Resources(DENR) Special Order No. 98-17 signed on April 13, 1998 and as amended by Department _Administrative Order (DAO) No. 99-16 on May 17, 1999, the functions of the Foreign-Assisted and Special Projects Office (FASPO) have been redefined and re-aligned. Of the five divisions under the Office, the Project Impact Assessment Division (PIAD) has been tasked primarily to look at a project in terms of its impacts, whether intended or unintended, positive or negative, quantitative or qualitative, anticipated or not. The regular monitoring of grant and loan foreign-assisted projects is now being handled by the Foreign-Assisted Projects Monitoring and Evaluation Division (FAPMED).

Since 1979, the DENR has availed of more than \$1.5 B of ODA loans and grants for its programs and projects, including the corresponding GOP funds. These programs and projects have backstopped the Department in its implementation of major initiatives such as: enhancement of natural resource management; promotion of local and international collaboration and partnerships; environmental protection, planning and management; community-based development schemes; and policy review' and formulation, to name a few. Indeed, there is a strong reason to continually improve the effectiveness and efficiency in the implementation of these programs and projects. What is crucial is that the impacts that these development and investment initiatives generate must be clearly ascertained whether these carry out the primary mission of the Department, and contribute to the attainment of the overall DENR Vision of a sustained development for our environment and natural resources. Results of impact assessment intend to help policy-makers and planners improve the quality of decision-making by providing them on-hand information on what has become of the project particularly of the beneficiaries, and other consequences attributable to project interventions. These may serve as basis for future programming, planning and project development. It may also contribute in improving current project implementation and procedures, and provide wider perspectives in interrelating different activities and initiatives.

With the creation of the PIAD, project impact assessment of DENR Foreign-Assisted and Special Projects (FASPs), which have been neglected before will be given considerable attention and will serve as an instrument to measure the efficiency and effectiveness of DENR-FASPs implementation.

II. Definition of Terms

The following terms are defined and interpreted within the context used in this system and procedures:

- a. **Impact** refers to the intangible result and/or long-lasting effect or consequence of the project in terms of the ecological, economic, socio-cultural, political, technological and institutional aspects.
- b. **Assessment** is evaluation. It is the process of determining systematically and objectively the attainment of project goal and objectives in terms of output, effect and impact.
- c. **Project** is the subject being assessed. It may be a program, policy, component or activity.
- d. **Input** refers to the resource used or invested in the project (e.g., human, financial, physical or material, time).
- e. **Output** refers to tangible and concrete products resulting from the use of the project inputs (e.g., number of hectares planted to trees, number of farmers organized into cooperatives, etc.).
- f. **Effect** is the outcome of utilizing project outputs.
- g. **Effectiveness** is the extent to which a project achieves its set objectives.
- h. **Efficiency** is a measure of the extent the project has achieved its objectives using the minimum resources (e.g. funds, equipment, logistics, etc.) possible.
- i. **Relevance** is the extent to which results and impacts of a project conform with the intended goals and objectives.
- j. **Significance** refers to the broad-based impact of the project (e.g. geographical distribution, replicability, culture, or as a model, etc.).
- k. **Sustainability** is the ability to continue and further develop the innovations and benefits effected by the project.
- l. **Stakeholders** refer to persons who may be significantly affected by the project, such as, but not limited to, members of the local community, industry, local government unit, non-governmental organizations, people's organizations and government institutions.

III. Objectives

The general objective of the assessment is to be able to determine all changes brought about by project interventions.

Specific objectives:

1. To determine whether stated overall goals and long range objectives have been achieved according to project design and plans;
2. To establish and assess the relationship between output and effect, and to determine whether these are attributable to the project.;
3. To determine comparative conditions before and after project intervention;
4. To identify other unanticipated consequences;
5. To document lessons learned and areas of excellence, where applicable, from the approaches and strategies used for decision making and future programming; and
6. To recommend corrective measures on identified major deviations in project strategies, if warranted.

IV. Scope and Timing

Impact assessment of a project will be carried out in any of the following periods:

1. Before a project is implemented or right after the project has started: Benchmarking
2. During implementation: Ongoing or Mid-Project Impact Assessment
3. At completion: End-of-Project Impact Assessment
4. Some years after project completion: Post Project Impact Assessment

Benchmarking. A survey undertaken in order to have a picture of the local existing situation without the project. Using well-defined indicators, benchmark data will be used later on in the comparative analysis between benchmark data and impact assessment results.

On-going or Mid-Project Impact Assessment. This shall focus on the review and evaluation of benchmark data and information, appropriateness of strategies and approaches as envisioned in the project design, early effects that would result in generating the desired impacts, and review and assessment of the project's logical framework plans, if it conforms to the project design.

End-of-Project Impact Assessment. This is done preferably three (3) months before or right after the official project completion date. It shall focus on the analysis of the overall project performance, assessment of strategies and approaches used, and the efficiency of inputs invested in the project. The effects and impacts of the project at that point in time shall be looked into. Ideally, the questionnaires or the survey will be the same as that of the benchmark survey in order to have a comparable data.

Post Project-Impact Assessment. This shall focus on the assessment of project effects and impacts preferably 3 to five years after the official completion of a project. While information provided by monitoring and ongoing evaluation may be utilized for analytical purposes, more often than not, separate studies are undertaken to assess project impacts and results.

V. Framework for Impact Assessment

- A. Impact assessment shall determine what changes have occurred as a consequence of the project on the following areas or aspects of development:
1. Economic aspect
 2. Ecological aspect
 3. Technological aspect
 4. Political aspect
 5. Socio-cultural aspect
 6. Institutional aspect

B. Impact assessment shall focus on three major keys:

1. relevance of the impact;
2. significance of the impact; and
3. sustainability, particularly of positive impacts.

The *relevance* of the impacts to the project goals and objectives shall be looked into primarily to determine whether these impacts have been intended or otherwise. In same manner, the *significance* of the impacts to the wider realm of society is of great importance. Why spend so much for a project if it will not contribute to the betterment of society in the final analysis? And finally, *sustainability*, particularly of the project's positive impacts or benefits shall be determined whether these have been continued over time.

C. Moreover and to the extent possible, the impacts generated shall likewise be related to or reference should be made on *cost efficiency*, or efficiency in the use of project resources, and *effectiveness* on attaining the pre-set objectives in the course of project implementation as these have bearing on future planning and project development, such as, project replicability or project extension as the case may be.

Thus, to be able to come up with a holistic impact assessment, focus shall be put on: relevance of impacts identified as a consequence of the project; significance of the impacts; and sustainability of benefits. General reference shall likewise be made on efficiency on the use of project resources and effectiveness on attaining the pre-set objectives.

The Operational Framework for Sustainable Development Handbook and the Guidebook on Project Cycle Management for Sustainable Development developed under the IEMSD (Integrated Environmental Management for Sustainable Development) Programme are useful references in impact assessment.

D. **Use of Appropriate Indicators**

These are objectively verifiable measurements which indicate direction and magnitude of change or result brought about by a project. For purposes of this assessment, the indicators must be able to describe quantitatively or qualitatively the project impacts. The selection of indicators is governed by the changes that are sought or anticipated. Usually, the choice will be dictated by the project's design. The impact indicators that will be drawn up shall become an integral part of the assessment design. For clarity, the assessment of outputs requires a different set of indicators as compared to the assessment of effects or impacts.

The indicators must be identified prior to the conduct of the evaluation. As much as possible, these must be specified in detail. Other indicators identified by the project under specific focus areas can be considered. However, existing indicators must be checked for their validity, reliability and comprehensiveness. One useful reference is the "Measuring Sustainable Development at the Community Level" published by the IEMSD in 1998.

VI. Criteria of Projects for Impact Assessment

A. Project Categorization

Projects which shall be subject to impact assessment may be categorized as any of the following:

1. Type of Project as in grant-assisted; loan-assisted; locally-funded special project; or a combination of grant, loan and local funding.
2. Duration or Project Life
 - a) Mid-Project Implementation
 - Loan and grant foreign-assisted projects with a life span of at least three (3) years
 - Locally-funded special projects whose duration is at least three (3) years
 - b) Completing Projects
 - Locally-funded special projects which have just been completed (one or two months after project was completed)
 - grant foreign- Loan and assisted projects which are due for termination 2-3 months prior to scheduled date of termination
 - Locally-funded special projects, grant and loan projects which are proposed for extension

- c) Completed Projects
 - Loan and grant foreign-assisted projects which were 3-5 years completed or terminated
 - Locally-funded special projects which were 3-5 years completed or terminated
 - Locally-funded and foreign-assisted special projects whose major components are developmental in nature (physical, development for forestry, lands and mines projects, institutional and social development for environmental projects)
- 3. Objectives (increased economic growth, poverty alleviation, solid waste management, etc.)
- 4. Sectors (agriculture and forestry, industrial, health, etc.)
- 5. Nature of relationships with other projects
 - independent projects those that can be implemented without precluding the implementation of other projects
 - mutually exclusive projects those which when implemented preclude the implementation of other projects
 - complementary projects those that require implementation of other projects to attain certain development objectives
- 6. Area of coverage or location (hectarage or geographical)
- 7. Target beneficiaries or clientele (e.g., upland farmers, fisherfolks, industries, etc.)
- 8. Methodology and processes (by administration, contracting, community-based, etc.)
- 9. Organization and management structure
- 10. Magnitude of investment (e.g. funding, logistical support, etc.)

B. Prioritization of Projects for Impact Assessment

In the conduct of impact assessment, important factors like availability of time, funds and evaluating staff are to be considered in setting priority projects for evaluation. However, greater consideration shall be put on:

1. Special instructions from the Management or higher authorities;
2. Demand or urgency of results that may serve as inputs to ongoing or pipeline projects (or follow-up activity under negotiation);
3. Relevance to current thrusts of the Department, national programs and priorities; and
4. Terminated locally-funded and foreign-assisted projects whose basic documents/data are still substantially complete or intact. (Please refer to **Annex A, List of Possible Source Documents**).

VII. Methodology

The following steps are guide in the conduct of impact assessment:

- Step 1:** Data gathering and quality assessment as to validity and reliability of available information
- *Analysis of Logframe/Project Planning Matrix/Milestones*
 - Goals and objectives
 - Specific operations carried out
 - Anticipated results and changes sought
 - Costs
 - Indicators to be measured
 - Assumptions used
 - *Review of other relevant documents/literature (e.g. project's feasibility study report, rapid rural appraisal, community profiles and where applicable, NCSO annual reports, etc.)*
- Step 2:** Complementary interviews with project implementers to have a wider overview of the project

- Step 3:** Preparation of draft assessment design to be used (Please see **Annex B, Assessment Design Format**)
- Devise tool for primary data gathering
 - Identify additional data needed
 - Identify source of additional data needed
- Step 4:** Presentation of draft assessment design to Peer Review Group for comments
- Step 5:** Primary data collection
- Entry conference/briefing with stakeholders
 - State purpose of field visit and assessment
 - Expectations
 - Assistance requested
 - Ocular inspection and conduct of primary data collection
 - Team cliniquing and preparation of initial findings or impressions
 - Exit conference/debriefing with stakeholders
 - Presentation/Wrap up on initial findings or impressions
 - Expression of gratitude for cooperation and assistance extended
- Step 6:** Data organization and analysis
- Step 7:** Preparation of initial draft assessment report
- Step 8:** Presentation of initial draft assessment report to the Peer Review Group for further review and refinements
- Step 9:** Revision/Finalization of the draft assessment report
- Step 10:** Presentation of draft assessment report to the Review Panel
- Step 11:** Submission to appropriate authorities/management
- Step 12:** Dissemination of copy/ies to relevant offices upon clearance from appropriate authorities/management
- Step 13:** Presentation and discussion of recommendations with concerned units (optional)

VIII. Work Structure

For the conduct of Project Impact Assessment, PIAD shall consist of three teams. Each team shall have three members and be represented by a focal person/team leader designated by the Division Head. Depending on the nature of the project to be assessed, the Team shall invite other member representative/s from FASPO, PPSO or other units of the Department, as the need arises. The team shall be responsible for the overall conduct of the assessment/evaluation, including arrangements and documentation during presentation of the assessment report to the Peer Review Group and Review Panel. The three teams shall report directly to the PIAD Head.

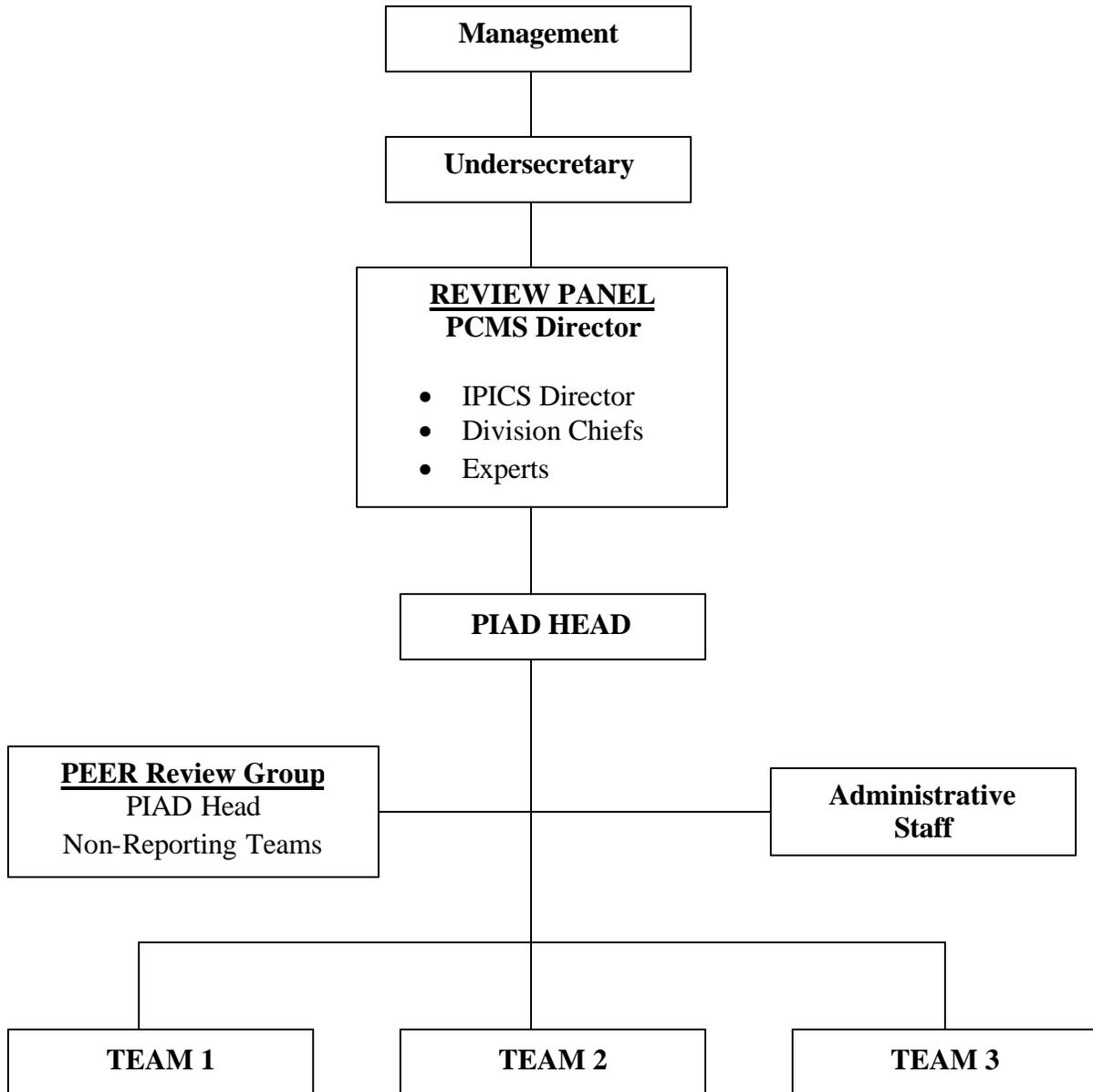
At the PIAD LEVEL, a Peer Review Group (PRG) shall be organized to review and study each team's: (1) overall design of the assessment; and (2) initial draft assessment report. The composition of the Peer Review group shall be the PIAD Head and members of the non-reporting teams. The PRG shall convene upon instruction of the PIAD Head or request of the reporting/proponent team. A team cannot proceed without the consensus of the PRG.

The draft assessment report (Please refer to Annex C. Assessment Report Format) shall be presented to the PRO for review and refinements. After which the draft assessment report shall be presented to a Review Panel composed of the PCMS and PICS Directors, Division Heads and other experts who shall be invited on an optional basis depending on the nature of the project under review. The PCMS Director shall head this Panel. The PIAD Head shall report the results of the assessment as supported by the proponent team.

Taking into consideration the comments from the Review Panel, the final draft of the assessment report shall be endorsed by the PCMS Director to the Secretary, through normal channels, for further comments/acceptance of the report.

The Administrative Staff shall assist all Teams in the encoding, pre-packaging, finalization and distribution of the assessment reports.

Illustration Chart:



IX. Work Arrangements

Priority projects for evaluation shall be distributed to the respective Teams of the Division. They shall be given maximum of six (6) months to conduct an assessment and complete a report. The Teams shall be assigned each a project for mid-project assessment, end-of-project assessment and post project evaluation. This is to ensure that maximum of six (6) projects will be assessed per year.

Each Team shall commence and be responsible for carrying out the preparatory stage of the assessment. The draft assessment design shall be presented to the Peer Review Group (Step 4) for comments. With the PRG's comments incorporated in the revised assessment design, the assessment team could proceed with the assessment process. The formulation of the assessment design shall be dependent on the Team's professional judgment taking into consideration the capability of its members, logistics, time and other probable constraints. The Guidebook on Project Management Cycle for Sustainable Development is a useful document for reference.

The first draft of the Assessment Report shall be presented to the Peer Review Group (Step 8). The PRG is expected to give a critical review of the documents presented in anticipation of the probable questions that the Review Panel would raise later on. After which, the report shall be presented to the Review Panel (Step 10).

The members of the Review Panel are expected to thoroughly study and comment on the report in order for the assessment team to make the necessary adjustments, or data collection and validation, if necessary. With the Review Panel's comments considered in the revised assessment report, the draft of the final report can now be endorsed by the PCMS Director to the management. A copy of the final assessment report shall be provided to concerned units of the Department and other relevant offices (e.g. donor institutions, oversight agencies, concerned organizations) upon approval and clearance from the management.

X. Feedback/Forward System

In order to generate and ensure feedback from different project stakeholders, a feedback system is developed. Thus, each assessment team is encouraged to identify and involve effective participation of these stakeholders in the process of impact assessment (Please refer to **Annex D, Feedback/Forward System**).

LIST OF POSSIBLE SOURCE DOCUMENTS

- Program/Project Completion Report (PCR)
- Program/Project Implementation Report
- Project Feasibility Study Report
- Project Development/Operational Plan/Life of Project. Plan
- Global Work Plan (for I~U Projects)
- Program Assistance Approval Document (for USAJD Projects) -
- Appraisal Report
- Loan/Grant Agreement
- Financing Memorandum Agreement
- Memorandum of Agreement/Understanding (MOA/MOU)
- Project Profile
- Socio-Economic Baseline Survey
- Land Resources Baseline Survey
- Project Maps
- Project Proposal
- Ecological Profile/Ecosystems Survey
- Logical Framework/Project Planning Matrix
- Assessment/Evaluation Reports (Mid-Term & Terminal Report)
- Mission Reports (Mid-Term & Terminal Report)
- Program/Project Accomplishment Reports (Physical & Financial)
- Contractor's Completion Report/Terms of Reference
- Consultants Outputs (Short Term & Long Term)
- Phase-In/Phase-Out Plan
- Research Studies Report
- Training Reports
- Documentation on Success Stories and Lessons Learned
- Guidebook on Project Cycle Management for Sustainable Development
- Handbook on Operational Framework for Sustainable Development
- Philippine Strategy for Sustainable Development
- Project Impact Monitoring and Assessment: Systems and Procedure
- Sustainable Development Indicators
- Sectoral Master Plan
- Forestry Statistics
- DENR Policy Issuances
- National Census and Statistics Yearbook
- Barangay/Municipal Profile
- Provincial/Municipal Master Plan
- Handbook for /Community Workers and Coastal Resource Managers

PROPOSED OUTLINE OF THE DESIGN FOR THE CONDUCT OF PROJECT IMPACT ASSESSMENT

I. INTRODUCTION

Contains a brief background on the project and the rationale for conducting the assessment.

II. OBJECTIVES

- A. General
- B. Specific

III. SCOPE OF THE ASSESSMENT

Contains the degree, extent, level and focus of assessment to be done

IV. FRAMEWORK

Contains a brief discussion of the assessment criteria to be used in the conduct of the assessment.

V. METHODOLOGY/APPROACH

Contains a discussion on the methods to be used in the assessment, tools for analysis, evaluation criteria, among others. It shall also contain activities to be undertaken, i.e. initial activities, field level activities and final/closing activities

VI. TEAM COMPOSITION

Identify personnel and their field of expertise who will conduct the assessment including staff from other units who will join/assist in the assessment.

VII. DURATION

Contains specific time allotted for the conduct of initial activities, field level and final stage of the assessment.

VIII. FINANCIAL PLAN

Contains cost estimates for air fare, per diems, supplies and materials, meetings, etc.

ANNEX C

Assessment Report Format

Department of Environment and Natural Resources
Foreign-Assisted and Special Projects Office
Project Impact Assessment Division

NAME OF PROJECT

**PROJECT IMPACT MONITORING AND
ASSESSMENT REPORT**

Draft / Final Report

December 1999

Table of Contents: The Assessment Report shall contain the following:

COVER PAGE

Acknowledgments

List of Acronyms

List of Figures, Tables, Annexes

Project Location Map and Other Relevant Maps

Executive Summary

I. Introduction

1.1 Background, Rationale and Objectives of the Assessment

1.2 Scope and Limitations of the Assessment

II. Methodology

2.1 Assessment/Evaluation Approach

2.2 Assessment Framework

2.3 Tool for Analysis

2.4 Team Composition and Mobilization

2.5 Work Plan

III. The Program/Project

3.1 Program/Project Background

3.2 Objectives

3.3 Implementation Framework and Strategy

3.4 Implementation Arrangements

3.4.1 Contract Administration, Amendments, and Extensions

3.4.2 Project Management

3.4.3 Staffing and Structure

3.4.4 Commodities Procurement

3.4.5 Key Project Responsible

3.4.6 Reporting System

IV. Program/Project Components and Activities

4.2 Review of Outputs and Milestones

4.3 Special Activities

4.4 Others

V. Discussion of Results

5.1 Impact Assessment at Goal, Purpose and Output Levels

5.2 Goal Level Indicators

5.3 Purpose Level Indicators

5.4 Output Level Performance Indicators

VI. Major Concerns and Issues

VII. Assessment

7.1 Effectiveness

7.2 Efficiency

7.3 Impact

7.4 Relevance

7.5 Sustainability

VIII. Conclusions and Recommendations

5.1 Contribution to Goal Achievement

5.2 Effectiveness of Implementation Strategy

5.3 Validity of Program Design

5.4 Lessons Learned

5.5 Recommendations and Possible Follow-On Activities

BRIEF DESCRIPTION OF REPORT CONTENT

FRONT COVER - This shall include the name of the agency/office (at the top of paper), the kind of report (i.e. Project Impact Monitoring and Assessment Report), the program/project name and the date of the submission of the report.

TABLE OF CONTENTS - The format and style for the table of contents shall be the usual format used in all report presentation.

ACKNOWLEDGMENTS - A brief narration on the expression of gratitude to the Offices, its officials and staff, the stakeholders and others who have been involved, for the participation and support provided to the Team in the conduct of Impact Assessment.

LIST OF ACRONYMS - Enumeration of all the acronyms and abbreviations of terms used in the report.

LIST OF FIGURES AND TABLES - This is the listing of all relevant tables and figures (e.g. Matrix of Physical and Financial Report, List of Trainings conducted, Management and Organizational Structure, etc.) attached as annexes to support the discussions provided in the report.

MAPS - A map showing the location of the project area. Other relevant maps should also be included in the report.

EXECUTIVE SUMMARY - This portion is the summary of the overall content of the Report highlighting the major findings, issues and recommendations. This should also include the overall conclusions of the Team.

INTRODUCTION - This portion shall contain the background, rationale and objectives of the assessment. It shall also present the scope and limitations in the conduct of the assessment.

METHODOLOGY - This portion discusses the assessment process made as described in the design for the conduct of assessment. This shall include the framework for assessment, approach and tools for data gathering and analysis, the team composition and the activity work plan of the Team.

PROGRAM/PROJECT DESCRIPTION - This portion provides a brief description of the program/project, the rationale for undertaking the project, its objectives, components and implementation framework and strategy. It shall also contain the implementation arrangements and discussion of any major changes necessary in these arrangements. Project consists and schedule shall also be included in this portion.

PROGRAM/PROJECT COMPONENTS/ACTIVITIES - This portion discusses detail the specific program/project components and the corresponding Outputs and milestones under each component. This should cover actual activities of each component as against the planned targets. Other important activities undertaken by the Project, which were not anticipated during the design or planning stage shall likewise be presented in this portion.

DISCUSSION OF RESULTS - This portion shall describe the impacts intended or not) derived from the achievements under the different project components. Discussion of impacts shall be done at various levels in order determine contribution of impact to the overall goals/objectives and its performance in terms of project purpose and results. The different parameters, descriptor and indicators presented in the OFSD Manual can be read as a guide in articulating the project impacts, in addition to the indicators identified by the Project in its specific focus areas.

(The goal level indicators shall discuss the benefits made for the beneficiaries/stakeholders. The purpose level indicators discuss the new additions/qualities achieved through the adoption / utilization of project outputs. Under the result/output level, it shall focus on the services and facilities provided by the Project.)

This portion also contains a discussion on how effective the strategies and approaches adopted by the project and how it is efficient in its use of sources in deriving the impacts.

MAJOR CONCERNS AND ISSUES - This portion shall include all major issues and problems identified during the project implementation and which are considered crucial for sustainability of project benefits. This may also include issues and concerns which have implications to the present design the project under review or design of future programs/projects.

IMPACT ASSESSMENT - This portion essentially contains an assessment of the impacts in terms of their relevance, significance and sustainability. Relevance and significance in terms of the degree of their contribution to the overall goals and objectives of the project. Sustainability is determined based on the six development criteria and various indicators being adopted by the Department in determining project sustainability.

CONCLUSIONS AND RECOMMENDATIONS - This section provides a general conclusion whether the project is successful, partially successful or not successful in generating the required impacts and state whether or not these impacts are relevant, significant and sustainable. A conclusion on the important policies, implementation strategies and approaches and major lessons learned and experiences gained by the project implementors shall constitute this portion. It may also contain a summary of specific matters which require further action by concerned parties. This section shall also include the recommendations by the Team. It can include two types of recommendation: (I) project specific; and (ii) general, which may be needed to have a more effective implementation of the project and which are pertinent in the design of projects and future policy decision making process.

LAST PAGE - It contains the name and signature of the Team Leader and members and the PIAD Head.

APPENDICES - This shall comprise of all information/documents essential for substantiating the discussions and which form the bases of the findings presented in the report. The use of Appendices to elaborate technical aspects of the project or its operations should be avoided or if absolutely necessary, it should be brief. The report may contain as many appendices which are deemed important.

Last Page: The Last Page should contain the following:

Prepared by: Team Leader/signature

Team Members/signature(s)

Noted by: PIADHead/Signature

FEEDBACK FORWARD SYSTEM FOR IMPACT ASSESSMENT

